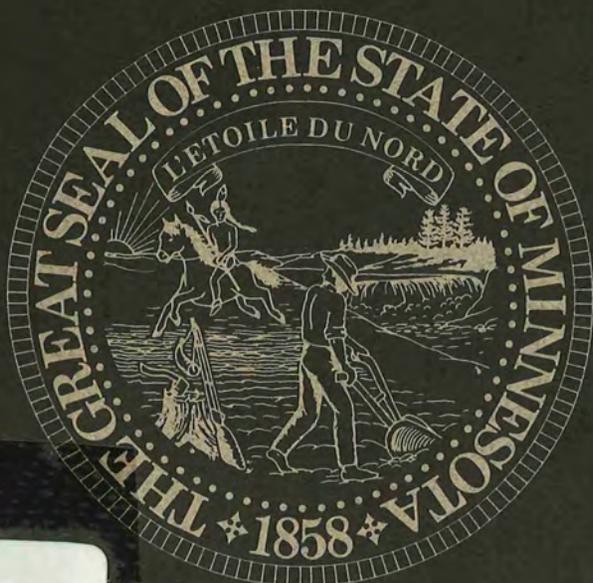




Department of Administration

MANAGEMENT
ANALYSIS DIVISION



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A Study of Discrimination Against Women- and Minority-owned Businesses

and of Other
Small-business
Topics

APPENDICES

Book 2 of 2

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STATE OF MINNESOTA
DEPARTMENT OF ADMINISTRATION

A study of
Discrimination Against
Women- and Minority-owned Businesses
and of Other Small-business Topics

Appendices

Book 2 of 2

Minnesota Department of Administration

Management Analysis Division

January 1990

203 Administration Building, 50 Sherburne Avenue, St. Paul, MN 55155

APPENDIX F.

Data Analysis Results:
Proportions of Opportunities and Dollars Awarded
to Women- and Minority-owned Businesses
by State and Metropolitan Government Agencies

APPENDIX F. Data Analysis Results: Proportions of Opportunities and Dollars Awarded to Women- and Minority-owned Businesses by State and Metropolitan Government Agencies

Tables 1 through 18 present the share of state and metropolitan government dollars and opportunities women- and minority-owned businesses received. Base-line data was gathered by Management Analysis and a separate table is presented for each agency studied (see Appendix B for more detailed explanations of agency-specific data). For those agencies using set-aside and preference programs, three tables are presented: one outlining proportions of all awards; one outlining proportions of all awards except set-aside and preference awards; and one outlining proportions of set-aside and preference awards exclusively.

Only prime contractors are represented in the tables. For subtracting proportions, see Appendix I.

The "Share of Awarded Dollars" column provides the proportion of dollars awarded to a specific race/gender group for a specific SIC code. The proportion is calculated by dividing the aggregate dollars awarded to a specific race/gender group for a specific SIC code by the total dollar value of awards in that SIC code. For example, in Table 1, female-owned businesses in SIC Code 154 (non-residential building construction) received about .69 percent of the dollars the Department of Administration awarded in that area.

The "Share of Opportunities" column provides the proportion of awards given to a specific race/gender group for a specific SIC code. The proportion is calculated by dividing the aggregate number of awards made to a specific race/gender group for a specific SIC code by the total number of awards made in that SIC code. For example, in Table 1, female-owned businesses in SIC Code 154 (non-residential building construction) received about 1 percent of the awards the Department of Administration made in that area.

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 1. DEPARTMENT OF ADMINISTRATION PURCHASING
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
152	Female	0.0000%	0.0000%
152	Black	0.0000%	0.0000%
152	Hispanic	0.0000%	0.0000%
152	American Indian	0.0000%	0.0000%
152	Aleut	0.0000%	0.0000%
152	Asian	0.0000%	0.0000%
154	Female	0.6882%	1.0309%
154	Black	0.3605%	0.5155%
154	Hispanic	0.0000%	0.0000%
154	American Indian	0.0000%	0.0000%
154	Aleut	0.0000%	0.0000%
154	Asian	0.0000%	0.0000%
161	Female	0.0000%	0.0000%
161	Black	0.0000%	0.0000%
161	Hispanic	0.0000%	0.0000%
161	American Indian	0.0000%	0.0000%
161	Aleut	0.0000%	0.0000%
161	Asian	0.0000%	0.0000%
173	Female	0.0000%	0.0000%
173	Black	0.0000%	0.0000%
173	Hispanic	0.0000%	0.0000%
173	American Indian	0.0000%	0.0000%
173	Aleut	0.0000%	0.0000%
173	Asian	0.0000%	0.0000%
275	Female	0.0000%	0.0000%
275	Black	0.0000%	0.0000%
275	Hispanic	0.0000%	0.0000%
275	American Indian	0.0000%	0.0000%
275	Aleut	0.0000%	0.0000%
275	Asian	0.0000%	0.0000%
415	Female	0.0000%	0.0000%
415	Black	0.0000%	0.0000%
415	Hispanic	0.0000%	0.0000%
415	American Indian	0.0000%	0.0000%
415	Aleut	0.0000%	0.0000%
415	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 1. DEPARTMENT OF ADMINISTRATION PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
421	Female	0.0000%	0.0000%
421	Black	0.0000%	0.0000%
421	Hispanic	0.0000%	0.0000%
421	American Indian	0.0000%	0.0000%
421	Aleut	0.0000%	0.0000%
421	Asian	0.0000%	0.0000%
495	Female	0.0000%	0.0000%
495	Black	2.7759%	8.1395%
495	Hispanic	0.0000%	0.0000%
495	American Indian	0.0000%	0.0000%
495	Aleut	0.0000%	0.0000%
495	Asian	0.0000%	0.0000%
502	Female	2.2990%	5.0104%
502	Black	3.8853%	9.6033%
502	Hispanic	0.0000%	0.0000%
502	American Indian	0.0000%	0.0000%
502	Aleut	0.0000%	0.0000%
502	Asian	0.0000%	0.0000%
503	Female	0.0000%	0.0000%
503	Black	0.0000%	0.0000%
503	Hispanic	0.0000%	0.0000%
503	American Indian	0.0000%	0.0000%
503	Aleut	0.0000%	0.0000%
503	Asian	0.0000%	0.0000%
504	Female	3.0438%	8.0820%
504	Black	0.6497%	2.2197%
504	Hispanic	0.0146%	0.0569%
504	American Indian	0.0000%	0.0000%
504	Aleut	0.0000%	0.0000%
504	Asian	0.3603%	1.3090%
505	Female	0.3232%	0.6329%
505	Black	0.0000%	0.0000%
505	Hispanic	0.0000%	0.0000%
505	American Indian	0.0000%	0.0000%
505	Aleut	0.0000%	0.0000%
505	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 1. DEPARTMENT OF ADMINISTRATION PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
506	Female	2.9656%	11.3290%
506	Black	0.3094%	2.5054%
506	Hispanic	0.0000%	0.0000%
506	American Indian	0.0000%	0.0000%
506	Aleut	0.0000%	0.0000%
506	Asian	0.1709%	0.1089%
507	Female	0.1798%	0.8515%
507	Black	0.7034%	2.6490%
507	Hispanic	0.0000%	0.0000%
507	American Indian	0.0000%	0.0000%
507	Aleut	0.0000%	0.0000%
507	Asian	0.0000%	0.0000%
508	Female	0.4000%	1.8217%
508	Black	0.0996%	0.8458%
508	Hispanic	0.0638%	0.0651%
508	American Indian	0.0000%	0.0000%
508	Aleut	0.0000%	0.0000%
508	Asian	0.0000%	0.0000%
509	Female	0.0000%	0.0000%
509	Black	0.0000%	0.0000%
509	Hispanic	0.0000%	0.0000%
509	American Indian	2.9371%	0.2433%
509	Aleut	0.0000%	0.0000%
509	Asian	0.0000%	0.0000%
511	Female	13.7113%	10.4762%
511	Black	5.6545%	9.2857%
511	Hispanic	0.0000%	0.0000%
511	American Indian	0.0000%	0.0000%
511	Aleut	0.0000%	0.0000%
511	Asian	0.0000%	0.0000%
512	Female	0.0000%	0.0000%
512	Black	1.5519%	3.9216%
512	Hispanic	0.0000%	0.0000%
512	American Indian	0.0000%	0.0000%
512	Aleut	0.0000%	0.0000%
512	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 1. DEPARTMENT OF ADMINISTRATION PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
514	Female	0.0000%	0.0000%
514	Black	0.0000%	0.0000%
514	Hispanic	0.0000%	0.0000%
514	American Indian	0.0000%	0.0000%
514	Aleut	0.0000%	0.0000%
514	Asian	0.0000%	0.0000%
516	Female	0.0000%	0.0000%
516	Black	0.0000%	0.0000%
516	Hispanic	0.0000%	0.0000%
516	American Indian	0.0000%	0.0000%
516	Aleut	0.0000%	0.0000%
516	Asian	0.0000%	0.0000%
517	Female	0.0000%	0.0000%
517	Black	0.0000%	0.0000%
517	Hispanic	0.0000%	0.0000%
517	American Indian	0.0000%	0.0000%
517	Aleut	0.0000%	0.0000%
517	Asian	0.0000%	0.0000%
519	Female	0.0800%	1.9608%
519	Black	0.0000%	0.0000%
519	Hispanic	0.0000%	0.0000%
519	American Indian	0.0000%	0.0000%
519	Aleut	0.0000%	0.0000%
519	Asian	0.0000%	0.0000%
523	Female	0.0000%	0.0000%
523	Black	0.0000%	0.0000%
523	Hispanic	0.0000%	0.0000%
523	American Indian	0.0000%	0.0000%
523	Aleut	0.0000%	0.0000%
523	Asian	0.0000%	0.0000%
525	Female	7.4494%	10.4839%
525	Black	0.0000%	0.0000%
525	Hispanic	0.0000%	0.0000%
525	American Indian	0.0000%	0.0000%
525	Aleut	0.0000%	0.0000%
525	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 1. DEPARTMENT OF ADMINISTRATION PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
551	Female	0.0000%	0.0000%
551	Black	0.0000%	0.0000%
551	Hispanic	0.0000%	0.0000%
551	American Indian	0.0000%	0.0000%
551	Aleut	0.0000%	0.0000%
551	Asian	0.0000%	0.0000%
553	Female	0.4958%	0.9174%
553	Black	0.0000%	0.0000%
553	Hispanic	0.0000%	0.0000%
553	American Indian	0.0000%	0.0000%
553	Aleut	0.0000%	0.0000%
553	Asian	0.0000%	0.0000%
556	Female	0.0000%	0.0000%
556	Black	0.0000%	0.0000%
556	Hispanic	0.0000%	0.0000%
556	American Indian	0.0000%	0.0000%
556	Aleut	0.0000%	0.0000%
556	Asian	0.0000%	0.0000%
559	Female	0.0000%	0.0000%
559	Black	0.0000%	0.0000%
559	Hispanic	0.0000%	0.0000%
559	American Indian	0.0000%	0.0000%
559	Aleut	0.0000%	0.0000%
559	Asian	0.0000%	0.0000%
569	Female	19.9314%	28.3133%
569	Black	2.1855%	3.0120%
569	Hispanic	0.0000%	0.0000%
569	American Indian	0.0000%	0.0000%
569	Aleut	0.0000%	0.0000%
569	Asian	0.0000%	0.0000%
571	Female	28.2571%	20.5357%
571	Black	0.0000%	0.0000%
571	Hispanic	0.0000%	0.0000%
571	American Indian	0.0000%	0.0000%
571	Aleut	0.0000%	0.0000%
571	Asian	0.0000%	0.0000%

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STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 1. DEPARTMENT OF ADMINISTRATION PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
572	Female	0.1608%	0.9615%
572	Black	0.0000%	0.0000%
572	Hispanic	0.0000%	0.0000%
572	American Indian	0.0000%	0.0000%
572	Aleut	0.0000%	0.0000%
572	Asian	0.0000%	0.0000%
573	Female	0.0950%	1.0870%
573	Black	0.2136%	1.0870%
573	Hispanic	0.0000%	0.0000%
573	American Indian	0.0000%	0.0000%
573	Aleut	0.0000%	0.0000%
573	Asian	0.0000%	0.0000%
594	Female	12.1898%	17.3913%
594	Black	0.0000%	0.0000%
594	Hispanic	0.0000%	0.0000%
594	American Indian	0.0000%	0.0000%
594	Aleut	0.0000%	0.0000%
594	Asian	0.0000%	0.0000%
599	Female	0.1909%	2.1390%
599	Black	0.0642%	0.5348%
599	Hispanic	0.0000%	0.0000%
599	American Indian	0.0000%	0.0000%
599	Aleut	0.0000%	0.0000%
599	Asian	0.0000%	0.0000%
633	Female	0.0000%	0.0000%
633	Black	0.0000%	0.0000%
633	Hispanic	0.0000%	0.0000%
633	American Indian	0.0000%	0.0000%
633	Aleut	0.0000%	0.0000%
633	Asian	0.0000%	0.0000%
635	Female	0.0000%	0.0000%
635	Black	0.0000%	0.0000%
635	Hispanic	0.0000%	0.0000%
635	American Indian	0.0000%	0.0000%
635	Aleut	0.0000%	0.0000%
635	Asian	0.0000%	0.0000%

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STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 1. DEPARTMENT OF ADMINISTRATION PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
651	Female	0.0000%	0.0000%
651	Black	0.0000%	0.0000%
651	Hispanic	0.0000%	0.0000%
651	American Indian	0.0000%	0.0000%
651	Aleut	0.0000%	0.0000%
651	Asian	0.0000%	0.0000%
734	Female	0.0000%	0.0000%
734	Black	0.0000%	0.0000%
734	Hispanic	0.0000%	0.0000%
734	American Indian	0.0000%	0.0000%
734	Aleut	0.0000%	0.0000%
734	Asian	0.0000%	0.0000%
735	Female	0.0000%	0.0000%
735	Black	0.0000%	0.0000%
735	Hispanic	0.0000%	0.0000%
735	American Indian	0.0000%	0.0000%
735	Aleut	0.0000%	0.0000%
735	Asian	0.0000%	0.0000%
737	Female	0.0790%	2.9126%
737	Black	0.3222%	7.7670%
737	Hispanic	0.0000%	0.0000%
737	American Indian	0.0000%	0.0000%
737	Aleut	0.0000%	0.0000%
737	Asian	0.0000%	0.0000%
738	Female	2.6047%	1.1834%
738	Black	0.1193%	0.5917%
738	Hispanic	0.0000%	0.0000%
738	American Indian	0.0000%	0.0000%
738	Aleut	0.5792%	0.5917%
738	Asian	0.0000%	0.0000%
753	Female	0.0000%	0.0000%
753	Black	0.0000%	0.0000%
753	Hispanic	0.0000%	0.0000%
753	American Indian	0.0000%	0.0000%
753	Aleut	0.0000%	0.0000%
753	Asian	0.0000%	0.0000%

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STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 1. DEPARTMENT OF ADMINISTRATION PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
764	Female	0.0657%	0.7042%
764	Black	0.0000%	0.0000%
764	Hispanic	0.0000%	0.0000%
764	American Indian	0.0000%	0.0000%
764	Aleut	0.0000%	0.0000%
764	Asian	0.0000%	0.0000%
769	Female	0.6434%	1.8433%
769	Black	0.1435%	0.9217%
769	Hispanic	0.0000%	0.0000%
769	American Indian	0.0000%	0.0000%
769	Aleut	0.0000%	0.0000%
769	Asian	0.0000%	0.0000%
811	Female	0.0000%	0.0000%
811	Black	0.0000%	0.0000%
811	Hispanic	0.0000%	0.0000%
811	American Indian	0.0000%	0.0000%
811	Aleut	0.0000%	0.0000%
811	Asian	0.0000%	0.0000%
871	Female	0.0000%	0.0000%
871	Black	0.0000%	0.0000%
871	Hispanic	0.0000%	0.0000%
871	American Indian	0.0000%	0.0000%
871	Aleut	0.0000%	0.0000%
871	Asian	0.0000%	0.0000%
919	Female	0.0299%	2.3810%
919	Black	0.0000%	0.0000%
919	Hispanic	0.0000%	0.0000%
919	American Indian	0.0000%	0.0000%
919	Aleut	0.0000%	0.0000%
919	Asian	0.0000%	0.0000%
931	Female	0.0000%	0.0000%
931	Black	0.0000%	0.0000%
931	Hispanic	0.0000%	0.0000%
931	American Indian	0.0000%	0.0000%
931	Aleut	0.0000%	0.0000%
931	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 1. DEPARTMENT OF ADMINISTRATION PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
944	Female	0.6901%	0.6098%
944	Black	0.5238%	0.6098%
944	Hispanic	0.0000%	0.0000%
944	American Indian	0.0000%	0.0000%
944	Aleut	0.0000%	0.0000%
944	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 2. DEPARTMENT OF ADMINISTRATION PURCHASING
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
152	Female	0.0000%	0.0000%
152	Black	0.0000%	0.0000%
152	Hispanic	0.0000%	0.0000%
152	American Indian	0.0000%	0.0000%
152	Aleut	0.0000%	0.0000%
152	Asian	0.0000%	0.0000%
154	Female	0.0000%	0.0000%
154	Black	0.3717%	0.5495%
154	Hispanic	0.0000%	0.0000%
154	American Indian	0.0000%	0.0000%
154	Aleut	0.0000%	0.0000%
154	Asian	0.0000%	0.0000%
161	Female	0.0000%	0.0000%
161	Black	0.0000%	0.0000%
161	Hispanic	0.0000%	0.0000%
161	American Indian	0.0000%	0.0000%
161	Aleut	0.0000%	0.0000%
161	Asian	0.0000%	0.0000%
173	Female	0.0000%	0.0000%
173	Black	0.0000%	0.0000%
173	Hispanic	0.0000%	0.0000%
173	American Indian	0.0000%	0.0000%
173	Aleut	0.0000%	0.0000%
173	Asian	0.0000%	0.0000%
275	Female	0.0000%	0.0000%
275	Black	0.0000%	0.0000%
275	Hispanic	0.0000%	0.0000%
275	American Indian	0.0000%	0.0000%
275	Aleut	0.0000%	0.0000%
275	Asian	0.0000%	0.0000%
415	Female	0.0000%	0.0000%
415	Black	0.0000%	0.0000%
415	Hispanic	0.0000%	0.0000%
415	American Indian	0.0000%	0.0000%
415	Aleut	0.0000%	0.0000%
415	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 2. DEPARTMENT OF ADMINISTRATION PURCHASING
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
421	Female	0.0000%	0.0000%
421	Black	0.0000%	0.0000%
421	Hispanic	0.0000%	0.0000%
421	American Indian	0.0000%	0.0000%
421	Aleut	0.0000%	0.0000%
421	Asian	0.0000%	0.0000%
495	Female	0.0000%	0.0000%
495	Black	2.7759%	8.1395%
495	Hispanic	0.0000%	0.0000%
495	American Indian	0.0000%	0.0000%
495	Aleut	0.0000%	0.0000%
495	Asian	0.0000%	0.0000%
502	Female	0.8887%	2.2167%
502	Black	2.4072%	4.6798%
502	Hispanic	0.0000%	0.0000%
502	American Indian	0.0000%	0.0000%
502	Aleut	0.0000%	0.0000%
502	Asian	0.0000%	0.0000%
503	Female	0.0000%	0.0000%
503	Black	0.0000%	0.0000%
503	Hispanic	0.0000%	0.0000%
503	American Indian	0.0000%	0.0000%
503	Aleut	0.0000%	0.0000%
503	Asian	0.0000%	0.0000%
504	Female	1.9957%	6.0773%
504	Black	0.1691%	0.8594%
504	Hispanic	0.0150%	0.0614%
504	American Indian	0.0000%	0.0000%
504	Aleut	0.0000%	0.0000%
504	Asian	0.3638%	1.2891%
505	Female	0.3253%	0.6410%
505	Black	0.0000%	0.0000%
505	Hispanic	0.0000%	0.0000%
505	American Indian	0.0000%	0.0000%
505	Aleut	0.0000%	0.0000%
505	Asian	0.0000%	0.0000%

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STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 2. DEPARTMENT OF ADMINISTRATION PURCHASING
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
506	Female	2.7942%	10.8820%
506	Black	0.0452%	0.6873%
506	Hispanic	0.0000%	0.0000%
506	American Indian	0.0000%	0.0000%
506	Aleut	0.0000%	0.0000%
506	Asian	0.1727%	0.1145%
507	Female	0.0792%	0.2020%
507	Black	0.4004%	1.2121%
507	Hispanic	0.0000%	0.0000%
507	American Indian	0.0000%	0.0000%
507	Aleut	0.0000%	0.0000%
507	Asian	0.0000%	0.0000%
508	Female	0.0390%	0.5014%
508	Black	0.0703%	0.5731%
508	Hispanic	0.0655%	0.0716%
508	American Indian	0.0000%	0.0000%
508	Aleut	0.0000%	0.0000%
508	Asian	0.0000%	0.0000%
509	Female	0.0000%	0.0000%
509	Black	0.0000%	0.0000%
509	Hispanic	0.0000%	0.0000%
509	American Indian	3.0439%	0.2564%
509	Aleut	0.0000%	0.0000%
509	Asian	0.0000%	0.0000%
511	Female	3.4923%	4.7904%
511	Black	1.4865%	4.1916%
511	Hispanic	0.0000%	0.0000%
511	American Indian	0.0000%	0.0000%
511	Aleut	0.0000%	0.0000%
511	Asian	0.0000%	0.0000%
512	Female	0.0000%	0.0000%
512	Black	0.0000%	0.0000%
512	Hispanic	0.0000%	0.0000%
512	American Indian	0.0000%	0.0000%
512	Aleut	0.0000%	0.0000%
512	Asian	0.0000%	0.0000%

(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 2. DEPARTMENT OF ADMINISTRATION PURCHASING
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
514	Female	0.0000%	0.0000%
514	Black	0.0000%	0.0000%
514	Hispanic	0.0000%	0.0000%
514	American Indian	0.0000%	0.0000%
514	Aleut	0.0000%	0.0000%
514	Asian	0.0000%	0.0000%
516	Female	0.0000%	0.0000%
516	Black	0.0000%	0.0000%
516	Hispanic	0.0000%	0.0000%
516	American Indian	0.0000%	0.0000%
516	Aleut	0.0000%	0.0000%
516	Asian	0.0000%	0.0000%
517	Female	0.0000%	0.0000%
517	Black	0.0000%	0.0000%
517	Hispanic	0.0000%	0.0000%
517	American Indian	0.0000%	0.0000%
517	Aleut	0.0000%	0.0000%
517	Asian	0.0000%	0.0000%
519	Female	0.0800%	1.9608%
519	Black	0.0000%	0.0000%
519	Hispanic	0.0000%	0.0000%
519	American Indian	0.0000%	0.0000%
519	Aleut	0.0000%	0.0000%
519	Asian	0.0000%	0.0000%
523	Female	0.0000%	0.0000%
523	Black	0.0000%	0.0000%
523	Hispanic	0.0000%	0.0000%
523	American Indian	0.0000%	0.0000%
523	Aleut	0.0000%	0.0000%
523	Asian	0.0000%	0.0000%
525	Female	4.1019%	5.1724%
525	Black	0.0000%	0.0000%
525	Hispanic	0.0000%	0.0000%
525	American Indian	0.0000%	0.0000%
525	Aleut	0.0000%	0.0000%
525	Asian	0.0000%	0.0000%

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STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 2. DEPARTMENT OF ADMINISTRATION PURCHASING
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
551	Female	0.0000%	0.0000%
551	Black	0.0000%	0.0000%
551	Hispanic	0.0000%	0.0000%
551	American Indian	0.0000%	0.0000%
551	Aleut	0.0000%	0.0000%
551	Asian	0.0000%	0.0000%
553	Female	0.5099%	0.9615%
553	Black	0.0000%	0.0000%
553	Hispanic	0.0000%	0.0000%
553	American Indian	0.0000%	0.0000%
553	Aleut	0.0000%	0.0000%
553	Asian	0.0000%	0.0000%
556	Female	0.0000%	0.0000%
556	Black	0.0000%	0.0000%
556	Hispanic	0.0000%	0.0000%
556	American Indian	0.0000%	0.0000%
556	Aleut	0.0000%	0.0000%
556	Asian	0.0000%	0.0000%
559	Female	0.0000%	0.0000%
559	Black	0.0000%	0.0000%
559	Hispanic	0.0000%	0.0000%
559	American Indian	0.0000%	0.0000%
559	Aleut	0.0000%	0.0000%
559	Asian	0.0000%	0.0000%
569	Female	14.8648%	18.4000%
569	Black	0.0000%	0.0000%
569	Hispanic	0.0000%	0.0000%
569	American Indian	0.0000%	0.0000%
569	Aleut	0.0000%	0.0000%
569	Asian	0.0000%	0.0000%
571	Female	13.4332%	10.6383%
571	Black	0.0000%	0.0000%
571	Hispanic	0.0000%	0.0000%
571	American Indian	0.0000%	0.0000%
571	Aleut	0.0000%	0.0000%
571	Asian	0.0000%	0.0000%

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STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 2. DEPARTMENT OF ADMINISTRATION PURCHASING
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
572	Female	0.0000%	0.0000%
572	Black	0.0000%	0.0000%
572	Hispanic	0.0000%	0.0000%
572	American Indian	0.0000%	0.0000%
572	Aleut	0.0000%	0.0000%
572	Asian	0.0000%	0.0000%
573	Female	0.1009%	1.1364%
573	Black	0.2269%	1.1364%
573	Hispanic	0.0000%	0.0000%
573	American Indian	0.0000%	0.0000%
573	Aleut	0.0000%	0.0000%
573	Asian	0.0000%	0.0000%
594	Female	4.3952%	5.2632%
594	Black	0.0000%	0.0000%
594	Hispanic	0.0000%	0.0000%
594	American Indian	0.0000%	0.0000%
594	Aleut	0.0000%	0.0000%
594	Asian	0.0000%	0.0000%
599	Female	0.0847%	1.7647%
599	Black	0.0000%	0.0000%
599	Hispanic	0.0000%	0.0000%
599	American Indian	0.0000%	0.0000%
599	Aleut	0.0000%	0.0000%
599	Asian	0.0000%	0.0000%
633	Female	0.0000%	0.0000%
633	Black	0.0000%	0.0000%
633	Hispanic	0.0000%	0.0000%
633	American Indian	0.0000%	0.0000%
633	Aleut	0.0000%	0.0000%
633	Asian	0.0000%	0.0000%
635	Female	0.0000%	0.0000%
635	Black	0.0000%	0.0000%
635	Hispanic	0.0000%	0.0000%
635	American Indian	0.0000%	0.0000%
635	Aleut	0.0000%	0.0000%
635	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 2. DEPARTMENT OF ADMINISTRATION PURCHASING
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
651	Female	0.0000%	0.0000%
651	Black	0.0000%	0.0000%
651	Hispanic	0.0000%	0.0000%
651	American Indian	0.0000%	0.0000%
651	Aleut	0.0000%	0.0000%
651	Asian	0.0000%	0.0000%
734	Female	0.0000%	0.0000%
734	Black	0.0000%	0.0000%
734	Hispanic	0.0000%	0.0000%
734	American Indian	0.0000%	0.0000%
734	Aleut	0.0000%	0.0000%
734	Asian	0.0000%	0.0000%
735	Female	0.0000%	0.0000%
735	Black	0.0000%	0.0000%
735	Hispanic	0.0000%	0.0000%
735	American Indian	0.0000%	0.0000%
735	Aleut	0.0000%	0.0000%
735	Asian	0.0000%	0.0000%
737	Female	0.0392%	1.0989%
737	Black	0.0000%	0.0000%
737	Hispanic	0.0000%	0.0000%
737	American Indian	0.0000%	0.0000%
737	Aleut	0.0000%	0.0000%
737	Asian	0.0000%	0.0000%
738	Female	2.6745%	1.2195%
738	Black	0.0000%	0.0000%
738	Hispanic	0.0000%	0.0000%
738	American Indian	0.0000%	0.0000%
738	Aleut	0.5948%	0.6098%
738	Asian	0.0000%	0.0000%
753	Female	0.0000%	0.0000%
753	Black	0.0000%	0.0000%
753	Hispanic	0.0000%	0.0000%
753	American Indian	0.0000%	0.0000%
753	Aleut	0.0000%	0.0000%
753	Asian	0.0000%	0.0000%

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STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 2. DEPARTMENT OF ADMINISTRATION PURCHASING
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
764	Female	0.0657%	0.7092%
764	Black	0.0000%	0.0000%
764	Hispanic	0.0000%	0.0000%
764	American Indian	0.0000%	0.0000%
764	Aleut	0.0000%	0.0000%
764	Asian	0.0000%	0.0000%
769	Female	0.6559%	1.8605%
769	Black	0.1463%	0.9302%
769	Hispanic	0.0000%	0.0000%
769	American Indian	0.0000%	0.0000%
769	Aleut	0.0000%	0.0000%
769	Asian	0.0000%	0.0000%
811	Female	0.0000%	0.0000%
811	Black	0.0000%	0.0000%
811	Hispanic	0.0000%	0.0000%
811	American Indian	0.0000%	0.0000%
811	Aleut	0.0000%	0.0000%
811	Asian	0.0000%	0.0000%
871	Female	0.0000%	0.0000%
871	Black	0.0000%	0.0000%
871	Hispanic	0.0000%	0.0000%
871	American Indian	0.0000%	0.0000%
871	Aleut	0.0000%	0.0000%
871	Asian	0.0000%	0.0000%
919	Female	0.0000%	0.0000%
919	Black	0.0000%	0.0000%
919	Hispanic	0.0000%	0.0000%
919	American Indian	0.0000%	0.0000%
919	Aleut	0.0000%	0.0000%
919	Asian	0.0000%	0.0000%
931	Female	0.0000%	0.0000%
931	Black	0.0000%	0.0000%
931	Hispanic	0.0000%	0.0000%
931	American Indian	0.0000%	0.0000%
931	Aleut	0.0000%	0.0000%
931	Asian	0.0000%	0.0000%

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STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 2. DEPARTMENT OF ADMINISTRATION PURCHASING
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
944	Female	0.0000%	0.0000%
944	Black	0.5376%	0.6329%
944	Hispanic	0.0000%	0.0000%
944	American Indian	0.0000%	0.0000%
944	Aleut	0.0000%	0.0000%
944	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 3. DEPARTMENT OF ADMINISTRATION PURCHASING
SET-ASIDE AND PREFERENCE AWARDS ONLY

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
152	Female	0.0000%	0.0000%
152	Black	0.0000%	0.0000%
152	Hispanic	0.0000%	0.0000%
152	American Indian	0.0000%	0.0000%
152	Aleut	0.0000%	0.0000%
152	Asian	0.0000%	0.0000%
154	Female	22.8236%	16.6667%
154	Black	0.0000%	0.0000%
154	Hispanic	0.0000%	0.0000%
154	American Indian	0.0000%	0.0000%
154	Aleut	0.0000%	0.0000%
154	Asian	0.0000%	0.0000%
502	Female	13.5240%	20.5479%
502	Black	15.6510%	36.9863%
502	Hispanic	0.0000%	0.0000%
502	American Indian	0.0000%	0.0000%
502	Aleut	0.0000%	0.0000%
502	Asian	0.0000%	0.0000%
503	Female	0.0000%	0.0000%
503	Black	0.0000%	0.0000%
503	Hispanic	0.0000%	0.0000%
503	American Indian	0.0000%	0.0000%
503	Aleut	0.0000%	0.0000%
503	Asian	0.0000%	0.0000%
504	Female	44.8153%	33.5938%
504	Black	19.8057%	19.5313%
504	Hispanic	0.0000%	0.0000%
504	American Indian	0.0000%	0.0000%
504	Aleut	0.0000%	0.0000%
504	Asian	0.2209%	1.5625%
505	Female	0.0000%	0.0000%
505	Black	0.0000%	0.0000%
505	Hispanic	0.0000%	0.0000%
505	American Indian	0.0000%	0.0000%
505	Aleut	0.0000%	0.0000%
505	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 3. DEPARTMENT OF ADMINISTRATION PURCHASING
SET-ASIDE AND PREFERENCE AWARDS ONLY (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
506	Female	18.8399%	20.0000%
506	Black	24.7775%	37.7778%
506	Hispanic	0.0000%	0.0000%
506	American Indian	0.0000%	0.0000%
506	Aleut	0.0000%	0.0000%
506	Asian	0.0000%	0.0000%
507	Female	3.5142%	10.4478%
507	Black	10.7513%	23.8806%
507	Hispanic	0.0000%	0.0000%
507	American Indian	0.0000%	0.0000%
507	Aleut	0.0000%	0.0000%
507	Asian	0.0000%	0.0000%
508	Female	14.5088%	14.8936%
508	Black	1.2467%	3.5461%
508	Hispanic	0.0000%	0.0000%
508	American Indian	0.0000%	0.0000%
508	Aleut	0.0000%	0.0000%
508	Asian	0.0000%	0.0000%
509	Female	0.0000%	0.0000%
509	Black	0.0000%	0.0000%
509	Hispanic	0.0000%	0.0000%
509	American Indian	0.0000%	0.0000%
509	Aleut	0.0000%	0.0000%
509	Asian	0.0000%	0.0000%
511	Female	49.9208%	32.5581%
511	Black	20.4235%	29.0698%
511	Hispanic	0.0000%	0.0000%
511	American Indian	0.0000%	0.0000%
511	Aleut	0.0000%	0.0000%
511	Asian	0.0000%	0.0000%
512	Female	0.0000%	0.0000%
512	Black	12.7203%	22.2222%
512	Hispanic	0.0000%	0.0000%
512	American Indian	0.0000%	0.0000%
512	Aleut	0.0000%	0.0000%
512	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 3. DEPARTMENT OF ADMINISTRATION PURCHASING
SET-ASIDE AND PREFERENCE AWARDS ONLY (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
514	Female	0.0000%	0.0000%
514	Black	0.0000%	0.0000%
514	Hispanic	0.0000%	0.0000%
514	American Indian	0.0000%	0.0000%
514	Aleut	0.0000%	0.0000%
514	Asian	0.0000%	0.0000%
516	Female	0.0000%	0.0000%
516	Black	0.0000%	0.0000%
516	Hispanic	0.0000%	0.0000%
516	American Indian	0.0000%	0.0000%
516	Aleut	0.0000%	0.0000%
516	Asian	0.0000%	0.0000%
517	Female	0.0000%	0.0000%
517	Black	0.0000%	0.0000%
517	Hispanic	0.0000%	0.0000%
517	American Indian	0.0000%	0.0000%
517	Aleut	0.0000%	0.0000%
517	Asian	0.0000%	0.0000%
523	Female	0.0000%	0.0000%
523	Black	0.0000%	0.0000%
523	Hispanic	0.0000%	0.0000%
523	American Indian	0.0000%	0.0000%
523	Aleut	0.0000%	0.0000%
523	Asian	0.0000%	0.0000%
525	Female	96.5679%	87.5000%
525	Black	0.0000%	0.0000%
525	Hispanic	0.0000%	0.0000%
525	American Indian	0.0000%	0.0000%
525	Aleut	0.0000%	0.0000%
525	Asian	0.0000%	0.0000%
553	Female	0.0000%	0.0000%
553	Black	0.0000%	0.0000%
553	Hispanic	0.0000%	0.0000%
553	American Indian	0.0000%	0.0000%
553	Aleut	0.0000%	0.0000%
553	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 3. DEPARTMENT OF ADMINISTRATION PURCHASING
SET-ASIDE AND PREFERENCE AWARDS ONLY (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
556	Female	0.0000%	0.0000%
556	Black	0.0000%	0.0000%
556	Hispanic	0.0000%	0.0000%
556	American Indian	0.0000%	0.0000%
556	Aleut	0.0000%	0.0000%
556	Asian	0.0000%	0.0000%
559	Female	0.0000%	0.0000%
559	Black	0.0000%	0.0000%
559	Hispanic	0.0000%	0.0000%
559	American Indian	0.0000%	0.0000%
559	Aleut	0.0000%	0.0000%
559	Asian	0.0000%	0.0000%
569	Female	30.3793%	58.5366%
569	Black	6.6924%	12.1951%
569	Hispanic	0.0000%	0.0000%
569	American Indian	0.0000%	0.0000%
569	Aleut	0.0000%	0.0000%
569	Asian	0.0000%	0.0000%
571	Female	85.3308%	72.2222%
571	Black	0.0000%	0.0000%
571	Hispanic	0.0000%	0.0000%
571	American Indian	0.0000%	0.0000%
571	Aleut	0.0000%	0.0000%
571	Asian	0.0000%	0.0000%
572	Female	0.7583%	8.3333%
572	Black	0.0000%	0.0000%
572	Hispanic	0.0000%	0.0000%
572	American Indian	0.0000%	0.0000%
572	Aleut	0.0000%	0.0000%
572	Asian	0.0000%	0.0000%
573	Female	0.0000%	0.0000%
573	Black	0.0000%	0.0000%
573	Hispanic	0.0000%	0.0000%
573	American Indian	0.0000%	0.0000%
573	Aleut	0.0000%	0.0000%
573	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 3. DEPARTMENT OF ADMINISTRATION PURCHASING
SET-ASIDE AND PREFERENCE AWARDS ONLY (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
594	Female	45.1097%	75.0000%
594	Black	0.0000%	0.0000%
594	Hispanic	0.0000%	0.0000%
594	American Indian	0.0000%	0.0000%
594	Aleut	0.0000%	0.0000%
594	Asian	0.0000%	0.0000%
599	Female	3.2490%	5.8824%
599	Black	1.9128%	5.8824%
599	Hispanic	0.0000%	0.0000%
599	American Indian	0.0000%	0.0000%
599	Aleut	0.0000%	0.0000%
599	Asian	0.0000%	0.0000%
737	Female	6.4090%	16.6667%
737	Black	51.5602%	66.6667%
737	Hispanic	0.0000%	0.0000%
737	American Indian	0.0000%	0.0000%
737	Aleut	0.0000%	0.0000%
737	Asian	0.0000%	0.0000%
738	Female	0.0000%	0.0000%
738	Black	4.5714%	20.0000%
738	Hispanic	0.0000%	0.0000%
738	American Indian	0.0000%	0.0000%
738	Aleut	0.0000%	0.0000%
738	Asian	0.0000%	0.0000%
764	Female	0.0000%	0.0000%
764	Black	0.0000%	0.0000%
764	Hispanic	0.0000%	0.0000%
764	American Indian	0.0000%	0.0000%
764	Aleut	0.0000%	0.0000%
764	Asian	0.0000%	0.0000%
769	Female	0.0000%	0.0000%
769	Black	0.0000%	0.0000%
769	Hispanic	0.0000%	0.0000%
769	American Indian	0.0000%	0.0000%
769	Aleut	0.0000%	0.0000%
769	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 3. DEPARTMENT OF ADMINISTRATION PURCHASING
SET-ASIDE AND PREFERENCE AWARDS ONLY (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
919	Female	100.0000%	100.0000%
919	Black	0.0000%	0.0000%
919	Hispanic	0.0000%	0.0000%
919	American Indian	0.0000%	0.0000%
919	Aleut	0.0000%	0.0000%
919	Asian	0.0000%	0.0000%
944	Female	27.0498%	16.6667%
944	Black	0.0000%	0.0000%
944	Hispanic	0.0000%	0.0000%
944	American Indian	0.0000%	0.0000%
944	Aleut	0.0000%	0.0000%
944	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 4. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
152	Female	0.0000%	0.0000%
152	Black	0.0000%	0.0000%
152	Hispanic	0.0000%	0.0000%
152	American Indian	0.0000%	0.0000%
152	Aleut	0.0000%	0.0000%
152	Asian	0.0000%	0.0000%
154	Female	0.0626%	2.9851%
154	Black	0.1178%	4.4776%
154	Hispanic	0.0000%	0.0000%
154	American Indian	0.3054%	1.4925%
154	Aleut	0.0000%	0.0000%
154	Asian	0.0000%	0.0000%
161	Female	0.0000%	0.0000%
161	Black	0.0000%	0.0000%
161	Hispanic	0.0000%	0.0000%
161	American Indian	0.0000%	0.0000%
161	Aleut	0.0000%	0.0000%
161	Asian	0.0000%	0.0000%
162	Female	0.0000%	0.0000%
162	Black	0.0000%	0.0000%
162	Hispanic	0.0000%	0.0000%
162	American Indian	0.0000%	0.0000%
162	Aleut	0.0000%	0.0000%
162	Asian	0.0000%	0.0000%
171	Female	0.0000%	0.0000%
171	Black	0.0000%	0.0000%
171	Hispanic	0.0000%	0.0000%
171	American Indian	0.0000%	0.0000%
171	Aleut	0.0000%	0.0000%
171	Asian	0.9493%	2.9412%
172	Female	0.0000%	0.0000%
172	Black	0.0000%	0.0000%
172	Hispanic	37.7165%	28.5714%
172	American Indian	0.0000%	0.0000%
172	Aleut	0.0000%	0.0000%
172	Asian	0.0000%	0.0000%

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STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 4. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
173	Female	0.0000%	0.0000%
173	Black	0.0000%	0.0000%
173	Hispanic	0.0000%	0.0000%
173	American Indian	0.0000%	0.0000%
173	Aleut	3.9055%	7.6923%
173	Asian	0.0000%	0.0000%
174	Female	0.0000%	0.0000%
174	Black	0.0000%	0.0000%
174	Hispanic	0.0000%	0.0000%
174	American Indian	0.0000%	0.0000%
174	Aleut	0.0000%	0.0000%
174	Asian	0.0000%	0.0000%
175	Female	8.1137%	7.6923%
175	Black	0.0000%	0.0000%
175	Hispanic	0.0000%	0.0000%
175	American Indian	11.8716%	7.6923%
175	Aleut	0.0000%	0.0000%
175	Asian	0.0000%	0.0000%
176	Female	1.4189%	2.5000%
176	Black	0.0000%	0.0000%
176	Hispanic	0.0000%	0.0000%
176	American Indian	5.8872%	2.5000%
176	Aleut	0.0000%	0.0000%
176	Asian	0.0000%	0.0000%
177	Female	0.0000%	0.0000%
177	Black	0.0000%	0.0000%
177	Hispanic	0.0000%	0.0000%
177	American Indian	0.0000%	0.0000%
177	Aleut	0.0000%	0.0000%
177	Asian	0.0000%	0.0000%
178	Female	0.0000%	0.0000%
178	Black	0.0000%	0.0000%
178	Hispanic	0.0000%	0.0000%
178	American Indian	0.0000%	0.0000%
178	Aleut	0.0000%	0.0000%
178	Asian	0.0000%	0.0000%

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STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 4. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
179	Female	0.0000%	0.0000%
179	Black	0.0000%	0.0000%
179	Hispanic	0.0000%	0.0000%
179	American Indian	1.1750%	9.0909%
179	Aleut	0.0000%	0.0000%
179	Asian	0.0000%	0.0000%
344	Female	0.0000%	0.0000%
344	Black	0.0000%	0.0000%
344	Hispanic	0.0000%	0.0000%
344	American Indian	0.0000%	0.0000%
344	Aleut	0.0000%	0.0000%
344	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 5. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
152	Female	0.0000%	0.0000%
152	Black	0.0000%	0.0000%
152	Hispanic	0.0000%	0.0000%
152	American Indian	0.0000%	0.0000%
152	Aleut	0.0000%	0.0000%
152	Asian	0.0000%	0.0000%
154	Female	0.0367%	2.1277%
154	Black	0.0129%	2.1277%
154	Hispanic	0.0000%	0.0000%
154	American Indian	0.3103%	2.1277%
154	Aleut	0.0000%	0.0000%
154	Asian	0.0000%	0.0000%
161	Female	0.0000%	0.0000%
161	Black	0.0000%	0.0000%
161	Hispanic	0.0000%	0.0000%
161	American Indian	0.0000%	0.0000%
161	Aleut	0.0000%	0.0000%
161	Asian	0.0000%	0.0000%
162	Female	0.0000%	0.0000%
162	Black	0.0000%	0.0000%
162	Hispanic	0.0000%	0.0000%
162	American Indian	0.0000%	0.0000%
162	Aleut	0.0000%	0.0000%
162	Asian	0.0000%	0.0000%
171	Female	0.0000%	0.0000%
171	Black	0.0000%	0.0000%
171	Hispanic	0.0000%	0.0000%
171	American Indian	0.0000%	0.0000%
171	Aleut	0.0000%	0.0000%
171	Asian	0.8499%	2.7027%
172	Female	0.0000%	0.0000%
172	Black	0.0000%	0.0000%
172	Hispanic	100.0000%	100.0000%
172	American Indian	0.0000%	0.0000%
172	Aleut	0.0000%	0.0000%
172	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 5. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
173	Female	0.0000%	0.0000%
173	Black	0.0000%	0.0000%
173	Hispanic	0.0000%	0.0000%
173	American Indian	0.0000%	0.0000%
173	Aleut	6.0036%	11.1111%
173	Asian	0.0000%	0.0000%
174	Female	0.0000%	0.0000%
174	Black	0.0000%	0.0000%
174	Hispanic	0.0000%	0.0000%
174	American Indian	0.0000%	0.0000%
174	Aleut	0.0000%	0.0000%
174	Asian	0.0000%	0.0000%
175	Female	0.0000%	0.0000%
175	Black	0.0000%	0.0000%
175	Hispanic	0.0000%	0.0000%
175	American Indian	0.0000%	0.0000%
175	Aleut	0.0000%	0.0000%
175	Asian	0.0000%	0.0000%
176	Female	0.0000%	0.0000%
176	Black	0.0000%	0.0000%
176	Hispanic	0.0000%	0.0000%
176	American Indian	10.3698%	7.1429%
176	Aleut	0.0000%	0.0000%
176	Asian	0.0000%	0.0000%
177	Female	0.0000%	0.0000%
177	Black	0.0000%	0.0000%
177	Hispanic	0.0000%	0.0000%
177	American Indian	0.0000%	0.0000%
177	Aleut	0.0000%	0.0000%
177	Asian	0.0000%	0.0000%
178	Female	0.0000%	0.0000%
178	Black	0.0000%	0.0000%
178	Hispanic	0.0000%	0.0000%
178	American Indian	0.0000%	0.0000%
178	Aleut	0.0000%	0.0000%
178	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 5. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
179	Female	0.0000%	0.0000%
179	Black	0.0000%	0.0000%
179	Hispanic	0.0000%	0.0000%
179	American Indian	1.6238%	12.5000%
179	Aleut	0.0000%	0.0000%
179	Asian	0.0000%	0.0000%
344	Female	0.0000%	0.0000%
344	Black	0.0000%	0.0000%
344	Hispanic	0.0000%	0.0000%
344	American Indian	0.0000%	0.0000%
344	Aleut	0.0000%	0.0000%
344	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 6. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
SET-ASIDE AND PREFERENCE AWARDS ONLY

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
154	Female	1.6517%	5.0000%
154	Black	6.5740%	10.0000%
154	Hispanic	0.0000%	0.0000%
154	American Indian	0.0000%	0.0000%
154	Aleut	0.0000%	0.0000%
154	Asian	0.0000%	0.0000%
161	Female	0.0000%	0.0000%
161	Black	0.0000%	0.0000%
161	Hispanic	0.0000%	0.0000%
161	American Indian	0.0000%	0.0000%
161	Aleut	0.0000%	0.0000%
161	Asian	0.0000%	0.0000%
162	Female	0.0000%	0.0000%
162	Black	0.0000%	0.0000%
162	Hispanic	0.0000%	0.0000%
162	American Indian	0.0000%	0.0000%
162	Aleut	0.0000%	0.0000%
162	Asian	0.0000%	0.0000%
171	Female	0.0000%	0.0000%
171	Black	0.0000%	0.0000%
171	Hispanic	0.0000%	0.0000%
171	American Indian	0.0000%	0.0000%
171	Aleut	0.0000%	0.0000%
171	Asian	1.2705%	3.2258%
172	Female	0.0000%	0.0000%
172	Black	0.0000%	0.0000%
172	Hispanic	24.2864%	16.6667%
172	American Indian	0.0000%	0.0000%
172	Aleut	0.0000%	0.0000%
172	Asian	0.0000%	0.0000%
173	Female	0.0000%	0.0000%
173	Black	0.0000%	0.0000%
173	Hispanic	0.0000%	0.0000%
173	American Indian	0.0000%	0.0000%
173	Aleut	0.0000%	0.0000%
173	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 6. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
SET-ASIDE AND PREFERENCE AWARDS ONLY (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
174	Female	0.0000%	0.0000%
174	Black	0.0000%	0.0000%
174	Hispanic	0.0000%	0.0000%
174	American Indian	0.0000%	0.0000%
174	Aleut	0.0000%	0.0000%
174	Asian	0.0000%	0.0000%
175	Female	17.9710%	16.6667%
175	Black	0.0000%	0.0000%
175	Hispanic	0.0000%	0.0000%
175	American Indian	26.2945%	16.6667%
175	Aleut	0.0000%	0.0000%
175	Asian	0.0000%	0.0000%
176	Female	3.2825%	3.8462%
176	Black	0.0000%	0.0000%
176	Hispanic	0.0000%	0.0000%
176	American Indian	0.0000%	0.0000%
176	Aleut	0.0000%	0.0000%
176	Asian	0.0000%	0.0000%
177	Female	0.0000%	0.0000%
177	Black	0.0000%	0.0000%
177	Hispanic	0.0000%	0.0000%
177	American Indian	0.0000%	0.0000%
177	Aleut	0.0000%	0.0000%
177	Asian	0.0000%	0.0000%
179	Female	0.0000%	0.0000%
179	Black	0.0000%	0.0000%
179	Hispanic	0.0000%	0.0000%
179	American Indian	0.0000%	0.0000%
179	Aleut	0.0000%	0.0000%
179	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 7. DEPARTMENT OF TRANSPORTATION CONTRACTS
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
161	Female	0.0505%	0.8772%
161	Black	0.0000%	0.0000%
161	Hispanic	0.0000%	0.0000%
161	American Indian	0.7726%	0.8772%
161	Aleut	0.0000%	0.0000%
161	Asian	0.0000%	0.0000%
162	Female	0.0000%	0.0000%
162	Black	0.0000%	0.0000%
162	Hispanic	0.0000%	0.0000%
162	American Indian	0.0000%	0.0000%
162	Aleut	0.0000%	0.0000%
162	Asian	0.0000%	0.0000%
171	Female	0.0000%	0.0000%
171	Black	0.0000%	0.0000%
171	Hispanic	0.0000%	0.0000%
171	American Indian	0.0000%	0.0000%
171	Aleut	0.0000%	0.0000%
171	Asian	0.0000%	0.0000%
172	Female	0.0000%	0.0000%
172	Black	0.0000%	0.0000%
172	Hispanic	0.0000%	0.0000%
172	American Indian	0.0000%	0.0000%
172	Aleut	0.0000%	0.0000%
172	Asian	0.0000%	0.0000%
173	Female	0.0000%	0.0000%
173	Black	0.0000%	0.0000%
173	Hispanic	0.0000%	0.0000%
173	American Indian	18.6185%	5.8824%
173	Aleut	0.0000%	0.0000%
173	Asian	0.0000%	0.0000%
731	Female	0.0000%	0.0000%
731	Black	0.0000%	0.0000%
731	Hispanic	0.0000%	0.0000%
731	American Indian	0.0000%	0.0000%
731	Aleut	0.0000%	0.0000%
731	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 7. DEPARTMENT OF TRANSPORTATION CONTRACTS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
821	Female	0.0000%	0.0000%
821	Black	0.0000%	0.0000%
821	Hispanic	0.0000%	0.0000%
821	American Indian	0.0000%	0.0000%
821	Aleut	0.0000%	0.0000%
821	Asian	0.0000%	0.0000%
871	Female	0.3786%	2.1053%
871	Black	0.0000%	0.0000%
871	Hispanic	0.5394%	2.1053%
871	American Indian	0.0000%	0.0000%
871	Aleut	0.0000%	0.0000%
871	Asian	0.0641%	1.0526%
874	Female	0.0000%	0.0000%
874	Black	0.7128%	7.6923%
874	Hispanic	0.0000%	0.0000%
874	American Indian	0.0000%	0.0000%
874	Aleut	0.0000%	0.0000%
874	Asian	0.0000%	0.0000%
919	Female	0.0000%	0.0000%
919	Black	0.0000%	0.0000%
919	Hispanic	0.0000%	0.0000%
919	American Indian	0.0000%	0.0000%
919	Aleut	0.0000%	0.0000%
919	Asian	0.0000%	0.0000%
951	Female	0.0000%	0.0000%
951	Black	0.0000%	0.0000%
951	Hispanic	0.0000%	0.0000%
951	American Indian	0.0000%	0.0000%
951	Aleut	0.0000%	0.0000%
951	Asian	0.0000%	0.0000%
962	Female	0.0000%	0.0000%
962	Black	0.0000%	0.0000%
962	Hispanic	0.0000%	0.0000%
962	American Indian	0.0000%	0.0000%
962	Aleut	0.0000%	0.0000%
962	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
154	Female	3.9965%	1.8457%
154	Black	0.9798%	0.1656%
154	Hispanic	0.0000%	0.0000%
154	American Indian	0.4406%	0.0947%
154	Aleut	2.4911%	4.8509%
154	Asian	0.0319%	0.0473%
161	Female	0.3972%	0.4242%
161	Black	0.0000%	0.0000%
161	Hispanic	0.0000%	0.0000%
161	American Indian	0.6436%	0.2121%
161	Aleut	0.0000%	0.0000%
161	Asian	0.0000%	0.0000%
275	Female	1.6683%	1.9938%
275	Black	0.0103%	0.0107%
275	Hispanic	0.1132%	0.4716%
275	American Indian	0.0774%	0.0322%
275	Aleut	0.0000%	0.0000%
275	Asian	0.0000%	0.0000%
278	Female	0.0000%	0.0000%
278	Black	0.0000%	0.0000%
278	Hispanic	0.2925%	0.7576%
278	American Indian	0.0000%	0.0000%
278	Aleut	0.0000%	0.0000%
278	Asian	0.0000%	0.0000%
421	Female	0.0128%	0.0334%
421	Black	0.0068%	0.0167%
421	Hispanic	0.0013%	0.0056%
421	American Indian	0.0000%	0.0000%
421	Aleut	0.0000%	0.0000%
421	Asian	0.0000%	0.0000%
431	Female	0.0200%	0.0252%
431	Black	0.0000%	0.0000%
431	Hispanic	0.0000%	0.0000%
431	American Indian	0.0000%	0.0000%
431	Aleut	0.0000%	0.0000%
431	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
481	Female	0.0000%	0.0000%
481	Black	0.0000%	0.0000%
481	Hispanic	0.0000%	0.0000%
481	American Indian	0.0000%	0.0000%
481	Aleut	0.0000%	0.0000%
481	Asian	0.0000%	0.0000%
482	Female	0.0000%	0.0000%
482	Black	0.0000%	0.0000%
482	Hispanic	0.0000%	0.0000%
482	American Indian	0.0000%	0.0000%
482	Aleut	0.0000%	0.0000%
482	Asian	0.0000%	0.0000%
491	Female	0.0000%	0.0000%
491	Black	0.0000%	0.0000%
491	Hispanic	0.0000%	0.0000%
491	American Indian	0.0000%	0.0000%
491	Aleut	0.0000%	0.0000%
491	Asian	0.0000%	0.0000%
493	Female	0.0000%	0.0000%
493	Black	0.0000%	0.0000%
493	Hispanic	0.0000%	0.0000%
493	American Indian	0.0000%	0.0000%
493	Aleut	0.0000%	0.0000%
493	Asian	0.0000%	0.0000%
494	Female	0.0000%	0.0000%
494	Black	0.0000%	0.0000%
494	Hispanic	0.0000%	0.0000%
494	American Indian	0.0000%	0.0000%
494	Aleut	0.0000%	0.0000%
494	Asian	0.0000%	0.0000%
495	Female	0.0000%	0.0000%
495	Black	2.2791%	1.6733%
495	Hispanic	0.0000%	0.0000%
495	American Indian	0.0000%	0.0000%
495	Aleut	0.0000%	0.0000%
495	Asian	0.0000%	0.0000%

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STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
496	Female	0.0000%	0.0000%
496	Black	0.0000%	0.0000%
496	Hispanic	0.0000%	0.0000%
496	American Indian	0.0000%	0.0000%
496	Aleut	0.0000%	0.0000%
496	Asian	0.0000%	0.0000%
502	Female	9.3398%	4.3556%
502	Black	4.6622%	6.9151%
502	Hispanic	3.3280%	0.8981%
502	American Indian	0.0414%	0.1572%
502	Aleut	0.0000%	0.0000%
502	Asian	0.0000%	0.0000%
503	Female	0.8013%	0.3325%
503	Black	0.0038%	0.0350%
503	Hispanic	0.0000%	0.0000%
503	American Indian	0.0000%	0.0000%
503	Aleut	0.0000%	0.0000%
503	Asian	0.0000%	0.0000%
504	Female	1.7667%	1.7469%
504	Black	0.2901%	1.1287%
504	Hispanic	0.0155%	0.0590%
504	American Indian	0.1510%	0.4897%
504	Aleut	0.0000%	0.0000%
504	Asian	0.0541%	0.0938%
505	Female	0.4646%	0.6123%
505	Black	0.5113%	0.2355%
505	Hispanic	0.0000%	0.0000%
505	American Indian	0.0000%	0.0000%
505	Aleut	0.0000%	0.0000%
505	Asian	0.0000%	0.0000%
506	Female	1.4866%	1.1715%
506	Black	0.1165%	0.4386%
506	Hispanic	0.0272%	0.0214%
506	American Indian	0.0465%	0.0267%
506	Aleut	0.0923%	0.0374%
506	Asian	0.0615%	0.0214%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
507	Female	0.7969%	1.0802%
507	Black	0.3589%	0.1507%
507	Hispanic	0.0000%	0.0000%
507	American Indian	0.0003%	0.0036%
507	Aleut	0.0000%	0.0000%
507	Asian	0.0000%	0.0000%
508	Female	0.8799%	0.8307%
508	Black	0.2565%	0.5458%
508	Hispanic	0.0564%	0.0040%
508	American Indian	0.0090%	0.0080%
508	Aleut	0.0000%	0.0000%
508	Asian	0.0000%	0.0000%
509	Female	0.1858%	0.1368%
509	Black	0.0566%	0.0456%
509	Hispanic	0.0000%	0.0000%
509	American Indian	0.1088%	0.0228%
509	Aleut	0.0000%	0.0000%
509	Asian	0.0000%	0.0000%
511	Female	1.8090%	1.5975%
511	Black	6.2962%	14.3387%
511	Hispanic	0.0594%	0.0485%
511	American Indian	0.0380%	0.0912%
511	Aleut	0.0005%	0.0019%
511	Asian	0.0037%	0.0097%
512	Female	0.0022%	0.0622%
512	Black	0.0572%	0.0622%
512	Hispanic	0.0100%	0.0622%
512	American Indian	0.0000%	0.0000%
512	Aleut	0.0000%	0.0000%
512	Asian	0.0000%	0.0000%
514	Female	0.0000%	0.0098%
514	Black	0.0000%	0.0000%
514	Hispanic	0.0000%	0.0000%
514	American Indian	0.0000%	0.0000%
514	Aleut	0.0000%	0.0000%
514	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
516	Female	0.0035%	0.0775%
516	Black	0.0784%	0.2842%
516	Hispanic	0.0000%	0.0000%
516	American Indian	0.0110%	0.0129%
516	Aleut	0.0000%	0.0000%
516	Asian	0.0000%	0.0000%
517	Female	0.0001%	0.0026%
517	Black	0.0000%	0.0000%
517	Hispanic	0.0000%	0.0000%
517	American Indian	0.0000%	0.0000%
517	Aleut	0.0000%	0.0000%
517	Asian	0.0000%	0.0000%
519	Female	0.1017%	0.1294%
519	Black	0.0773%	0.1196%
519	Hispanic	0.0005%	0.0024%
519	American Indian	0.0122%	0.0098%
519	Aleut	0.0000%	0.0000%
519	Asian	0.0015%	0.0024%
523	Female	0.0604%	0.5386%
523	Black	0.0770%	0.1243%
523	Hispanic	0.0000%	0.0000%
523	American Indian	0.0004%	0.0207%
523	Aleut	0.0000%	0.0000%
523	Asian	0.0000%	0.0000%
525	Female	11.2980%	10.7013%
525	Black	0.0277%	0.0792%
525	Hispanic	0.0000%	0.0000%
525	American Indian	0.0000%	0.0000%
525	Aleut	0.0000%	0.0000%
525	Asian	0.0000%	0.0000%
551	Female	0.0000%	0.0000%
551	Black	0.0000%	0.0000%
551	Hispanic	0.0000%	0.0000%
551	American Indian	0.0000%	0.0000%
551	Aleut	0.0000%	0.0000%
551	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
553	Female	0.0425%	0.0349%
553	Black	0.0102%	0.0046%
553	Hispanic	0.0064%	0.0163%
553	American Indian	0.0000%	0.0000%
553	Aleut	0.0000%	0.0000%
553	Asian	0.0000%	0.0000%
556	Female	0.0000%	0.0000%
556	Black	0.0000%	0.0000%
556	Hispanic	0.0000%	0.0000%
556	American Indian	0.0000%	0.0000%
556	Aleut	0.0000%	0.0000%
556	Asian	0.0000%	0.0000%
559	Female	0.0000%	0.0000%
559	Black	0.0000%	0.0000%
559	Hispanic	0.0000%	0.0000%
559	American Indian	0.0000%	0.0000%
559	Aleut	0.0000%	0.0000%
559	Asian	0.0000%	0.0000%
569	Female	17.2958%	6.5096%
569	Black	0.0398%	0.1550%
569	Hispanic	0.0000%	0.0000%
569	American Indian	0.0000%	0.0000%
569	Aleut	0.0000%	0.0000%
569	Asian	0.0000%	0.0000%
571	Female	4.8329%	1.1126%
571	Black	0.0626%	0.1780%
571	Hispanic	0.0000%	0.0000%
571	American Indian	0.0000%	0.0000%
571	Aleut	0.0000%	0.0000%
571	Asian	0.0000%	0.0000%
572	Female	1.3187%	1.6667%
572	Black	0.0000%	0.0000%
572	Hispanic	0.0000%	0.0000%
572	American Indian	0.0000%	0.0000%
572	Aleut	0.0000%	0.0000%
572	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
573	Female	1.2854%	0.8966%
573	Black	0.4072%	0.2242%
573	Hispanic	0.0000%	0.0000%
573	American Indian	0.0276%	0.0498%
573	Aleut	0.0000%	0.0000%
573	Asian	0.0000%	0.0000%
581	Female	0.2238%	0.2424%
581	Black	0.0000%	0.0000%
581	Hispanic	0.0000%	0.0000%
581	American Indian	0.0000%	0.0000%
581	Aleut	0.0000%	0.0000%
581	Asian	0.0000%	0.0000%
591	Female	0.0154%	0.1375%
591	Black	0.0000%	0.0000%
591	Hispanic	0.0000%	0.0000%
591	American Indian	0.0000%	0.0000%
591	Aleut	0.0000%	0.0000%
591	Asian	0.0000%	0.0000%
594	Female	1.5993%	1.3072%
594	Black	0.8451%	0.3922%
594	Hispanic	0.0000%	0.0000%
594	American Indian	0.0000%	0.0000%
594	Aleut	0.0000%	0.0000%
594	Asian	0.0000%	0.0000%
598	Female	0.0000%	0.0000%
598	Black	0.0000%	0.0000%
598	Hispanic	0.0000%	0.0000%
598	American Indian	0.0000%	0.0000%
598	Aleut	0.0000%	0.0000%
598	Asian	0.0000%	0.0000%
599	Female	0.0303%	0.1683%
599	Black	0.0447%	0.1346%
599	Hispanic	0.0000%	0.0000%
599	American Indian	0.0000%	0.0000%
599	Aleut	0.0000%	0.0000%
599	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
633	Female	0.0000%	0.0000%
633	Black	0.0000%	0.0000%
633	Hispanic	0.0000%	0.0000%
633	American Indian	0.0000%	0.0000%
633	Aleut	0.0000%	0.0000%
633	Asian	0.0000%	0.0000%
635	Female	0.0000%	0.0000%
635	Black	0.0000%	0.0000%
635	Hispanic	0.0000%	0.0000%
635	American Indian	0.0000%	0.0000%
635	Aleut	0.0000%	0.0000%
635	Asian	0.0000%	0.0000%
651	Female	0.0123%	0.0391%
651	Black	0.0000%	0.0000%
651	Hispanic	0.0001%	0.0056%
651	American Indian	0.0000%	0.0000%
651	Aleut	0.0000%	0.0000%
651	Asian	0.0000%	0.0000%
721	Female	0.0000%	0.0000%
721	Black	0.0000%	0.0000%
721	Hispanic	0.0000%	0.0000%
721	American Indian	0.0000%	0.0000%
721	Aleut	0.0000%	0.0000%
721	Asian	0.0000%	0.0000%
731	Female	0.0000%	0.0000%
731	Black	0.0019%	0.0118%
731	Hispanic	0.0000%	0.0000%
731	American Indian	0.0000%	0.0000%
731	Aleut	0.0000%	0.0000%
731	Asian	0.0000%	0.0000%
733	Female	3.8811%	5.0691%
733	Black	0.0000%	0.0000%
733	Hispanic	0.0000%	0.0000%
733	American Indian	0.0000%	0.0000%
733	Aleut	0.0000%	0.0000%
733	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
734	Female	0.0000%	0.0000%
734	Black	0.0000%	0.0000%
734	Hispanic	0.0000%	0.0000%
734	American Indian	0.0000%	0.0000%
734	Aleut	0.0493%	0.2169%
734	Asian	0.0000%	0.0000%
735	Female	0.1173%	0.1856%
735	Black	0.0000%	0.0128%
735	Hispanic	0.0161%	0.0256%
735	American Indian	0.0064%	0.0064%
735	Aleut	0.0000%	0.0000%
735	Asian	0.0000%	0.0000%
737	Female	0.0035%	0.0410%
737	Black	0.0034%	0.0410%
737	Hispanic	0.0000%	0.0000%
737	American Indian	0.0000%	0.0000%
737	Aleut	0.0000%	0.0000%
737	Asian	0.0000%	0.0000%
738	Female	0.3987%	0.2009%
738	Black	0.0475%	0.0365%
738	Hispanic	0.0048%	0.0339%
738	American Indian	0.0601%	0.0417%
738	Aleut	0.0965%	0.0417%
738	Asian	0.0000%	0.0000%
753	Female	0.0077%	0.0507%
753	Black	0.0000%	0.0000%
753	Hispanic	0.0024%	0.0072%
753	American Indian	0.0074%	0.0145%
753	Aleut	0.1073%	0.0072%
753	Asian	0.0000%	0.0000%
764	Female	0.8521%	1.5256%
764	Black	0.6887%	0.8747%
764	Hispanic	0.0101%	0.0203%
764	American Indian	0.1620%	0.3255%
764	Aleut	0.9331%	0.3458%
764	Asian	0.0477%	0.0203%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
769	Female	0.1325%	0.3198%
769	Black	0.0109%	0.0517%
769	Hispanic	0.0018%	0.0094%
769	American Indian	0.0005%	0.0047%
769	Aleut	0.3284%	0.1552%
769	Asian	0.0000%	0.0000%
801	Female	0.0000%	0.0000%
801	Black	0.0000%	0.0000%
801	Hispanic	0.0000%	0.0000%
801	American Indian	0.0000%	0.0000%
801	Aleut	0.0000%	0.0000%
801	Asian	0.0000%	0.0000%
811	Female	1.3053%	0.8873%
811	Black	0.0198%	0.0306%
811	Hispanic	0.0000%	0.0000%
811	American Indian	0.0000%	0.0000%
811	Aleut	0.0011%	0.0051%
811	Asian	0.0049%	0.0102%
871	Female	0.1142%	0.4452%
871	Black	0.0000%	0.0000%
871	Hispanic	0.4394%	0.1781%
871	American Indian	0.0894%	0.7124%
871	Aleut	0.0011%	0.0890%
871	Asian	0.4907%	1.0686%
872	Female	0.0000%	0.0000%
872	Black	0.0000%	0.0000%
872	Hispanic	0.0000%	0.0000%
872	American Indian	0.0000%	0.0000%
872	Aleut	0.0000%	0.0000%
872	Asian	0.0000%	0.0000%
873	Female	0.0000%	0.0000%
873	Black	0.0000%	0.0000%
873	Hispanic	0.0000%	0.0000%
873	American Indian	0.0000%	0.0000%
873	Aleut	0.0000%	0.0000%
873	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
874	Female	0.0884%	0.2087%
874	Black	0.0183%	0.0167%
874	Hispanic	0.0000%	0.0000%
874	American Indian	0.0000%	0.0000%
874	Aleut	0.0000%	0.0000%
874	Asian	0.0140%	0.0083%
919	Female	0.0013%	0.0813%
919	Black	0.0002%	0.0023%
919	Hispanic	0.0000%	0.0000%
919	American Indian	0.0000%	0.0000%
919	Aleut	0.0000%	0.0000%
919	Asian	0.0000%	0.0000%
931	Female	0.5019%	0.1786%
931	Black	0.0078%	0.0094%
931	Hispanic	0.0000%	0.0000%
931	American Indian	0.0000%	0.0000%
931	Aleut	0.0000%	0.0000%
931	Asian	0.0000%	0.0000%
943	Female	0.1056%	0.2577%
943	Black	0.0000%	0.0000%
943	Hispanic	0.0000%	0.0000%
943	American Indian	0.0000%	0.0000%
943	Aleut	0.0000%	0.0000%
943	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
173	Female	0.0000%	0.0000%
173	Black	0.0000%	0.0000%
173	Hispanic	0.0000%	0.0000%
173	American Indian	0.0000%	0.0000%
173	Aleut	0.0000%	0.0000%
173	Asian	0.0000%	0.0000%
179	Female	0.0000%	0.0000%
179	Black	0.0000%	0.0000%
179	Hispanic	0.0000%	0.0000%
179	American Indian	0.0000%	0.0000%
179	Aleut	0.0000%	0.0000%
179	Asian	0.0000%	0.0000%
252	Female	0.0000%	0.0000%
252	Black	24.6873%	75.0000%
252	Hispanic	0.0000%	0.0000%
252	American Indian	0.0000%	0.0000%
252	Aleut	0.0000%	0.0000%
252	Asian	0.0000%	0.0000%
254	Female	0.0000%	0.0000%
254	Black	0.0000%	0.0000%
254	Hispanic	100.0000%	100.0000%
254	American Indian	0.0000%	0.0000%
254	Aleut	0.0000%	0.0000%
254	Asian	0.0000%	0.0000%
271	Female	0.0000%	0.0000%
271	Black	2.7307%	9.0909%
271	Hispanic	2.2900%	3.6364%
271	American Indian	0.0000%	0.0000%
271	Aleut	0.0000%	0.0000%
271	Asian	0.0000%	0.0000%
275	Female	4.2337%	6.8702%
275	Black	4.6478%	8.3969%
275	Hispanic	0.0000%	0.0000%
275	American Indian	4.6449%	3.0534%
275	Aleut	0.0000%	0.0000%
275	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
278	Female	0.0000%	0.0000%
278	Black	0.0000%	0.0000%
278	Hispanic	0.0000%	0.0000%
278	American Indian	0.0000%	0.0000%
278	Aleut	0.0000%	0.0000%
278	Asian	0.0000%	0.0000%
279	Female	0.0000%	0.0000%
279	Black	10.0658%	4.0000%
279	Hispanic	0.0000%	0.0000%
279	American Indian	0.0000%	0.0000%
279	Aleut	0.0000%	0.0000%
279	Asian	0.0000%	0.0000%
347	Female	0.0000%	0.0000%
347	Black	0.0000%	0.0000%
347	Hispanic	0.0000%	0.0000%
347	American Indian	0.0000%	0.0000%
347	Aleut	0.0000%	0.0000%
347	Asian	0.0000%	0.0000%
357	Female	0.0000%	0.0000%
357	Black	0.0000%	0.0000%
357	Hispanic	0.0000%	0.0000%
357	American Indian	0.0000%	0.0000%
357	Aleut	0.0000%	0.0000%
357	Asian	0.0000%	0.0000%
364	Female	0.0000%	0.0000%
364	Black	1.4626%	20.0000%
364	Hispanic	0.0000%	0.0000%
364	American Indian	0.0000%	0.0000%
364	Aleut	0.0000%	0.0000%
364	Asian	0.0000%	0.0000%
414	Female	0.0000%	0.0000%
414	Black	0.0000%	0.0000%
414	Hispanic	0.0000%	0.0000%
414	American Indian	0.0000%	0.0000%
414	Aleut	0.0000%	0.0000%
414	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
421	Female	6.4752%	1.4493%
421	Black	0.0000%	0.0000%
421	Hispanic	0.0000%	0.0000%
421	American Indian	0.0000%	0.0000%
421	Aleut	0.0000%	0.0000%
421	Asian	0.0000%	0.0000%
422	Female	0.0000%	0.0000%
422	Black	0.0000%	0.0000%
422	Hispanic	0.0000%	0.0000%
422	American Indian	0.0000%	0.0000%
422	Aleut	0.0000%	0.0000%
422	Asian	0.0000%	0.0000%
431	Female	0.0000%	0.0000%
431	Black	0.0000%	0.0000%
431	Hispanic	0.0000%	0.0000%
431	American Indian	0.0000%	0.0000%
431	Aleut	0.0000%	0.0000%
431	Asian	0.0000%	0.0000%
448	Female	0.0000%	0.0000%
448	Black	0.0000%	0.0000%
448	Hispanic	0.0000%	0.0000%
448	American Indian	0.0000%	0.0000%
448	Aleut	0.0000%	0.0000%
448	Asian	0.0000%	0.0000%
451	Female	0.0000%	0.0000%
451	Black	0.0000%	0.0000%
451	Hispanic	0.0000%	0.0000%
451	American Indian	0.0000%	0.0000%
451	Aleut	0.0000%	0.0000%
451	Asian	0.0000%	0.0000%
472	Female	91.9312%	93.0769%
472	Black	0.0000%	0.0000%
472	Hispanic	5.4378%	4.6154%
472	American Indian	0.0000%	0.0000%
472	Aleut	0.0000%	0.0000%
472	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
473	Female	0.0000%	0.0000%
473	Black	0.0000%	0.0000%
473	Hispanic	38.7990%	12.5000%
473	American Indian	0.0000%	0.0000%
473	Aleut	0.0000%	0.0000%
473	Asian	0.0000%	0.0000%
481	Female	2.0327%	5.4054%
481	Black	0.0000%	0.0000%
481	Hispanic	0.0000%	0.0000%
481	American Indian	0.0000%	0.0000%
481	Aleut	0.0000%	0.0000%
481	Asian	0.0000%	0.0000%
502	Female	0.0000%	0.0000%
502	Black	0.0000%	0.0000%
502	Hispanic	6.1136%	32.2034%
502	American Indian	0.0000%	0.0000%
502	Aleut	0.0000%	0.0000%
502	Asian	0.0000%	0.0000%
504	Female	0.1068%	15.7895%
504	Black	0.0000%	0.0000%
504	Hispanic	0.0000%	0.0000%
504	American Indian	0.0000%	0.0000%
504	Aleut	0.0000%	0.0000%
504	Asian	0.0000%	0.0000%
506	Female	0.7856%	11.7647%
506	Black	0.7006%	4.7059%
506	Hispanic	0.0380%	1.1765%
506	American Indian	1.0005%	2.3529%
506	Aleut	0.0000%	0.0000%
506	Asian	0.0000%	0.0000%
507	Female	0.0000%	0.0000%
507	Black	0.0000%	0.0000%
507	Hispanic	0.0000%	0.0000%
507	American Indian	0.0000%	0.0000%
507	Aleut	0.0000%	0.0000%
507	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
508	Female	0.0000%	0.0000%
508	Black	0.0000%	0.0000%
508	Hispanic	0.0000%	0.0000%
508	American Indian	0.0000%	0.0000%
508	Aleut	0.0000%	0.0000%
508	Asian	0.0000%	0.0000%
509	Female	0.0000%	0.0000%
509	Black	3.2409%	14.2857%
509	Hispanic	0.0000%	0.0000%
509	American Indian	0.0000%	0.0000%
509	Aleut	0.0000%	0.0000%
509	Asian	0.0000%	0.0000%
511	Female	12.0529%	14.6718%
511	Black	3.1117%	10.4247%
511	Hispanic	0.0000%	0.0000%
511	American Indian	1.1078%	0.3861%
511	Aleut	0.0000%	0.0000%
511	Asian	0.0000%	0.0000%
513	Female	0.0000%	0.0000%
513	Black	0.0000%	0.0000%
513	Hispanic	0.0000%	0.0000%
513	American Indian	0.0000%	0.0000%
513	Aleut	0.0000%	0.0000%
513	Asian	0.0000%	0.0000%
514	Female	0.0000%	0.0000%
514	Black	0.0000%	0.0000%
514	Hispanic	0.0000%	0.0000%
514	American Indian	0.0000%	0.0000%
514	Aleut	0.0000%	0.0000%
514	Asian	0.0000%	0.0000%
519	Female	0.0000%	0.0000%
519	Black	0.0000%	0.0000%
519	Hispanic	0.0000%	0.0000%
519	American Indian	0.0000%	0.0000%
519	Aleut	0.0000%	0.0000%
519	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
546	Female	0.0000%	0.0000%
546	Black	0.0000%	0.0000%
546	Hispanic	0.0000%	0.0000%
546	American Indian	0.0000%	0.0000%
546	Aleut	0.0000%	0.0000%
546	Asian	0.0000%	0.0000%
549	Female	0.0000%	0.0000%
549	Black	0.0000%	0.0000%
549	Hispanic	0.0000%	0.0000%
549	American Indian	0.0000%	0.0000%
549	Aleut	0.0000%	0.0000%
549	Asian	0.0000%	0.0000%
554	Female	0.0000%	0.0000%
554	Black	0.0000%	0.0000%
554	Hispanic	0.0000%	0.0000%
554	American Indian	0.0000%	0.0000%
554	Aleut	0.0000%	0.0000%
554	Asian	0.0000%	0.0000%
571	Female	0.0000%	0.0000%
571	Black	0.0000%	0.0000%
571	Hispanic	0.0000%	0.0000%
571	American Indian	0.0000%	0.0000%
571	Aleut	0.0000%	0.0000%
571	Asian	0.0000%	0.0000%
572	Female	0.0000%	0.0000%
572	Black	0.0000%	0.0000%
572	Hispanic	0.0000%	0.0000%
572	American Indian	0.0000%	0.0000%
572	Aleut	0.0000%	0.0000%
572	Asian	0.0000%	0.0000%
581	Female	0.0000%	0.0000%
581	Black	0.0000%	0.0000%
581	Hispanic	0.0000%	0.0000%
581	American Indian	0.0000%	0.0000%
581	Aleut	0.0000%	0.0000%
581	Asian	3.0791%	0.9009%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
594	Female	0.0000%	0.0000%
594	Black	0.0000%	0.0000%
594	Hispanic	0.0000%	0.0000%
594	American Indian	0.0000%	0.0000%
594	Aleut	0.0000%	0.0000%
594	Asian	0.0000%	0.0000%
599	Female	21.2109%	23.0769%
599	Black	0.5558%	15.3846%
599	Hispanic	0.0000%	0.0000%
599	American Indian	7.0066%	7.6923%
599	Aleut	0.0000%	0.0000%
599	Asian	0.0000%	0.0000%
628	Female	0.0000%	0.0000%
628	Black	0.0000%	0.0000%
628	Hispanic	0.0000%	0.0000%
628	American Indian	0.0000%	0.0000%
628	Aleut	0.0000%	0.0000%
628	Asian	0.0000%	0.0000%
653	Female	0.0000%	0.0000%
653	Black	0.0000%	0.0000%
653	Hispanic	0.0000%	0.0000%
653	American Indian	0.0000%	0.0000%
653	Aleut	0.0000%	0.0000%
653	Asian	0.0000%	0.0000%
701	Female	0.0000%	0.0000%
701	Black	0.0000%	0.0000%
701	Hispanic	0.0000%	0.0000%
701	American Indian	0.0000%	0.0000%
701	Aleut	0.0000%	0.0000%
701	Asian	0.0000%	0.0000%
731	Female	0.0000%	0.0000%
731	Black	24.5219%	47.6190%
731	Hispanic	0.5459%	4.7619%
731	American Indian	0.0000%	0.0000%
731	Aleut	0.0000%	0.0000%
731	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
733	Female	1.3002%	17.9245%
733	Black	0.0000%	0.0000%
733	Hispanic	6.5019%	0.9434%
733	American Indian	0.0000%	0.0000%
733	Aleut	0.0000%	0.0000%
733	Asian	0.0000%	0.0000%
735	Female	1.1423%	14.1176%
735	Black	0.0000%	0.0000%
735	Hispanic	0.0000%	0.0000%
735	American Indian	0.0000%	0.0000%
735	Aleut	0.0000%	0.0000%
735	Asian	0.0000%	0.0000%
736	Female	0.0000%	0.0000%
736	Black	0.0000%	0.0000%
736	Hispanic	10.4337%	14.2857%
736	American Indian	0.0000%	0.0000%
736	Aleut	0.0000%	0.0000%
736	Asian	0.0000%	0.0000%
737	Female	0.6820%	1.2821%
737	Black	0.0000%	0.0000%
737	Hispanic	0.0000%	0.0000%
737	American Indian	0.0000%	0.0000%
737	Aleut	0.0000%	0.0000%
737	Asian	0.0000%	0.0000%
738	Female	3.3722%	12.8205%
738	Black	27.4471%	6.4103%
738	Hispanic	1.9124%	2.5641%
738	American Indian	0.0000%	0.0000%
738	Aleut	0.0000%	0.0000%
738	Asian	0.0000%	0.0000%
751	Female	0.0000%	0.0000%
751	Black	0.0000%	0.0000%
751	Hispanic	0.0000%	0.0000%
751	American Indian	0.0000%	0.0000%
751	Aleut	0.0000%	0.0000%
751	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
762	Female	0.4539%	2.4390%
762	Black	0.0000%	0.0000%
762	Hispanic	0.0000%	0.0000%
762	American Indian	0.0000%	0.0000%
762	Aleut	0.0000%	0.0000%
762	Asian	0.0000%	0.0000%
769	Female	18.7457%	64.9123%
769	Black	0.0000%	0.0000%
769	Hispanic	0.0000%	0.0000%
769	American Indian	0.0000%	0.0000%
769	Aleut	0.0000%	0.0000%
769	Asian	0.0000%	0.0000%
781	Female	0.0000%	0.0000%
781	Black	0.0000%	0.0000%
781	Hispanic	0.0000%	0.0000%
781	American Indian	0.0000%	0.0000%
781	Aleut	0.0000%	0.0000%
781	Asian	0.0000%	0.0000%
792	Female	0.0000%	0.0000%
792	Black	0.0000%	0.0000%
792	Hispanic	0.0000%	0.0000%
792	American Indian	0.0000%	0.0000%
792	Aleut	0.0000%	0.0000%
792	Asian	0.0000%	0.0000%
811	Female	0.0000%	0.0000%
811	Black	0.0000%	0.0000%
811	Hispanic	0.0000%	0.0000%
811	American Indian	0.0000%	0.0000%
811	Aleut	0.0000%	0.0000%
811	Asian	0.0000%	0.0000%
871	Female	4.0726%	12.5000%
871	Black	0.0000%	0.0000%
871	Hispanic	0.0000%	0.0000%
871	American Indian	0.0000%	0.0000%
871	Aleut	0.0000%	0.0000%
871	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
872	Female	0.0000%	0.0000%
872	Black	0.0000%	0.0000%
872	Hispanic	0.0000%	0.0000%
872	American Indian	0.0000%	0.0000%
872	Aleut	0.0000%	0.0000%
872	Asian	0.0000%	0.0000%
873	Female	0.0000%	0.0000%
873	Black	0.0000%	0.0000%
873	Hispanic	0.0000%	0.0000%
873	American Indian	0.0000%	0.0000%
873	Aleut	0.0000%	0.0000%
873	Asian	0.0000%	0.0000%
874	Female	2.0804%	8.1633%
874	Black	0.0000%	0.0000%
874	Hispanic	10.7512%	2.0408%
874	American Indian	0.0000%	0.0000%
874	Aleut	0.0000%	0.0000%
874	Asian	0.0000%	0.0000%
899	Female	52.2103%	50.0000%
899	Black	0.0000%	0.0000%
899	Hispanic	0.0000%	0.0000%
899	American Indian	0.0000%	0.0000%
899	Aleut	0.0000%	0.0000%
899	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 10. METROPOLITAN MOSQUITO CONTROL DISTRICT
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
271	Female	0.0000%	0.0000%
271	Black	6.7592%	9.6774%
271	Hispanic	6.2452%	4.8387%
271	American Indian	0.0000%	0.0000%
271	Aleut	0.0000%	0.0000%
271	Asian	0.0000%	0.0000%
275	Female	9.5937%	13.5135%
275	Black	0.0000%	0.0000%
275	Hispanic	0.0000%	0.0000%
275	American Indian	1.2917%	2.7027%
275	Aleut	0.0000%	0.0000%
275	Asian	0.0000%	0.0000%
452	Female	0.0000%	0.0000%
452	Black	0.0000%	0.0000%
452	Hispanic	0.0000%	0.0000%
452	American Indian	0.0000%	0.0000%
452	Aleut	0.0000%	0.0000%
452	Asian	0.0000%	0.0000%
472	Female	26.1242%	35.7143%
472	Black	0.0000%	0.0000%
472	Hispanic	0.0000%	0.0000%
472	American Indian	0.0000%	0.0000%
472	Aleut	0.0000%	0.0000%
472	Asian	7.9403%	7.1429%
501	Female	0.0000%	0.0000%
501	Black	0.0000%	0.0000%
501	Hispanic	0.0000%	0.0000%
501	American Indian	0.0000%	0.0000%
501	Aleut	0.0000%	0.0000%
501	Asian	0.0000%	0.0000%
502	Female	0.0000%	0.0000%
502	Black	0.0000%	0.0000%
502	Hispanic	0.0000%	0.0000%
502	American Indian	0.0000%	0.0000%
502	Aleut	0.0000%	0.0000%
502	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 10. METROPOLITAN MOSQUITO CONTROL DISTRICT
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
503	Female	0.0000%	0.0000%
503	Black	0.0000%	0.0000%
503	Hispanic	0.0000%	0.0000%
503	American Indian	0.0000%	0.0000%
503	Aleut	0.0000%	0.0000%
503	Asian	0.0000%	0.0000%
504	Female	1.7379%	5.4348%
504	Black	1.0287%	4.3478%
504	Hispanic	0.0000%	0.0000%
504	American Indian	3.7350%	2.1739%
504	Aleut	0.0000%	0.0000%
504	Asian	0.0000%	0.0000%
508	Female	2.9101%	0.9434%
508	Black	0.0000%	0.0000%
508	Hispanic	0.0000%	0.0000%
508	American Indian	0.0000%	0.0000%
508	Aleut	0.0000%	0.0000%
508	Asian	0.0000%	0.0000%
511	Female	0.0000%	0.0000%
511	Black	0.0000%	0.0000%
511	Hispanic	0.0000%	0.0000%
511	American Indian	0.0000%	0.0000%
511	Aleut	0.0000%	0.0000%
511	Asian	0.0000%	0.0000%
514	Female	0.0000%	0.0000%
514	Black	0.0000%	0.0000%
514	Hispanic	0.0000%	0.0000%
514	American Indian	0.0000%	0.0000%
514	Aleut	0.0000%	0.0000%
514	Asian	0.0000%	0.0000%
516	Female	0.0000%	0.0000%
516	Black	0.0000%	0.0000%
516	Hispanic	0.0000%	0.0000%
516	American Indian	0.0000%	0.0000%
516	Aleut	0.0000%	0.0000%
516	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 10. METROPOLITAN MOSQUITO CONTROL DISTRICT
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
517	Female	0.0000%	0.0000%
517	Black	0.0000%	0.0000%
517	Hispanic	0.0000%	0.0000%
517	American Indian	0.0000%	0.0000%
517	Aleut	0.0000%	0.0000%
517	Asian	0.0000%	0.0000%
519	Female	0.0000%	0.0000%
519	Black	0.0000%	0.0000%
519	Hispanic	0.0000%	0.0000%
519	American Indian	0.0000%	0.0000%
519	Aleut	0.0000%	0.0000%
519	Asian	0.0000%	0.0000%
734	Female	0.0000%	0.0000%
734	Black	0.0000%	0.0000%
734	Hispanic	0.0000%	0.0000%
734	American Indian	0.0000%	0.0000%
734	Aleut	0.0000%	0.0000%
734	Asian	0.0000%	0.0000%
753	Female	0.0000%	0.0000%
753	Black	0.0000%	0.0000%
753	Hispanic	0.0000%	0.0000%
753	American Indian	0.0000%	0.0000%
753	Aleut	0.0000%	0.0000%
753	Asian	0.0000%	0.0000%
762	Female	0.0000%	0.0000%
762	Black	0.0000%	0.0000%
762	Hispanic	0.0000%	0.0000%
762	American Indian	0.0000%	0.0000%
762	Aleut	0.0000%	0.0000%
762	Asian	0.0000%	0.0000%
769	Female	0.0000%	0.0000%
769	Black	0.0000%	0.0000%
769	Hispanic	0.0000%	0.0000%
769	American Indian	0.0000%	0.0000%
769	Aleut	0.0000%	0.0000%
769	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 10. METROPOLITAN MOSQUITO CONTROL DISTRICT
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
811	Female	0.0000%	0.0000%
811	Black	0.0000%	0.0000%
811	Hispanic	0.0000%	0.0000%
811	American Indian	0.0000%	0.0000%
811	Aleut	0.0000%	0.0000%
811	Asian	0.0000%	0.0000%
873	Female	1.0438%	3.8462%
873	Black	0.0000%	0.0000%
873	Hispanic	0.0000%	0.0000%
873	American Indian	0.0000%	0.0000%
873	Aleut	0.0000%	0.0000%
873	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 11. METROPOLITAN WASTE CONTROL COMMISSION
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
154	Female	0.0000%	0.0000%
154	Black	0.0000%	0.0000%
154	Hispanic	0.0000%	0.0000%
154	American Indian	0.0000%	0.0000%
154	Aleut	0.0000%	0.0000%
154	Asian	10.7443%	6.8966%
272	Female	0.3867%	0.8197%
272	Black	0.0000%	0.0000%
272	Hispanic	0.0000%	0.0000%
272	American Indian	0.0000%	0.0000%
272	Aleut	0.0000%	0.0000%
272	Asian	0.0000%	0.0000%
414	Female	0.0000%	0.0000%
414	Black	0.0000%	0.0000%
414	Hispanic	0.0000%	0.0000%
414	American Indian	1.9495%	3.0769%
414	Aleut	0.0000%	0.0000%
414	Asian	0.0000%	0.0000%
421	Female	0.0000%	0.0000%
421	Black	0.0000%	0.0000%
421	Hispanic	0.0000%	0.0000%
421	American Indian	0.0000%	0.0000%
421	Aleut	0.0000%	0.0000%
421	Asian	0.0000%	0.0000%
501	Female	0.6360%	0.2421%
501	Black	0.0000%	0.0000%
501	Hispanic	0.8341%	1.4528%
501	American Indian	0.0000%	0.0000%
501	Aleut	0.0000%	0.0000%
501	Asian	0.0000%	0.0000%
502	Female	0.0000%	0.0000%
502	Black	0.0000%	0.0000%
502	Hispanic	0.0000%	0.0000%
502	American Indian	0.0000%	0.0000%
502	Aleut	0.0000%	0.0000%
502	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 11. METROPOLITAN WASTE CONTROL COMMISSION
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
503	Female	0.0000%	0.0000%
503	Black	0.0000%	0.0000%
503	Hispanic	0.0000%	0.0000%
503	American Indian	0.0000%	0.0000%
503	Aleut	0.0000%	0.0000%
503	Asian	0.0000%	0.0000%
504	Female	2.0968%	6.5315%
504	Black	0.0081%	0.4505%
504	Hispanic	1.3923%	1.8018%
504	American Indian	1.0907%	1.1261%
504	Aleut	0.0000%	0.0000%
504	Asian	0.0000%	0.0000%
505	Female	2.7713%	2.0408%
505	Black	0.0000%	0.0000%
505	Hispanic	0.0000%	0.0000%
505	American Indian	0.0000%	0.0000%
505	Aleut	0.0000%	0.0000%
505	Asian	0.0000%	0.0000%
506	Female	2.0449%	0.9639%
506	Black	0.0000%	0.0000%
506	Hispanic	0.0000%	0.0000%
506	American Indian	0.7431%	1.4458%
506	Aleut	0.0000%	0.0000%
506	Asian	0.0000%	0.0000%
507	Female	3.7867%	5.1699%
507	Black	0.0316%	0.1477%
507	Hispanic	0.0000%	0.0000%
507	American Indian	0.8255%	0.2954%
507	Aleut	0.0000%	0.0000%
507	Asian	0.0501%	0.1477%
508	Female	1.4212%	2.1180%
508	Black	0.0000%	0.0000%
508	Hispanic	0.0000%	0.0000%
508	American Indian	0.0000%	0.0000%
508	Aleut	0.0000%	0.0000%
508	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 11. METROPOLITAN WASTE CONTROL COMMISSION
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
511	Female	15.1835%	12.7490%
511	Black	3.0035%	0.7968%
511	Hispanic	0.9602%	0.7968%
511	American Indian	3.7696%	1.9920%
511	Aleut	0.0000%	0.0000%
511	Asian	0.0000%	0.0000%
516	Female	0.0000%	0.0000%
516	Black	0.0000%	0.0000%
516	Hispanic	0.0000%	0.0000%
516	American Indian	0.0000%	0.0000%
516	Aleut	0.0000%	0.0000%
516	Asian	0.0000%	0.0000%
517	Female	0.0000%	0.0000%
517	Black	35.7599%	12.3656%
517	Hispanic	0.0000%	0.0000%
517	American Indian	0.0000%	0.0000%
517	Aleut	0.0000%	0.0000%
517	Asian	0.0000%	0.0000%
519	Female	3.5688%	3.0769%
519	Black	0.0000%	0.0000%
519	Hispanic	0.0000%	0.0000%
519	American Indian	0.0000%	0.0000%
519	Aleut	0.0000%	0.0000%
519	Asian	0.0000%	0.0000%
734	Female	2.4211%	3.0151%
734	Black	1.6481%	2.0101%
734	Hispanic	0.0000%	0.0000%
734	American Indian	0.0000%	0.0000%
734	Aleut	0.0000%	0.0000%
734	Asian	0.0000%	0.0000%
769	Female	0.0000%	0.0000%
769	Black	0.0000%	0.0000%
769	Hispanic	0.0000%	0.0000%
769	American Indian	0.0000%	0.0000%
769	Aleut	0.0000%	0.0000%
769	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 11. METROPOLITAN WASTE CONTROL COMMISSION
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
861	Female	0.0903%	0.4184%
861	Black	0.0000%	0.0000%
861	Hispanic	0.0000%	0.0000%
861	American Indian	0.0000%	0.0000%
861	Aleut	0.0000%	0.0000%
861	Asian	0.0000%	0.0000%
873	Female	2.3956%	2.3256%
873	Black	0.0000%	0.0000%
873	Hispanic	0.0000%	0.0000%
873	American Indian	0.0000%	0.0000%
873	Aleut	0.0000%	0.0000%
873	Asian	0.0000%	0.0000%
951	Female	0.0000%	0.0000%
951	Black	0.0000%	0.0000%
951	Hispanic	0.0000%	0.0000%
951	American Indian	0.0000%	0.0000%
951	Aleut	0.0000%	0.0000%
951	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 12. METROPOLITAN WASTE CONTROL COMMISSION
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
154	Female	0.0000%	0.0000%
154	Black	0.0000%	0.0000%
154	Hispanic	0.0000%	0.0000%
154	American Indian	0.0000%	0.0000%
154	Aleut	0.0000%	0.0000%
154	Asian	10.7443%	6.8966%
272	Female	0.3867%	0.8197%
272	Black	0.0000%	0.0000%
272	Hispanic	0.0000%	0.0000%
272	American Indian	0.0000%	0.0000%
272	Aleut	0.0000%	0.0000%
272	Asian	0.0000%	0.0000%
414	Female	0.0000%	0.0000%
414	Black	0.0000%	0.0000%
414	Hispanic	0.0000%	0.0000%
414	American Indian	1.9495%	3.0769%
414	Aleut	0.0000%	0.0000%
414	Asian	0.0000%	0.0000%
421	Female	0.0000%	0.0000%
421	Black	0.0000%	0.0000%
421	Hispanic	0.0000%	0.0000%
421	American Indian	0.0000%	0.0000%
421	Aleut	0.0000%	0.0000%
421	Asian	0.0000%	0.0000%
501	Female	0.6360%	0.2421%
501	Black	0.0000%	0.0000%
501	Hispanic	0.8341%	1.4528%
501	American Indian	0.0000%	0.0000%
501	Aleut	0.0000%	0.0000%
501	Asian	0.0000%	0.0000%
502	Female	0.0000%	0.0000%
502	Black	0.0000%	0.0000%
502	Hispanic	0.0000%	0.0000%
502	American Indian	0.0000%	0.0000%
502	Aleut	0.0000%	0.0000%
502	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 12. METROPOLITAN WASTE CONTROL COMMISSION
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
503	Female	0.0000%	0.0000%
503	Black	0.0000%	0.0000%
503	Hispanic	0.0000%	0.0000%
503	American Indian	0.0000%	0.0000%
503	Aleut	0.0000%	0.0000%
503	Asian	0.0000%	0.0000%
504	Female	2.0968%	6.5315%
504	Black	0.0081%	0.4505%
504	Hispanic	1.3923%	1.8018%
504	American Indian	1.0907%	1.1261%
504	Aleut	0.0000%	0.0000%
504	Asian	0.0000%	0.0000%
505	Female	2.7713%	2.0408%
505	Black	0.0000%	0.0000%
505	Hispanic	0.0000%	0.0000%
505	American Indian	0.0000%	0.0000%
505	Aleut	0.0000%	0.0000%
505	Asian	0.0000%	0.0000%
506	Female	2.0449%	0.9639%
506	Black	0.0000%	0.0000%
506	Hispanic	0.0000%	0.0000%
506	American Indian	0.7431%	1.4458%
506	Aleut	0.0000%	0.0000%
506	Asian	0.0000%	0.0000%
507	Female	3.7867%	5.1699%
507	Black	0.0316%	0.1477%
507	Hispanic	0.0000%	0.0000%
507	American Indian	0.8255%	0.2954%
507	Aleut	0.0000%	0.0000%
507	Asian	0.0501%	0.1477%
508	Female	1.4212%	2.1180%
508	Black	0.0000%	0.0000%
508	Hispanic	0.0000%	0.0000%
508	American Indian	0.0000%	0.0000%
508	Aleut	0.0000%	0.0000%
508	Asian	0.0000%	0.0000%

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STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 12. METROPOLITAN WASTE CONTROL COMMISSION
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
511	Female	15.1835%	12.7490%
511	Black	3.0035%	0.7968%
511	Hispanic	0.9602%	0.7968%
511	American Indian	3.7696%	1.9920%
511	Aleut	0.0000%	0.0000%
511	Asian	0.0000%	0.0000%
516	Female	0.0000%	0.0000%
516	Black	0.0000%	0.0000%
516	Hispanic	0.0000%	0.0000%
516	American Indian	0.0000%	0.0000%
516	Aleut	0.0000%	0.0000%
516	Asian	0.0000%	0.0000%
517	Female	0.0000%	0.0000%
517	Black	35.7599%	12.3656%
517	Hispanic	0.0000%	0.0000%
517	American Indian	0.0000%	0.0000%
517	Aleut	0.0000%	0.0000%
517	Asian	0.0000%	0.0000%
519	Female	3.5688%	3.0769%
519	Black	0.0000%	0.0000%
519	Hispanic	0.0000%	0.0000%
519	American Indian	0.0000%	0.0000%
519	Aleut	0.0000%	0.0000%
519	Asian	0.0000%	0.0000%
734	Female	2.6419%	3.0928%
734	Black	0.0000%	0.0000%
734	Hispanic	0.0000%	0.0000%
734	American Indian	0.0000%	0.0000%
734	Aleut	0.0000%	0.0000%
734	Asian	0.0000%	0.0000%
769	Female	0.0000%	0.0000%
769	Black	0.0000%	0.0000%
769	Hispanic	0.0000%	0.0000%
769	American Indian	0.0000%	0.0000%
769	Aleut	0.0000%	0.0000%
769	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 12. METROPOLITAN WASTE CONTROL COMMISSION
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
861	Female	0.0903%	0.4184%
861	Black	0.0000%	0.0000%
861	Hispanic	0.0000%	0.0000%
861	American Indian	0.0000%	0.0000%
861	Aleut	0.0000%	0.0000%
861	Asian	0.0000%	0.0000%
873	Female	2.3956%	2.3256%
873	Black	0.0000%	0.0000%
873	Hispanic	0.0000%	0.0000%
873	American Indian	0.0000%	0.0000%
873	Aleut	0.0000%	0.0000%
873	Asian	0.0000%	0.0000%
951	Female	0.0000%	0.0000%
951	Black	0.0000%	0.0000%
951	Hispanic	0.0000%	0.0000%
951	American Indian	0.0000%	0.0000%
951	Aleut	0.0000%	0.0000%
951	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 13. METROPOLITAN WASTE CONTROL COMMISSION
SET-ASIDE AND PREFERENCE AWARDS ONLY

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
734	Female	0.0000%	0.0000%
734	Black	19.7170%	80.0000%
734	Hispanic	0.0000%	0.0000%
734	American Indian	0.0000%	0.0000%
734	Aleut	0.0000%	0.0000%
734	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 14. METROPOLITAN AIRPORTS COMMISSION
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
078	Female	0.0000%	0.0000%
078	Black	0.0000%	0.0000%
078	Hispanic	0.0000%	0.0000%
078	American Indian	0.0000%	0.0000%
078	Aleut	0.0000%	0.0000%
078	Asian	0.0000%	0.0000%
154	Female	0.0000%	0.0000%
154	Black	0.0000%	0.0000%
154	Hispanic	0.0000%	0.0000%
154	American Indian	0.0000%	0.0000%
154	Aleut	0.0000%	0.0000%
154	Asian	0.0000%	0.0000%
161	Female	0.0000%	0.0000%
161	Black	0.0000%	0.0000%
161	Hispanic	0.0000%	0.0000%
161	American Indian	0.0000%	0.0000%
161	Aleut	0.0000%	0.0000%
161	Asian	0.0000%	0.0000%
162	Female	0.0000%	0.0000%
162	Black	0.0000%	0.0000%
162	Hispanic	0.0000%	0.0000%
162	American Indian	0.0000%	0.0000%
162	Aleut	0.0000%	0.0000%
162	Asian	0.0000%	0.0000%
171	Female	53.3580%	33.3333%
171	Black	0.0000%	0.0000%
171	Hispanic	0.0000%	0.0000%
171	American Indian	0.0000%	0.0000%
171	Aleut	0.0000%	0.0000%
171	Asian	0.0000%	0.0000%
173	Female	0.0000%	0.0000%
173	Black	0.0000%	0.0000%
173	Hispanic	0.0000%	0.0000%
173	American Indian	0.0000%	0.0000%
173	Aleut	0.0000%	0.0000%
173	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 14. METROPOLITAN AIRPORTS COMMISSION
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
174	Female	0.0000%	0.0000%
174	Black	0.0000%	0.0000%
174	Hispanic	0.0000%	0.0000%
174	American Indian	0.0000%	0.0000%
174	Aleut	0.0000%	0.0000%
174	Asian	0.0000%	0.0000%
176	Female	0.0000%	0.0000%
176	Black	0.0000%	0.0000%
176	Hispanic	0.0000%	0.0000%
176	American Indian	0.0000%	0.0000%
176	Aleut	0.0000%	0.0000%
176	Asian	0.0000%	0.0000%
177	Female	0.0000%	0.0000%
177	Black	0.0000%	0.0000%
177	Hispanic	0.0000%	0.0000%
177	American Indian	0.0000%	0.0000%
177	Aleut	0.0000%	0.0000%
177	Asian	0.0000%	0.0000%
179	Female	0.0000%	0.0000%
179	Black	0.0000%	0.0000%
179	Hispanic	0.0000%	0.0000%
179	American Indian	0.4074%	5.5556%
179	Aleut	0.0000%	0.0000%
179	Asian	0.0000%	0.0000%
505	Female	0.0000%	0.0000%
505	Black	0.0000%	0.0000%
505	Hispanic	0.0000%	0.0000%
505	American Indian	0.0000%	0.0000%
505	Aleut	0.0000%	0.0000%
505	Asian	0.0000%	0.0000%
899	Female	0.0000%	0.0000%
899	Black	0.0000%	0.0000%
899	Hispanic	0.0000%	0.0000%
899	American Indian	0.0000%	0.0000%
899	Aleut	0.0000%	0.0000%
899	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 15. METROPOLITAN AIRPORTS COMMISSION
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
078	Female	0.0000%	0.0000%
078	Black	0.0000%	0.0000%
078	Hispanic	0.0000%	0.0000%
078	American Indian	0.0000%	0.0000%
078	Aleut	0.0000%	0.0000%
078	Asian	0.0000%	0.0000%
154	Female	0.0000%	0.0000%
154	Black	0.0000%	0.0000%
154	Hispanic	0.0000%	0.0000%
154	American Indian	0.0000%	0.0000%
154	Aleut	0.0000%	0.0000%
154	Asian	0.0000%	0.0000%
161	Female	0.0000%	0.0000%
161	Black	0.0000%	0.0000%
161	Hispanic	0.0000%	0.0000%
161	American Indian	0.0000%	0.0000%
161	Aleut	0.0000%	0.0000%
161	Asian	0.0000%	0.0000%
162	Female	0.0000%	0.0000%
162	Black	0.0000%	0.0000%
162	Hispanic	0.0000%	0.0000%
162	American Indian	0.0000%	0.0000%
162	Aleut	0.0000%	0.0000%
162	Asian	0.0000%	0.0000%
171	Female	53.3580%	33.3333%
171	Black	0.0000%	0.0000%
171	Hispanic	0.0000%	0.0000%
171	American Indian	0.0000%	0.0000%
171	Aleut	0.0000%	0.0000%
171	Asian	0.0000%	0.0000%
173	Female	0.0000%	0.0000%
173	Black	0.0000%	0.0000%
173	Hispanic	0.0000%	0.0000%
173	American Indian	0.0000%	0.0000%
173	Aleut	0.0000%	0.0000%
173	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 15. METROPOLITAN AIRPORTS COMMISSION
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
174	Female	0.0000%	0.0000%
174	Black	0.0000%	0.0000%
174	Hispanic	0.0000%	0.0000%
174	American Indian	0.0000%	0.0000%
174	Aleut	0.0000%	0.0000%
174	Asian	0.0000%	0.0000%
176	Female	0.0000%	0.0000%
176	Black	0.0000%	0.0000%
176	Hispanic	0.0000%	0.0000%
176	American Indian	0.0000%	0.0000%
176	Aleut	0.0000%	0.0000%
176	Asian	0.0000%	0.0000%
177	Female	0.0000%	0.0000%
177	Black	0.0000%	0.0000%
177	Hispanic	0.0000%	0.0000%
177	American Indian	0.0000%	0.0000%
177	Aleut	0.0000%	0.0000%
177	Asian	0.0000%	0.0000%
179	Female	0.0000%	0.0000%
179	Black	0.0000%	0.0000%
179	Hispanic	0.0000%	0.0000%
179	American Indian	0.0000%	0.0000%
179	Aleut	0.0000%	0.0000%
179	Asian	0.0000%	0.0000%
505	Female	0.0000%	0.0000%
505	Black	0.0000%	0.0000%
505	Hispanic	0.0000%	0.0000%
505	American Indian	0.0000%	0.0000%
505	Aleut	0.0000%	0.0000%
505	Asian	0.0000%	0.0000%
899	Female	0.0000%	0.0000%
899	Black	0.0000%	0.0000%
899	Hispanic	0.0000%	0.0000%
899	American Indian	0.0000%	0.0000%
899	Aleut	0.0000%	0.0000%
899	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 16. METROPOLITAN AIRPORTS COMMISSION
SET-ASIDE AND PREFERENCE AWARDS ONLY

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
179	Female	0.0000%	0.0000%
179	Black	0.0000%	0.0000%
179	Hispanic	0.0000%	0.0000%
179	American Indian	100.0000%	100.0000%
179	Aleut	0.0000%	0.0000%
179	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 17. METROPOLITAN TRANSIT COMMISSION
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
171	Female	0.0000%	0.0000%
171	Black	0.0000%	0.0000%
171	Hispanic	0.0000%	0.0000%
171	American Indian	0.0000%	0.0000%
171	Aleut	0.0000%	0.0000%
171	Asian	10.7902%	33.3333%
173	Female	0.0000%	0.0000%
173	Black	0.0000%	0.0000%
173	Hispanic	0.0000%	0.0000%
173	American Indian	0.0000%	0.0000%
173	Aleut	0.0000%	0.0000%
173	Asian	0.0000%	0.0000%
177	Female	0.0000%	0.0000%
177	Black	0.0000%	0.0000%
177	Hispanic	0.0000%	0.0000%
177	American Indian	0.0000%	0.0000%
177	Aleut	0.0000%	0.0000%
177	Asian	0.0000%	0.0000%
179	Female	0.0000%	0.0000%
179	Black	0.0000%	0.0000%
179	Hispanic	0.0000%	0.0000%
179	American Indian	0.0000%	0.0000%
179	Aleut	0.0000%	0.0000%
179	Asian	0.0000%	0.0000%
275	Female	0.0000%	0.0000%
275	Black	0.0000%	0.0000%
275	Hispanic	0.0000%	0.0000%
275	American Indian	0.0000%	0.0000%
275	Aleut	0.0000%	0.0000%
275	Asian	0.0000%	0.0000%
353	Female	0.0000%	0.0000%
353	Black	0.0000%	0.0000%
353	Hispanic	0.0000%	0.0000%
353	American Indian	0.0000%	0.0000%
353	Aleut	0.0000%	0.0000%
353	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 17. METROPOLITAN TRANSIT COMMISSION
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
366	Female	0.0000%	0.0000%
366	Black	0.0000%	0.0000%
366	Hispanic	0.0000%	0.0000%
366	American Indian	0.0000%	0.0000%
366	Aleut	0.0000%	0.0000%
366	Asian	0.0000%	0.0000%
371	Female	0.0000%	0.0000%
371	Black	0.0000%	0.0000%
371	Hispanic	0.0000%	0.0000%
371	American Indian	0.0000%	0.0000%
371	Aleut	0.0000%	0.0000%
371	Asian	0.0000%	0.0000%
411	Female	0.0000%	0.0000%
411	Black	0.0000%	0.0000%
411	Hispanic	0.0000%	0.0000%
411	American Indian	0.0000%	0.0000%
411	Aleut	0.0000%	0.0000%
411	Asian	0.0000%	0.0000%
422	Female	0.0000%	0.0000%
422	Black	0.0000%	0.0000%
422	Hispanic	0.0000%	0.0000%
422	American Indian	0.0000%	0.0000%
422	Aleut	0.0000%	0.0000%
422	Asian	0.0000%	0.0000%
501	Female	0.0000%	0.0000%
501	Black	0.0000%	0.0000%
501	Hispanic	0.0000%	0.0000%
501	American Indian	0.0000%	0.0000%
501	Aleut	0.0000%	0.0000%
501	Asian	0.0000%	0.0000%
504	Female	0.0000%	0.0000%
504	Black	0.0000%	0.0000%
504	Hispanic	0.0000%	0.0000%
504	American Indian	0.0000%	0.0000%
504	Aleut	0.0000%	0.0000%
504	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 17. METROPOLITAN TRANSIT COMMISSION
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
506	Female	0.0000%	0.0000%
506	Black	0.0000%	0.0000%
506	Hispanic	0.0000%	0.0000%
506	American Indian	0.0000%	0.0000%
506	Aleut	0.0000%	0.0000%
506	Asian	0.0000%	0.0000%
508	Female	0.0000%	0.0000%
508	Black	0.0000%	0.0000%
508	Hispanic	0.0000%	0.0000%
508	American Indian	0.0000%	0.0000%
508	Aleut	0.0000%	0.0000%
508	Asian	0.0000%	0.0000%
513	Female	0.0000%	0.0000%
513	Black	0.0000%	0.0000%
513	Hispanic	0.0000%	0.0000%
513	American Indian	0.0000%	0.0000%
513	Aleut	0.0000%	0.0000%
513	Asian	0.0000%	0.0000%
514	Female	0.0000%	0.0000%
514	Black	0.0000%	0.0000%
514	Hispanic	0.0000%	0.0000%
514	American Indian	0.0000%	0.0000%
514	Aleut	0.0000%	0.0000%
514	Asian	0.0000%	0.0000%
602	Female	0.0000%	0.0000%
602	Black	0.0000%	0.0000%
602	Hispanic	0.0000%	0.0000%
602	American Indian	0.0000%	0.0000%
602	Aleut	0.0000%	0.0000%
602	Asian	0.0000%	0.0000%
731	Female	0.0000%	0.0000%
731	Black	0.0000%	0.0000%
731	Hispanic	0.0000%	0.0000%
731	American Indian	0.0000%	0.0000%
731	Aleut	0.0000%	0.0000%
731	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 17. METROPOLITAN TRANSIT COMMISSION
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
733	Female	0.0000%	0.0000%
733	Black	0.0000%	0.0000%
733	Hispanic	0.0000%	0.0000%
733	American Indian	0.0000%	0.0000%
733	Aleut	0.0000%	0.0000%
733	Asian	0.0000%	0.0000%
734	Female	0.0000%	0.0000%
734	Black	0.0000%	0.0000%
734	Hispanic	0.0000%	0.0000%
734	American Indian	0.0000%	0.0000%
734	Aleut	0.0000%	0.0000%
734	Asian	0.0000%	0.0000%
737	Female	0.0000%	0.0000%
737	Black	0.0000%	0.0000%
737	Hispanic	0.0000%	0.0000%
737	American Indian	0.0000%	0.0000%
737	Aleut	0.0000%	0.0000%
737	Asian	0.0000%	0.0000%
738	Female	0.0000%	0.0000%
738	Black	0.0000%	0.0000%
738	Hispanic	0.0000%	0.0000%
738	American Indian	0.0000%	0.0000%
738	Aleut	0.0000%	0.0000%
738	Asian	0.0000%	0.0000%
751	Female	0.0000%	0.0000%
751	Black	0.0000%	0.0000%
751	Hispanic	0.0000%	0.0000%
751	American Indian	0.0000%	0.0000%
751	Aleut	0.0000%	0.0000%
751	Asian	0.0000%	0.0000%
752	Female	0.0000%	0.0000%
752	Black	0.0000%	0.0000%
752	Hispanic	0.0000%	0.0000%
752	American Indian	0.0000%	0.0000%
752	Aleut	0.0000%	0.0000%
752	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 17. METROPOLITAN TRANSIT COMMISSION
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
754	Female	0.0000%	0.0000%
754	Black	0.0000%	0.0000%
754	Hispanic	0.0000%	0.0000%
754	American Indian	0.0000%	0.0000%
754	Aleut	0.0000%	0.0000%
754	Asian	0.0000%	0.0000%
781	Female	0.0000%	0.0000%
781	Black	0.0000%	0.0000%
781	Hispanic	0.0000%	0.0000%
781	American Indian	0.0000%	0.0000%
781	Aleut	0.0000%	0.0000%
781	Asian	0.0000%	0.0000%
801	Female	0.0000%	0.0000%
801	Black	0.0000%	0.0000%
801	Hispanic	0.0000%	0.0000%
801	American Indian	0.0000%	0.0000%
801	Aleut	0.0000%	0.0000%
801	Asian	0.0000%	0.0000%
862	Female	0.0000%	0.0000%
862	Black	0.0000%	0.0000%
862	Hispanic	0.0000%	0.0000%
862	American Indian	0.0000%	0.0000%
862	Aleut	0.0000%	0.0000%
862	Asian	0.0000%	0.0000%
871	Female	0.0000%	0.0000%
871	Black	0.8393%	25.0000%
871	Hispanic	0.0000%	0.0000%
871	American Indian	0.0000%	0.0000%
871	Aleut	0.0000%	0.0000%
871	Asian	0.0000%	0.0000%
874	Female	25.7151%	14.2857%
874	Black	0.0000%	0.0000%
874	Hispanic	0.0000%	0.0000%
874	American Indian	0.0000%	0.0000%
874	Aleut	0.0000%	0.0000%
874	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 17. METROPOLITAN TRANSIT COMMISSION
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
899	Female	0.0000%	0.0000%
899	Black	0.0000%	0.0000%
899	Hispanic	0.0000%	0.0000%
899	American Indian	0.0000%	0.0000%
899	Aleut	0.0000%	0.0000%
899	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
019	Female	0.0000%	0.0000%
019	Black	0.0000%	0.0000%
019	Hispanic	0.0000%	0.0000%
019	American Indian	0.0000%	0.0000%
019	Aleut	0.0000%	0.0000%
019	Asian	0.0000%	0.0000%
027	Female	0.0000%	0.0000%
027	Black	0.0000%	0.0000%
027	Hispanic	0.0000%	0.0000%
027	American Indian	0.0000%	0.0000%
027	Aleut	0.0000%	0.0000%
027	Asian	0.0000%	0.0000%
078	Female	0.0000%	0.0000%
078	Black	0.0000%	0.0000%
078	Hispanic	0.0000%	0.0000%
078	American Indian	0.0000%	0.0000%
078	Aleut	0.0000%	0.0000%
078	Asian	0.0000%	0.0000%
154	Female	0.0000%	0.0000%
154	Black	0.0000%	0.0000%
154	Hispanic	0.0000%	0.0000%
154	American Indian	0.0000%	0.0000%
154	Aleut	0.0000%	0.0000%
154	Asian	0.0000%	0.0000%
161	Female	0.0000%	0.0000%
161	Black	0.0000%	0.0000%
161	Hispanic	0.0000%	0.0000%
161	American Indian	0.0000%	0.0000%
161	Aleut	0.0000%	0.0000%
161	Asian	0.0000%	0.0000%
171	Female	0.0000%	0.0000%
171	Black	0.0000%	0.0000%
171	Hispanic	0.0000%	0.0000%
171	American Indian	0.0000%	0.0000%
171	Aleut	0.0000%	0.0000%
171	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
172	Female	0.0000%	0.0000%
172	Black	0.0000%	0.0000%
172	Hispanic	0.0000%	0.0000%
172	American Indian	0.0000%	0.0000%
172	Aleut	0.0000%	0.0000%
172	Asian	0.0000%	0.0000%
173	Female	0.0000%	0.0000%
173	Black	0.0000%	0.0000%
173	Hispanic	0.0000%	0.0000%
173	American Indian	0.0000%	0.0000%
173	Aleut	0.0000%	0.0000%
173	Asian	0.0000%	0.0000%
175	Female	0.0000%	0.0000%
175	Black	0.0000%	0.0000%
175	Hispanic	0.0000%	0.0000%
175	American Indian	0.0000%	0.0000%
175	Aleut	0.0000%	0.0000%
175	Asian	0.0000%	0.0000%
176	Female	0.0000%	0.0000%
176	Black	0.0000%	0.0000%
176	Hispanic	0.0000%	0.0000%
176	American Indian	0.0000%	0.0000%
176	Aleut	0.0000%	0.0000%
176	Asian	0.0000%	0.0000%
177	Female	0.0000%	0.0000%
177	Black	0.0000%	0.0000%
177	Hispanic	0.0000%	0.0000%
177	American Indian	0.0000%	0.0000%
177	Aleut	0.0000%	0.0000%
177	Asian	0.0000%	0.0000%
179	Female	0.0000%	0.0000%
179	Black	0.0000%	0.0000%
179	Hispanic	0.0000%	0.0000%
179	American Indian	0.0000%	0.0000%
179	Aleut	0.0000%	0.0000%
179	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
259	Female	0.0000%	0.0000%
259	Black	0.0000%	0.0000%
259	Hispanic	0.0000%	0.0000%
259	American Indian	0.0000%	0.0000%
259	Aleut	0.0000%	0.0000%
259	Asian	0.0000%	0.0000%
265	Female	0.0000%	0.0000%
265	Black	0.0000%	0.0000%
265	Hispanic	0.0000%	0.0000%
265	American Indian	0.0000%	0.0000%
265	Aleut	0.0000%	0.0000%
265	Asian	0.0000%	0.0000%
271	Female	0.0000%	0.0000%
271	Black	0.0000%	0.0000%
271	Hispanic	0.0000%	0.0000%
271	American Indian	0.0000%	0.0000%
271	Aleut	0.0000%	0.0000%
271	Asian	0.0000%	0.0000%
272	Female	0.0000%	0.0000%
272	Black	0.0000%	0.0000%
272	Hispanic	0.0000%	0.0000%
272	American Indian	0.0000%	0.0000%
272	Aleut	0.0000%	0.0000%
272	Asian	0.0000%	0.0000%
273	Female	0.0000%	0.0000%
273	Black	0.0000%	0.0000%
273	Hispanic	0.0000%	0.0000%
273	American Indian	0.0000%	0.0000%
273	Aleut	0.0000%	0.0000%
273	Asian	0.0000%	0.0000%
274	Female	0.0000%	0.0000%
274	Black	0.0000%	0.0000%
274	Hispanic	0.0000%	0.0000%
274	American Indian	0.0000%	0.0000%
274	Aleut	0.0000%	0.0000%
274	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
275	Female	4.0295%	3.7037%
275	Black	0.0000%	0.0000%
275	Hispanic	0.0000%	0.0000%
275	American Indian	0.0000%	0.0000%
275	Aleut	0.0000%	0.0000%
275	Asian	0.0000%	0.0000%
279	Female	0.0000%	0.0000%
279	Black	0.0000%	0.0000%
279	Hispanic	0.0000%	0.0000%
279	American Indian	0.0000%	0.0000%
279	Aleut	0.0000%	0.0000%
279	Asian	0.0000%	0.0000%
281	Female	0.0000%	0.0000%
281	Black	0.0000%	0.0000%
281	Hispanic	0.0000%	0.0000%
281	American Indian	0.0000%	0.0000%
281	Aleut	0.0000%	0.0000%
281	Asian	0.0000%	0.0000%
322	Female	0.0000%	0.0000%
322	Black	0.0000%	0.0000%
322	Hispanic	0.0000%	0.0000%
322	American Indian	0.0000%	0.0000%
322	Aleut	0.0000%	0.0000%
322	Asian	0.0000%	0.0000%
336	Female	0.0000%	0.0000%
336	Black	0.0000%	0.0000%
336	Hispanic	0.0000%	0.0000%
336	American Indian	0.0000%	0.0000%
336	Aleut	0.0000%	0.0000%
336	Asian	0.0000%	0.0000%
341	Female	0.0000%	0.0000%
341	Black	0.0000%	0.0000%
341	Hispanic	0.0000%	0.0000%
341	American Indian	0.0000%	0.0000%
341	Aleut	0.0000%	0.0000%
341	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
342	Female	0.0000%	0.0000%
342	Black	0.0000%	0.0000%
342	Hispanic	0.0000%	0.0000%
342	American Indian	0.0000%	0.0000%
342	Aleut	0.0000%	0.0000%
342	Asian	0.0000%	0.0000%
357	Female	0.0000%	0.0000%
357	Black	0.0000%	0.0000%
357	Hispanic	0.0000%	0.0000%
357	American Indian	0.0000%	0.0000%
357	Aleut	0.0000%	0.0000%
357	Asian	0.0000%	0.0000%
366	Female	0.0000%	0.0000%
366	Black	0.0000%	0.0000%
366	Hispanic	0.0000%	0.0000%
366	American Indian	0.0000%	0.0000%
366	Aleut	0.0000%	0.0000%
366	Asian	0.0000%	0.0000%
414	Female	52.1993%	50.0000%
414	Black	0.0000%	0.0000%
414	Hispanic	0.0000%	0.0000%
414	American Indian	0.0000%	0.0000%
414	Aleut	0.0000%	0.0000%
414	Asian	0.0000%	0.0000%
421	Female	0.0000%	0.0000%
421	Black	0.0000%	0.0000%
421	Hispanic	0.0000%	0.0000%
421	American Indian	0.0000%	0.0000%
421	Aleut	0.0000%	0.0000%
421	Asian	0.0000%	0.0000%
422	Female	0.0000%	0.0000%
422	Black	0.0000%	0.0000%
422	Hispanic	0.0000%	0.0000%
422	American Indian	0.0000%	0.0000%
422	Aleut	0.0000%	0.0000%
422	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
451	Female	0.0000%	0.0000%
451	Black	0.0000%	0.0000%
451	Hispanic	0.0000%	0.0000%
451	American Indian	0.0000%	0.0000%
451	Aleut	0.0000%	0.0000%
451	Asian	0.0000%	0.0000%
452	Female	0.0000%	0.0000%
452	Black	0.0000%	0.0000%
452	Hispanic	0.0000%	0.0000%
452	American Indian	0.0000%	0.0000%
452	Aleut	0.0000%	0.0000%
452	Asian	0.0000%	0.0000%
481	Female	0.0000%	0.0000%
481	Black	0.0000%	0.0000%
481	Hispanic	0.0000%	0.0000%
481	American Indian	0.0000%	0.0000%
481	Aleut	0.0000%	0.0000%
481	Asian	0.0000%	0.0000%
501	Female	0.0000%	0.0000%
501	Black	0.0000%	0.0000%
501	Hispanic	0.0000%	0.0000%
501	American Indian	0.0000%	0.0000%
501	Aleut	0.0000%	0.0000%
501	Asian	0.0000%	0.0000%
502	Female	3.6824%	2.9412%
502	Black	0.0000%	0.0000%
502	Hispanic	0.0000%	0.0000%
502	American Indian	0.0000%	0.0000%
502	Aleut	0.0000%	0.0000%
502	Asian	0.0000%	0.0000%
503	Female	0.0000%	0.0000%
503	Black	0.0000%	0.0000%
503	Hispanic	0.0000%	0.0000%
503	American Indian	0.0000%	0.0000%
503	Aleut	0.0000%	0.0000%
503	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
504	Female	0.7684%	0.7772%
504	Black	0.9181%	0.2591%
504	Hispanic	0.0000%	0.0000%
504	American Indian	0.0000%	0.0000%
504	Aleut	0.0000%	0.0000%
504	Asian	0.0000%	0.0000%
505	Female	0.0000%	0.0000%
505	Black	0.0000%	0.0000%
505	Hispanic	0.0000%	0.0000%
505	American Indian	0.0000%	0.0000%
505	Aleut	0.0000%	0.0000%
505	Asian	0.0000%	0.0000%
506	Female	0.0000%	0.0000%
506	Black	0.0000%	0.0000%
506	Hispanic	0.0000%	0.0000%
506	American Indian	0.0000%	0.0000%
506	Aleut	0.0000%	0.0000%
506	Asian	0.0000%	0.0000%
507	Female	0.0000%	0.0000%
507	Black	0.0000%	0.0000%
507	Hispanic	0.0000%	0.0000%
507	American Indian	0.0000%	0.0000%
507	Aleut	0.0000%	0.0000%
507	Asian	0.0000%	0.0000%
508	Female	0.0000%	0.0000%
508	Black	0.0000%	0.0000%
508	Hispanic	0.0000%	0.0000%
508	American Indian	0.0000%	0.0000%
508	Aleut	0.0000%	0.0000%
508	Asian	0.0000%	0.0000%
509	Female	0.0000%	0.0000%
509	Black	0.0000%	0.0000%
509	Hispanic	0.0000%	0.0000%
509	American Indian	0.0000%	0.0000%
509	Aleut	0.0000%	0.0000%
509	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
511	Female	0.0000%	0.0000%
511	Black	0.0000%	0.0000%
511	Hispanic	0.0000%	0.0000%
511	American Indian	0.0000%	0.0000%
511	Aleut	0.0000%	0.0000%
511	Asian	0.0000%	0.0000%
512	Female	0.0000%	0.0000%
512	Black	0.0000%	0.0000%
512	Hispanic	0.0000%	0.0000%
512	American Indian	0.0000%	0.0000%
512	Aleut	0.0000%	0.0000%
512	Asian	0.0000%	0.0000%
513	Female	2.3203%	18.1818%
513	Black	0.0000%	0.0000%
513	Hispanic	0.0000%	0.0000%
513	American Indian	0.0000%	0.0000%
513	Aleut	0.0000%	0.0000%
513	Asian	0.0000%	0.0000%
514	Female	0.0000%	0.0000%
514	Black	0.0000%	0.0000%
514	Hispanic	0.0000%	0.0000%
514	American Indian	0.0000%	0.0000%
514	Aleut	0.0000%	0.0000%
514	Asian	0.0000%	0.0000%
515	Female	0.0000%	0.0000%
515	Black	0.0000%	0.0000%
515	Hispanic	0.0000%	0.0000%
515	American Indian	0.0000%	0.0000%
515	Aleut	0.0000%	0.0000%
515	Asian	0.0000%	0.0000%
516	Female	0.0000%	0.0000%
516	Black	0.0000%	0.0000%
516	Hispanic	0.0000%	0.0000%
516	American Indian	0.0000%	0.0000%
516	Aleut	0.0000%	0.0000%
516	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
517	Female	0.0000%	0.0000%
517	Black	0.0000%	0.0000%
517	Hispanic	0.0000%	0.0000%
517	American Indian	0.0000%	0.0000%
517	Aleut	0.0000%	0.0000%
517	Asian	0.0000%	0.0000%
518	Female	0.0000%	0.0000%
518	Black	0.0000%	0.0000%
518	Hispanic	0.0000%	0.0000%
518	American Indian	0.0000%	0.0000%
518	Aleut	0.0000%	0.0000%
518	Asian	0.0000%	0.0000%
519	Female	0.0000%	0.0000%
519	Black	0.0000%	0.0000%
519	Hispanic	0.0000%	0.0000%
519	American Indian	0.0000%	0.0000%
519	Aleut	0.0000%	0.0000%
519	Asian	0.0000%	0.0000%
554	Female	0.0000%	0.0000%
554	Black	0.0000%	0.0000%
554	Hispanic	0.0000%	0.0000%
554	American Indian	0.0000%	0.0000%
554	Aleut	0.0000%	0.0000%
554	Asian	0.0000%	0.0000%
573	Female	0.0000%	0.0000%
573	Black	0.0000%	0.0000%
573	Hispanic	0.0000%	0.0000%
573	American Indian	0.0000%	0.0000%
573	Aleut	0.0000%	0.0000%
573	Asian	0.0000%	0.0000%
581	Female	0.0000%	0.0000%
581	Black	0.0000%	0.0000%
581	Hispanic	0.0000%	0.0000%
581	American Indian	0.0000%	0.0000%
581	Aleut	0.0000%	0.0000%
581	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
594	Female	0.0000%	0.0000%
594	Black	0.0000%	0.0000%
594	Hispanic	0.0000%	0.0000%
594	American Indian	0.0000%	0.0000%
594	Aleut	0.0000%	0.0000%
594	Asian	0.0000%	0.0000%
596	Female	0.0000%	0.0000%
596	Black	0.0000%	0.0000%
596	Hispanic	0.0000%	0.0000%
596	American Indian	0.0000%	0.0000%
596	Aleut	0.0000%	0.0000%
596	Asian	0.0000%	0.0000%
599	Female	0.0000%	0.0000%
599	Black	0.0000%	0.0000%
599	Hispanic	0.0000%	0.0000%
599	American Indian	0.0000%	0.0000%
599	Aleut	0.0000%	0.0000%
599	Asian	0.0000%	0.0000%
602	Female	0.0000%	0.0000%
602	Black	0.0000%	0.0000%
602	Hispanic	0.0000%	0.0000%
602	American Indian	0.0000%	0.0000%
602	Aleut	0.0000%	0.0000%
602	Asian	0.0000%	0.0000%
632	Female	0.0000%	0.0000%
632	Black	0.0000%	0.0000%
632	Hispanic	0.0000%	0.0000%
632	American Indian	0.0000%	0.0000%
632	Aleut	0.0000%	0.0000%
632	Asian	0.0000%	0.0000%
701	Female	0.0000%	0.0000%
701	Black	0.0000%	0.0000%
701	Hispanic	0.0000%	0.0000%
701	American Indian	0.0000%	0.0000%
701	Aleut	0.0000%	0.0000%
701	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
721	Female	0.0000%	0.0000%
721	Black	0.0000%	0.0000%
721	Hispanic	0.0000%	0.0000%
721	American Indian	0.0000%	0.0000%
721	Aleut	0.0000%	0.0000%
721	Asian	0.0000%	0.0000%
731	Female	98.9900%	50.0000%
731	Black	0.0000%	0.0000%
731	Hispanic	0.0000%	0.0000%
731	American Indian	0.0000%	0.0000%
731	Aleut	0.0000%	0.0000%
731	Asian	0.0000%	0.0000%
733	Female	0.0000%	0.0000%
733	Black	0.0000%	0.0000%
733	Hispanic	0.0000%	0.0000%
733	American Indian	0.0000%	0.0000%
733	Aleut	0.0000%	0.0000%
733	Asian	0.0000%	0.0000%
734	Female	0.0000%	0.0000%
734	Black	0.0000%	0.0000%
734	Hispanic	0.0000%	0.0000%
734	American Indian	0.0000%	0.0000%
734	Aleut	0.0000%	0.0000%
734	Asian	0.0000%	0.0000%
737	Female	0.0000%	0.0000%
737	Black	0.0000%	0.0000%
737	Hispanic	0.0000%	0.0000%
737	American Indian	0.0000%	0.0000%
737	Aleut	0.0000%	0.0000%
737	Asian	0.0000%	0.0000%
738	Female	0.0000%	0.0000%
738	Black	0.0000%	0.0000%
738	Hispanic	0.0000%	0.0000%
738	American Indian	0.0000%	0.0000%
738	Aleut	0.0000%	0.0000%
738	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
753	Female	0.0000%	0.0000%
753	Black	0.0000%	0.0000%
753	Hispanic	0.0000%	0.0000%
753	American Indian	0.0000%	0.0000%
753	Aleut	0.0000%	0.0000%
753	Asian	0.0000%	0.0000%
754	Female	0.0000%	0.0000%
754	Black	0.0000%	0.0000%
754	Hispanic	0.0000%	0.0000%
754	American Indian	0.0000%	0.0000%
754	Aleut	0.0000%	0.0000%
754	Asian	0.0000%	0.0000%
762	Female	0.0000%	0.0000%
762	Black	0.0000%	0.0000%
762	Hispanic	0.0000%	0.0000%
762	American Indian	0.0000%	0.0000%
762	Aleut	0.0000%	0.0000%
762	Asian	0.0000%	0.0000%
769	Female	0.2140%	3.3333%
769	Black	0.0000%	0.0000%
769	Hispanic	0.0000%	0.0000%
769	American Indian	0.0000%	0.0000%
769	Aleut	0.0000%	0.0000%
769	Asian	0.0000%	0.0000%
781	Female	0.0000%	0.0000%
781	Black	0.0000%	0.0000%
781	Hispanic	0.0000%	0.0000%
781	American Indian	0.0000%	0.0000%
781	Aleut	0.0000%	0.0000%
781	Asian	0.0000%	0.0000%
782	Female	0.0000%	0.0000%
782	Black	0.0000%	0.0000%
782	Hispanic	0.0000%	0.0000%
782	American Indian	0.0000%	0.0000%
782	Aleut	0.0000%	0.0000%
782	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
792	Female	0.0000%	0.0000%
792	Black	0.0000%	0.0000%
792	Hispanic	0.0000%	0.0000%
792	American Indian	0.0000%	0.0000%
792	Aleut	0.0000%	0.0000%
792	Asian	0.0000%	0.0000%
799	Female	0.0000%	0.0000%
799	Black	0.0000%	0.0000%
799	Hispanic	0.0000%	0.0000%
799	American Indian	0.0000%	0.0000%
799	Aleut	0.0000%	0.0000%
799	Asian	0.0000%	0.0000%
807	Female	0.0000%	0.0000%
807	Black	0.0000%	0.0000%
807	Hispanic	0.0000%	0.0000%
807	American Indian	0.0000%	0.0000%
807	Aleut	0.0000%	0.0000%
807	Asian	0.0000%	0.0000%
809	Female	0.0000%	0.0000%
809	Black	0.0000%	0.0000%
809	Hispanic	0.0000%	0.0000%
809	American Indian	0.0000%	0.0000%
809	Aleut	0.0000%	0.0000%
809	Asian	0.0000%	0.0000%
821	Female	0.0000%	0.0000%
821	Black	0.0000%	0.0000%
821	Hispanic	0.0000%	0.0000%
821	American Indian	0.0000%	0.0000%
821	Aleut	0.0000%	0.0000%
821	Asian	0.0000%	0.0000%
822	Female	0.0000%	0.0000%
822	Black	0.0000%	0.0000%
822	Hispanic	0.0000%	0.0000%
822	American Indian	0.0000%	0.0000%
822	Aleut	0.0000%	0.0000%
822	Asian	0.0000%	0.0000%

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	SHARE OF AWARDED DOLLARS	SHARE OF OPPORTUNITIES
824	Female	0.0000%	0.0000%
824	Black	0.0000%	0.0000%
824	Hispanic	0.0000%	0.0000%
824	American Indian	0.0000%	0.0000%
824	Aleut	0.0000%	0.0000%
824	Asian	0.0000%	0.0000%
862	Female	0.0000%	0.0000%
862	Black	0.0000%	0.0000%
862	Hispanic	0.0000%	0.0000%
862	American Indian	0.0000%	0.0000%
862	Aleut	0.0000%	0.0000%
862	Asian	0.0000%	0.0000%
871	Female	0.0000%	0.0000%
871	Black	0.0000%	0.0000%
871	Hispanic	0.0000%	0.0000%
871	American Indian	0.0000%	0.0000%
871	Aleut	0.0000%	0.0000%
871	Asian	0.0000%	0.0000%
873	Female	0.0000%	0.0000%
873	Black	0.0000%	0.0000%
873	Hispanic	0.0000%	0.0000%
873	American Indian	0.0000%	0.0000%
873	Aleut	0.0000%	0.0000%
873	Asian	0.0000%	0.0000%
874	Female	0.0000%	0.0000%
874	Black	0.0000%	0.0000%
874	Hispanic	0.0000%	0.0000%
874	American Indian	0.0000%	0.0000%
874	Aleut	0.0000%	0.0000%
874	Asian	0.0000%	0.0000%
919	Female	0.0000%	0.0000%
919	Black	0.0000%	0.0000%
919	Hispanic	0.0000%	0.0000%
919	American Indian	0.0000%	0.0000%
919	Aleut	0.0000%	0.0000%
919	Asian	0.0000%	0.0000%

APPENDIX G.

Data Analysis Results: t Test Statistic Tables

APPENDIX G. Data Analysis Results: t Test Statistic Tables

Tables 1 through 18 present t values calculated using the methods outlined in Appendix E. Base-line data was gathered by Management Analysis and a separate table is presented for each agency studied (see Appendix B for more detailed explanations of agency-specific data and Appendix C for availability proportions). For those agencies using set-aside and preference programs, three tables are displayed: one presenting t values when all awards are examined; one presenting t values when all awards except set-aside and preference awards are examined; and one presenting t values when set-aside and preference awards are examined exclusively.

These tables represent prime contractor information only. Test statistics were not calculated for subcontractors due to data limitations (these limitations are outlined for the specific agencies in Appendix B).

The "Opportunity t Value" column contains test statistics for the unweighted test. The unweighted test compared the number of contracts awarded with the proportions of available wbe/mbes. Comparing the proportion of awards with the proportion of businesses available assessed how often wbe/mbes participated in comparison with their market presence.

The "Dollar t Value" column contains test statistics for the weighted test. The weighted test assessed the value of participation compared with presence. The weighted test went beyond the assumption that each award was an equal opportunity. By weighting each award by the dollar value, the weights accounted for differences in economic participation.

t test statistics were compared to the t distribution using the proper degrees of freedom ($n_1 + n_2 - 2$), the standard 95 percent confidence assumption and a two-tailed test. In sum, the t statistic was compared to $+t.025$ and $-t.025$.

Most samples were large enough (more than 120) to use the normal distribution via the central limit theorem. For these, if t was greater than 1.96, the probability of observing a larger test statistic under the null hypothesis was smaller than 2.5 percent. Under the usual rules, the study rejected the hypothesis that discrimination did not exist.

If a disparity was found, the test statistic was starred and its direction noted. A negative sign indicates possible under-utilization. In these cases, it appears that firms were not used in proportion to their availability. A positive sign indicates the possibility of over-use. That is, in relationship to their availability, it appears these firms were utilized more than expected.

It is important to note that t tests could be performed only for

firms active in the 41 SIC codes chosen for the 1989 survey of women- and minority-owned firms. Further, if the survey did not capture the existence of a wbe or mbe firm in a specific SIC code, there was insufficient data for a test (this is indicated in the tables by NA).

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 1. DEPARTMENT OF ADMINISTRATION PURCHASING
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
154	Female	-9.766509 *	479	-10.054172 *
154	Black	-0.361697	479	-0.718033
154	Hispanic	NA	479	NA
154	American Indian	-2.249413 *	479	-2.249413 *
154	Aleut	NA	479	NA
154	Asian	-2.914259 *	479	-2.914259 *
161	Female	-7.111922 *	164	-7.111922 *
161	Black	NA	164	NA
161	Hispanic	-1.086212	164	-1.086212
161	American Indian	-1.086212	164	-1.086212
161	Aleut	NA	164	NA
161	Asian	NA	164	NA
173	Female	-12.989423 *	385	-12.989423 *
173	Black	-1.034139	385	-1.034139
173	Hispanic	-1.034139	385	-1.034139
173	American Indian	-1.034139	385	-1.034139
173	Aleut	-1.034139	385	-1.034139
173	Asian	-1.034139	385	-1.034139
421	Female	-15.959209 *	466	-15.959209 *
421	Black	-1.105937	466	-1.105937
421	Hispanic	NA	466	NA
421	American Indian	-1.105937	466	-1.105937
421	Aleut	NA	466	NA
421	Asian	NA	466	NA
502	Female	-10.715350 *	645	-12.822614 *
502	Black	8.277798 *	645	5.106215 *
502	Hispanic	-1.965267 *	645	-1.965267 *
502	American Indian	NA	645	NA
502	Aleut	NA	645	NA
502	Asian	-1.965267 *	645	-1.965267 *
504	Female	-7.147385 *	2058	-13.840448 *
504	Black	4.208692 *	2058	-0.041041
504	Hispanic	-3.241367 *	2058	-3.576393 *
504	American Indian	-2.610473 *	2058	-2.610473 *
504	Aleut	NA	2058	NA
504	Asian	-1.693344	2058	-4.845766 *

* t > +t.025 or t < -t.025

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 1. DEPARTMENT OF ADMINISTRATION PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
506	Female	-7.079160 *	1193	-14.699343 *
506	Black	2.620878 *	1193	-2.274717 *
506	Hispanic	-2.079054 *	1193	-2.079054 *
506	American Indian	NA	1193	NA
506	Aleut	NA	1193	NA
506	Asian	-4.271199 *	1193	-4.049250 *
507	Female	-18.509548 *	1279	-19.414225 *
507	Black	3.374624 *	1279	-0.538451
507	Hispanic	-3.394484 *	1279	-3.394484 *
507	American Indian	NA	1279	NA
507	Aleut	NA	1279	NA
507	Asian	-2.394875 *	1279	-2.394875 *
509	Female	-13.173665 *	498	-13.173665 *
509	Black	-2.378884 *	498	-2.378884 *
509	Hispanic	NA	498	NA
509	American Indian	1.102104	498	3.881941 *
509	Aleut	NA	498	NA
509	Asian	-3.383530 *	498	-3.383530 *
511	Female	-7.814636 *	566	-6.153446 *
511	Black	7.611636 *	566	5.824333 *
511	Hispanic	NA	566	NA
511	American Indian	NA	566	NA
511	Aleut	NA	566	NA
511	Asian	-3.965126 *	566	-3.965126 *
514	Female	-11.605494 *	431	-11.605494 *
514	Black	-1.940153	431	-1.940153
514	Hispanic	-1.368909	431	-1.368909
514	American Indian	-1.368909	431	-1.368909
514	Aleut	NA	431	NA
514	Asian	NA	431	NA
734	Female	-15.270056 *	260	-15.270056 *
734	Black	-2.103695 *	260	-2.103695 *
734	Hispanic	-1.481247	260	-1.481247
734	American Indian	NA	260	NA
734	Aleut	NA	260	NA
734	Asian	-2.357023 *	260	-2.357023 *

* t > +t.025 or t < -t.025

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 1. DEPARTMENT OF ADMINISTRATION PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
735	Female	-9.919677 *	164	-9.919677 *
735	Black	-1.173947	164	-1.173947
735	Hispanic	NA	164	NA
735	American Indian	NA	164	NA
735	Aleut	NA	164	NA
735	Asian	NA	164	NA
737	Female	-9.257983 *	397	-11.235550 *
737	Black	4.385378 *	397	-1.594407
737	Hispanic	-2.611763 *	397	-2.611763 *
737	American Indian	NA	397	NA
737	Aleut	NA	397	NA
737	Asian	-2.865972 *	397	-2.865972 *
753	Female	-12.055320 *	450	-12.055320 *
753	Black	-1.631785	450	-1.631785
753	Hispanic	-1.152143	450	-1.152143
753	American Indian	NA	450	NA
753	Aleut	-1.152143	450	-1.152143
753	Asian	NA	450	NA
764	Female	-13.544102 *	194	-13.891870 *
764	Black	-1.913211	194	-1.913211
764	Hispanic	NA	194	NA
764	American Indian	NA	194	NA
764	Aleut	NA	194	NA
764	Asian	NA	194	NA
871	Female	-7.582875 *	345	-7.582875 *
871	Black	-1.004376	345	-1.004376
871	Hispanic	-2.017621 *	345	-2.017621 *
871	American Indian	NA	345	NA
871	Aleut	NA	345	NA
871	Asian	-4.108617 *	345	-4.108617 *

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 2. DEPARTMENT OF ADMINISTRATION PURCHASING
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
154	Female	-10.521939 *	467	-10.521939 *
154	Black	-0.286259	467	-0.681760
154	Hispanic	NA	467	NA
154	American Indian	-2.221058 *	467	-2.221058 *
154	Aleut	NA	467	NA
154	Asian	-2.877524 *	467	-2.877524 *
161	Female	-7.111922 *	164	-7.111922 *
161	Black	NA	164	NA
161	Hispanic	-1.086212	164	-1.086212
161	American Indian	-1.086212	164	-1.086212
161	Aleut	NA	164	NA
161	Asian	NA	164	NA
173	Female	-12.989423 *	385	-12.989423 *
173	Black	-1.034139	385	-1.034139
173	Hispanic	-1.034139	385	-1.034139
173	American Indian	-1.034139	385	-1.034139
173	Aleut	-1.034139	385	-1.034139
173	Asian	-1.034139	385	-1.034139
421	Female	-15.959209 *	466	-15.959209 *
421	Black	-1.105937	466	-1.105937
421	Hispanic	NA	466	NA
421	American Indian	-1.105937	466	-1.105937
421	Aleut	NA	466	NA
421	Asian	NA	466	NA
502	Female	-12.140229 *	572	-13.237670 *
502	Black	5.299310 *	572	3.756136 *
502	Hispanic	-1.850716	572	-1.850716
502	American Indian	NA	572	NA
502	Aleut	NA	572	NA
502	Asian	-1.850716	572	-1.850716
504	Female	-9.277710 *	1930	-15.041053 *
504	Black	0.713257	1930	-2.375325 *
504	Hispanic	-3.105954 *	1930	-3.460475 *
504	American Indian	-2.527989 *	1930	-2.527989 *
504	Aleut	NA	1930	NA
504	Asian	-1.693586	1930	-4.678991 *

* t > +t.025 or t < -t.025

NA = No businesses reported in survey

(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 2. DEPARTMENT OF ADMINISTRATION PURCHASING
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
506	Female	-7.281298 *	1148	-14.608148 *
506	Black	-1.012490	1148	-3.327948 *
506	Hispanic	-2.039466 *	1148	-2.039466 *
506	American Indian	NA	1148	NA
506	Aleut	NA	1148	NA
506	Asian	-4.169795 *	1148	-3.965785 *
507	Female	-18.869073 *	1212	-19.034485 *
507	Black	0.770244	1212	-1.513321
507	Hispanic	-3.304379 *	1212	-3.304379 *
507	American Indian	NA	1212	NA
507	Aleut	NA	1212	NA
507	Asian	-2.331304 *	1212	-2.331304 *
509	Female	-12.892916 *	477	-12.892916 *
509	Black	-2.328187 *	477	-2.328187 *
509	Hispanic	NA	477	NA
509	American Indian	1.107349	477	3.869812 *
509	Aleut	NA	477	NA
509	Asian	-3.311422 *	477	-3.311422 *
511	Female	-10.359374 *	480	-11.200667 *
511	Black	4.582576 *	480	2.691231 *
511	Hispanic	NA	480	NA
511	American Indian	NA	480	NA
511	Aleut	NA	480	NA
511	Asian	-3.651484 *	480	-3.651484 *
514	Female	-11.592023 *	430	-11.592023 *
514	Black	-1.937901	430	-1.937901
514	Hispanic	-1.367320	430	-1.367320
514	American Indian	-1.367320	430	-1.367320
514	Aleut	NA	430	NA
514	Asian	NA	430	NA
734	Female	-15.270056 *	260	-15.270056 *
734	Black	-2.103695 *	260	-2.103695 *
734	Hispanic	-1.481247	260	-1.481247
734	American Indian	NA	260	NA
734	Aleut	NA	260	NA
734	Asian	-2.357023 *	260	-2.357023 *

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 2. DEPARTMENT OF ADMINISTRATION PURCHASING
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
735	Female	-9.919677 *	164	-9.919677 *
735	Black	-1.173947	164	-1.173947
735	Hispanic	NA	164	NA
735	American Indian	NA	164	NA
735	Aleut	NA	164	NA
735	Asian	NA	164	NA
737	Female	-10.321405 *	385	-11.094538 *
737	Black	-2.296513 *	385	-2.296513 *
737	Hispanic	-2.571988 *	385	-2.571988 *
737	American Indian	NA	385	NA
737	Aleut	NA	385	NA
737	Asian	-2.822325 *	385	-2.822325 *
753	Female	-12.055320 *	450	-12.055320 *
753	Black	-1.631785	450	-1.631785
753	Hispanic	-1.152143	450	-1.152143
753	American Indian	NA	450	NA
753	Aleut	-1.152143	450	-1.152143
753	Asian	NA	450	NA
764	Female	-13.506486 *	193	-13.856006 *
764	Black	-1.908274	193	-1.908274
764	Hispanic	NA	193	NA
764	American Indian	NA	193	NA
764	Aleut	NA	193	NA
764	Asian	NA	193	NA
871	Female	-7.582875 *	345	-7.582875 *
871	Black	-1.004376	345	-1.004376
871	Hispanic	-2.017621 *	345	-2.017621 *
871	American Indian	NA	345	NA
871	Aleut	NA	345	NA
871	Asian	-4.108617 *	345	-4.108617 *

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 3. DEPARTMENT OF ADMINISTRATION PURCHASING
SET-ASIDE AND PREFERENCE AWARDS ONLY

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
154	Female	-0.793938	297	1.096192
154	Black	-1.443680	297	-1.443680
154	Hispanic	NA	297	NA
154	American Indian	-1.771249	297	-1.771249
154	Aleut	NA	297	NA
154	Asian	-2.294767 *	297	-2.294767 *
502	Female	-1.312021	239	-3.365943 *
502	Black	11.844096 *	239	6.659325 *
502	Hispanic	-1.196302	239	-1.196302
502	American Indian	NA	239	NA
502	Aleut	NA	239	NA
502	Asian	-1.196302	239	-1.196302
504	Female	6.429183 *	429	10.008672 *
504	Black	9.659918 *	429	9.750958 *
504	Hispanic	-1.688342	429	-1.688342
504	American Indian	-1.191860	429	-1.191860
504	Aleut	NA	429	NA
504	Asian	-0.463831	429	-2.478606 *
506	Female	-0.627909	320	-0.998960
506	Black	13.240678 *	320	9.547365 *
506	Hispanic	-1.076764	320	-1.076764
506	American Indian	NA	320	NA
506	Aleut	NA	320	NA
506	Asian	-2.425356 *	320	-2.425356 *
507	Female	-4.162797 *	289	-7.270851 *
507	Black	8.950628 *	289	5.176911 *
507	Hispanic	-1.613569	289	-1.613569
507	American Indian	NA	289	NA
507	Aleut	NA	289	NA
507	Asian	-1.138404	289	-1.138404
509	Female	-6.134848 *	108	-6.134848 *
509	Black	-1.107823	108	-1.107823
509	Hispanic	NA	108	NA
509	American Indian	NA	108	NA
509	Aleut	NA	108	NA
509	Asian	-1.575677	108	-1.575677

* t > +t.025 or t < -t.025

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 3. DEPARTMENT OF ADMINISTRATION PURCHASING
SET-ASIDE AND PREFERENCE AWARDS ONLY (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
511	Female	0.979069	232	4.873833 *
511	Black	9.750998 *	232	7.716443 *
511	Hispanic	NA	232	NA
511	American Indian	NA	232	NA
511	Aleut	NA	232	NA
511	Asian	-2.538591 *	232	-2.538591 *
514	Female	-8.477912 *	230	-8.477912 *
514	Black	-1.417298	230	-1.417298
514	Hispanic	-1.000000	230	-1.000000
514	American Indian	-1.000000	230	-1.000000
514	Aleut	NA	230	NA
514	Asian	NA	230	NA
737	Female	-2.357106 *	306	-6.343627 *
737	Black	23.541347 *	306	17.123452 *
737	Hispanic	-2.292974 *	306	-2.292974 *
737	American Indian	NA	306	NA
737	Aleut	NA	306	NA
737	Asian	-2.516155 *	306	-2.516155 *
764	Female	-7.280110 *	53	-7.280110 *
764	Black	-1.000000	53	-1.000000
764	Hispanic	NA	53	NA
764	American Indian	NA	53	NA
764	Aleut	NA	53	NA
764	Asian	NA	53	NA

* t > +t.025 or t < -t.025

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 4. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
154	Female	-7.078748 *	352	-9.086865 *
154	Black	3.182064 *	352	-1.207427
154	Hispanic	NA	352	NA
154	American Indian	0.530202	352	-1.199796
154	Aleut	NA	352	NA
154	Asian	-2.498226 *	352	-2.498226 *
161	Female	-6.664174 *	144	-6.664174 *
161	Black	NA	144	NA
161	Hispanic	-1.017827	144	-1.017827
161	American Indian	-1.017827	144	-1.017827
161	Aleut	NA	144	NA
161	Asian	NA	144	NA
162	Female	-9.398086 *	255	-9.398086 *
162	Black	-2.074560 *	255	-2.074560 *
162	Hispanic	-1.460784	255	-1.460784
162	American Indian	-1.030776	255	-1.030776
162	Aleut	NA	255	NA
162	Asian	NA	255	NA
171	Female	-11.964545 *	466	-11.964545 *
171	Black	NA	466	NA
171	Hispanic	-1.876542	466	-1.876542
171	American Indian	-2.169578 *	466	-2.169578 *
171	Aleut	-1.530264	466	-1.530264
171	Asian	3.297396 *	466	1.384020
172	Female	-7.797943 *	229	-7.797943 *
172	Black	NA	229	NA
172	Hispanic	9.320306 *	229	11.528044 *
172	American Indian	NA	229	NA
172	Aleut	NA	229	NA
172	Asian	-1.013364	229	-1.013364
173	Female	-12.768237 *	372	-12.768237 *
173	Black	-1.016530	372	-1.016530
173	Hispanic	-1.016530	372	-1.016530
173	American Indian	-1.016530	372	-1.016530
173	Aleut	5.265810 *	372	3.486469 *
173	Asian	-1.016530	372	-1.016530

* t > +t.025 or t < -t.025

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 4. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
174	Female	-9.964939 *	331	-9.964939 *
174	Black	-1.461329	331	-1.461329
174	Hispanic	NA	331	NA
174	American Indian	-1.031653	331	-1.031653
174	Aleut	NA	331	NA
174	Asian	-1.792650	331	-1.792650
175	Female	-6.063593 *	202	-5.913895 *
175	Black	NA	202	NA
175	Hispanic	-1.462042	202	-1.462042
175	American Indian	3.690637 *	202	4.866696 *
175	Aleut	NA	202	NA
175	Asian	NA	202	NA
176	Female	-5.826253 *	192	-6.347725 *
176	Black	NA	192	NA
176	Hispanic	-1.589439	192	-1.589439
176	American Indian	2.218801 *	192	3.465612 *
176	Aleut	NA	192	NA
176	Asian	NA	192	NA
177	Female	-8.408124 *	201	-8.408124 *
177	Black	-1.015268	201	-1.015268
177	Hispanic	NA	201	NA
177	American Indian	-1.015268	201	-1.015268
177	Aleut	NA	201	NA
177	Asian	NA	201	NA
178	Female	-4.031129 *	60	-4.031129 *
178	Black	NA	60	NA
178	Hispanic	NA	60	NA
178	American Indian	NA	60	NA
178	Aleut	-1.000000	60	-1.000000
178	Asian	NA	60	NA
179	Female	-10.532889 *	293	-10.532889 *
179	Black	-1.441532	293	-1.441532
179	Hispanic	NA	293	NA
179	American Indian	4.794902 *	293	0.590781
179	Aleut	NA	293	NA
179	Asian	-1.017514	293	-1.017514

* t > +t.025 or t < -t.025

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 5. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
154	Female	-7.404714 *	332	-8.844208 *
154	Black	1.565172	332	-1.484412
154	Hispanic	NA	332	NA
154	American Indian	1.117096	332	-1.155274
154	Aleut	NA	332	NA
154	Asian	-2.426216 *	332	-2.426216 *
161	Female	-6.570964 *	140	-6.570964 *
161	Black	NA	140	NA
161	Hispanic	-1.003591	140	-1.003591
161	American Indian	-1.003591	140	-1.003591
161	Aleut	NA	140	NA
161	Asian	NA	140	NA
162	Female	-9.305492 *	250	-9.305492 *
162	Black	-2.054120 *	250	-2.054120 *
162	Hispanic	-1.446392	250	-1.446392
162	American Indian	-1.020621	250	-1.020621
162	Aleut	NA	250	NA
162	Asian	NA	250	NA
171	Female	-11.559734 *	435	-11.559734 *
171	Black	NA	435	NA
171	Hispanic	-1.813051	435	-1.813051
171	American Indian	-2.096173 *	435	-2.096173 *
171	Aleut	-1.478489	435	-1.478489
171	Asian	3.014854 *	435	1.197230
172	Female	-7.695108 *	223	-7.695108 *
172	Black	NA	223	NA
172	Hispanic	223.000000 *	223	223.000000 *
172	American Indian	NA	223	NA
172	Aleut	NA	223	NA
172	Asian	-1.000000	223	-1.000000
173	Female	-12.699406 *	368	-12.699406 *
173	Black	-1.011050	368	-1.011050
173	Hispanic	-1.011050	368	-1.011050
173	American Indian	-1.011050	368	-1.011050
173	Aleut	6.522653 *	368	4.515221 *
173	Asian	-1.011050	368	-1.011050

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 5. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
174	Female	-9.919677 *	328	-9.919677 *
174	Black	-1.454692	328	-1.454692
174	Hispanic	NA	328	NA
174	American Indian	-1.026968	328	-1.026968
174	Aleut	NA	328	NA
174	Asian	-1.784507	328	-1.784507
175	Female	-9.245198 *	196	-9.245198 *
175	Black	NA	196	NA
175	Hispanic	-1.440165	196	-1.440165
175	American Indian	-1.015667	196	-1.015667
175	Aleut	NA	196	NA
175	Asian	NA	196	NA
176	Female	-6.598559 *	166	-6.598559 *
176	Black	NA	166	NA
176	Hispanic	-1.477907	166	-1.477907
176	American Indian	3.573406 *	166	4.382397 *
176	Aleut	NA	166	NA
176	Asian	NA	166	NA
177	Female	-8.387182 *	200	-8.387182 *
177	Black	-1.012739	200	-1.012739
177	Hispanic	NA	200	NA
177	American Indian	-1.012739	200	-1.012739
177	Aleut	NA	200	NA
177	Asian	NA	200	NA
178	Female	-4.031129 *	60	-4.031129 *
178	Black	NA	60	NA
178	Hispanic	NA	60	NA
178	American Indian	NA	60	NA
178	Aleut	-1.000000	60	-1.000000
178	Asian	NA	60	NA
179	Female	-10.478827 *	290	-10.478827 *
179	Black	-1.434133	290	-1.434133
179	Hispanic	NA	290	NA
179	American Indian	5.888563 *	290	1.033331
179	Aleut	NA	290	NA
179	Asian	-1.012292	290	-1.012292

* t > +t.025 or t < -t.025

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 6. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
SET-ASIDE AND PREFERENCE AWARDS ONLY

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
154	Female	-5.498063 *	305	-7.392450 *
154	Black	5.218821 *	305	3.926315 *
154	Hispanic	NA	305	NA
154	American Indian	-1.794946	305	-1.794946
154	Aleut	NA	305	NA
154	Asian	-2.325468 *	305	-2.325468 *
161	Female	-6.617733 *	142	-6.617733 *
161	Black	NA	142	NA
161	Hispanic	-1.010734	142	-1.010734
161	American Indian	-1.010734	142	-1.010734
161	Aleut	NA	142	NA
161	Asian	NA	142	NA
162	Female	-9.193148 *	244	-9.193148 *
162	Black	-2.029321 *	244	-2.029321 *
162	Hispanic	-1.428930	244	-1.428930
162	American Indian	-1.008299	244	-1.008299
162	Aleut	NA	244	NA
162	Asian	NA	244	NA
171	Female	-11.479735 *	429	-11.479735 *
171	Black	NA	429	NA
171	Hispanic	-1.800504	429	-1.800504
171	American Indian	-2.081666 *	429	-2.081666 *
171	Aleut	-1.468257	429	-1.468257
171	Asian	3.356959 *	429	1.723643
172	Female	-7.780898 *	228	-7.780898 *
172	Black	NA	228	NA
172	Hispanic	6.469209 *	228	8.295054 *
172	American Indian	NA	228	NA
172	Aleut	NA	228	NA
172	Asian	-1.011149	228	-1.011149
173	Female	-12.612837 *	363	-12.612837 *
173	Black	-1.004158	363	-1.004158
173	Hispanic	-1.004158	363	-1.004158
173	American Indian	-1.004158	363	-1.004158
173	Aleut	-1.004158	363	-1.004158
173	Asian	-1.004158	363	-1.004158

* t > +t.025 or t < -t.025

NA = No businesses reported in survey.
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 6. DEPARTMENT OF ADMINISTRATION CONSTRUCTION CONTRACTS
SET-ASIDE AND PREFERENCE AWARDS ONLY (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
174	Female	-9.690201 *	313	-9.690201 *
174	Black	-1.421040	313	-1.421040
174	Hispanic	NA	313	NA
174	American Indian	-1.003210	313	-1.003210
174	Aleut	NA	313	NA
174	Asian	-1.743225	313	-1.743225
175	Female	-3.232113 *	195	-2.889434 *
175	Black	NA	195	NA
175	Hispanic	-1.436486	195	-1.436486
175	American Indian	5.938501 *	195	8.066908 *
175	Aleut	NA	195	NA
175	Asian	NA	195	NA
176	Female	-5.031573 *	178	-5.267902 *
176	Black	NA	178	NA
176	Hispanic	-1.530394	178	-1.530394
176	American Indian	NA	178	NA
176	Aleut	NA	178	NA
176	Asian	NA	178	NA
177	Female	-8.281679 *	195	-8.281679 *
177	Black	-1.000000	195	-1.000000
177	Hispanic	NA	195	NA
177	American Indian	-1.000000	195	-1.000000
177	Aleut	NA	195	NA
177	Asian	NA	195	NA
179	Female	-10.388100 *	285	-10.388100 *
179	Black	-1.421716	285	-1.421716
179	Hispanic	NA	285	NA
179	American Indian	-1.421716	285	-1.421716
179	Aleut	NA	285	NA
179	Asian	-1.003527	285	-1.003527

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey.

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 7. DEPARTMENT OF TRANSPORTATION CONTRACTS
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
161	Female	-8.290096 *	252	-8.784680 *
161	Black	NA	252	NA
161	Hispanic	-1.346458	252	-1.346458
161	American Indian	0.205823	252	0.076198
161	Aleut	NA	252	NA
161	Asian	NA	252	NA
162	Female	-9.616675 *	267	-9.616675 *
162	Black	-2.122812 *	267	-2.122812 *
162	Hispanic	-1.494761	267	-1.494761
162	American Indian	-1.054751	267	-1.054751
162	Aleut	NA	267	NA
162	Asian	NA	267	NA
171	Female	-11.071072 *	399	-11.071072 *
171	Black	NA	399	NA
171	Hispanic	-1.736408	399	-1.736408
171	American Indian	-2.007561 *	399	-2.007561 *
171	Aleut	-1.415989	399	-1.415989
171	Asian	-1.000000	399	-1.000000
172	Female	-7.712342 *	224	-7.712342 *
172	Black	NA	224	NA
172	Hispanic	-1.002240	224	-1.002240
172	American Indian	NA	224	NA
172	Aleut	NA	224	NA
172	Asian	-1.002240	224	-1.002240
173	Female	-12.836700 *	376	-12.836700 *
173	Black	-1.021981	376	-1.021981
173	Hispanic	-1.021981	376	-1.021981
173	American Indian	4.508292 *	376	9.054621 *
173	Aleut	-1.021981	376	-1.021981
173	Asian	-1.021981	376	-1.021981
871	Female	-6.724344 *	436	-8.173621 *
871	Black	-1.129094	436	-1.129094
871	Hispanic	1.093846	436	-1.007034
871	American Indian	NA	436	NA
871	Aleut	NA	436	NA
871	Asian	-3.219349 *	436	-4.522858 *

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 7. DEPARTMENT OF TRANSPORTATION CONTRACTS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
874	Female	-11.644741 *	339	-11.644741 *
874	Black	4.091160 *	339	-0.732339
874	Hispanic	-1.039047	339	-1.039047
874	American Indian	NA	339	NA
874	Aleut	NA	339	NA
874	Asian	-2.565643 *	339	-2.565643 *

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
154	Female	**	4511	-23.171353 *
154	Black	**	4511	1.473994
154	Hispanic	**	4511	NA
154	American Indian	**	4511	-3.346199 *
154	Aleut	**	4511	10.735280 *
154	Asian	**	4511	-8.698516 *
161	Female	**	1081	-17.757411 *
161	Black	**	1081	NA
161	Hispanic	**	1081	-2.788723 *
161	American Indian	**	1081	-0.200261
161	Aleut	**	1081	NA
161	Asian	**	1081	NA
421	Female	**	18325	-100.014171 *
421	Black	**	18325	-6.669739 *
421	Hispanic	**	18325	0.491342
421	American Indian	**	18325	-6.935208 *
421	Aleut	**	18325	NA
421	Asian	**	18325	NA
481	Female	**	57786	-152.034207 *
481	Black	**	57786	-39.255063 *
481	Hispanic	**	57786	-27.574302 *
481	American Indian	**	57786	-27.574302 *
481	Aleut	**	57786	NA
481	Asian	**	57786	NA
502	Female	**	4620	-21.065055 *
502	Black	**	4620	15.030844 *
502	Hispanic	**	4620	9.517446 *
502	American Indian	**	4620	1.383697
502	Aleut	**	4620	NA
502	Asian	**	4620	-5.259722 *

** Due to data limitations, statistical tests of opportunity were impossible.
(see Appendix B)

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE	
504	Female	**	29095	-59.860140	*
504	Black	**	29095	-6.491661	*
504	Hispanic	**	29095	-13.420746	*
504	American Indian	**	29095	-4.410475	*
504	Aleut	**	29095	NA	
504	Asian	**	29095	-23.259706	*
506	Female	**	18969	-65.513839	*
506	Black	**	18969	-12.215566	*
506	Hispanic	**	18969	-7.392861	*
506	American Indian	**	18969	2.970064	*
506	Aleut	**	18969	4.186382	*
506	Asian	**	18969	-17.732803	*
507	Female	**	28086	-87.074333	*
507	Black	**	28086	-8.027612	*
507	Hispanic	**	28086	-15.906823	*
507	American Indian	**	28086	0.299856	
507	Aleut	**	28086	NA	
507	Asian	**	28086	-11.222575	*
509	Female	**	8860	-54.901411	*
509	Black	**	8860	-9.294387	*
509	Hispanic	**	8860	NA	
509	American Indian	**	8860	3.106498	*
509	Aleut	**	8860	NA	
509	Asian	**	8860	-14.271586	*
511	Female	**	51664	-128.459321	*
511	Black	**	51664	58.918951	*
511	Hispanic	**	51664	5.541584	*
511	American Indian	**	51664	4.430869	*
511	Aleut	**	51664	0.518675	
511	Asian	**	51664	-37.803372	*

** Due to data limitations, statistical tests of opportunity were impossible.
(see Appendix B)

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
514	Female	**	20721	-80.469326 *
514	Black	**	20721	-13.452488 *
514	Hispanic	**	20721	-9.491644 *
514	American Indian	**	20721	-9.491644 *
514	Aleut	**	20721	NA
514	Asian	**	20721	NA
721	Female	**	3772	-67.998102 *
721	Black	**	3772	-6.066300 *
721	Hispanic	**	3772	-4.279098 *
721	American Indian	**	3772	NA
721	Aleut	**	3772	NA
721	Asian	**	3772	-6.066300 *
733	Female	**	419	-13.775525 *
733	Black	**	419	NA
733	Hispanic	**	419	-1.436677
733	American Indian	**	419	-1.436677
733	Aleut	**	419	NA
733	Asian	**	419	-2.894823 *
734	Female	**	698	-25.019675 *
734	Black	**	698	-3.446861 *
734	Hispanic	**	698	-2.426993 *
734	American Indian	**	698	NA
734	Aleut	**	698	0.586470
734	Asian	**	698	-3.861933 *
735	Female	**	15747	-96.656513 *
735	Black	**	15747	-11.503379 *
735	Hispanic	**	15747	1.590036
735	American Indian	**	15747	1.005221
735	Aleut	**	15747	NA
735	Asian	**	15747	NA

** Due to data limitations, statistical tests of opportunity were impossible. (see Appendix B)

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
737	Female	**	5174	-40.771038 *
737	Black	**	5174	-8.386536 *
737	Hispanic	**	5174	-9.428698 *
737	American Indian	**	5174	NA
737	Aleut	**	5174	NA
737	Asian	**	5174	-10.346414 *
753	Female	**	14158	-67.584273 *
753	Black	**	14158	-9.152876 *
753	Hispanic	**	14158	-6.384482 *
753	American Indian	**	14158	1.027045
753	Aleut	**	14158	-3.513912 *
753	Asian	**	14158	NA
764	Female	**	4968	-68.140927 *
764	Black	**	4968	-5.183770 *
764	Hispanic	**	4968	0.709050
764	American Indian	**	4968	2.839626 *
764	Aleut	**	4968	6.840534 *
764	Asian	**	4968	1.539809
871	Female	**	1464	-15.423968 *
871	Black	**	1464	-2.068986 *
871	Hispanic	**	1464	-2.205362 *
871	American Indian	**	1464	1.144560
871	Aleut	**	1464	0.126288
871	Asian	**	1464	-7.188959 *
872	Female	**	743	-13.587142 *
872	Black	**	743	-1.352793
872	Hispanic	**	743	NA
872	American Indian	**	743	-1.352793
872	Aleut	**	743	NA
872	Asian	**	743	NA

** Due to data limitations, statistical tests of opportunity were impossible.
(see Appendix B)

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 8. DEPARTMENT OF FINANCE SWAS TRANSACTIONS
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
873	Female	**	259	-10.925439 *
873	Black	**	259	NA
873	Hispanic	**	259	NA
873	American Indian	**	259	NA
873	Aleut	**	259	-1.245351
873	Asian	**	259	-1.766489
874	Female	**	12291	-69.749349 *
874	Black	**	12291	-12.302558 *
874	Hispanic	**	12291	-6.256462 *
874	American Indian	**	12291	NA
874	Aleut	**	12291	NA
874	Asian	**	12291	-15.277641 *

** Due to data limitations, statistical tests of opportunity were impossible.
(see Appendix B)

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
173	Female	-12.785388 *	373	-12.785388 *
173	Black	-1.017895	373	-1.017895
173	Hispanic	-1.017895	373	-1.017895
173	American Indian	-1.017895	373	-1.017895
173	Aleut	-1.017895	373	-1.017895
173	Asian	-1.017895	373	-1.017895
179	Female	-10.496879 *	291	-10.496879 *
179	Black	-1.436604	291	-1.436604
179	Hispanic	NA	291	NA
179	American Indian	-1.436604	291	-1.436604
179	Aleut	NA	291	NA
179	Asian	-1.014036	291	-1.014036
279	Female	-8.849621 *	93	-8.849621 *
279	Black	1.082461	93	2.575337 *
279	Hispanic	-1.160959	93	-1.160959
279	American Indian	NA	93	NA
279	Aleut	NA	93	NA
279	Asian	NA	93	NA
421	Female	-14.574404 *	449	-11.376151 *
421	Black	-1.085577	449	-1.085577
421	Hispanic	NA	449	NA
421	American Indian	-1.085577	449	-1.085577
421	Aleut	NA	449	NA
421	Asian	NA	449	NA
472	Female	8.967999 *	316	8.447955 *
472	Black	NA	316	NA
472	Hispanic	3.910284 *	316	4.262813 *
472	American Indian	NA	316	NA
472	Aleut	NA	316	NA
472	Asian	-1.299938	316	-1.299938
473	Female	-5.686827 *	77	-5.686827 *
473	Black	-1.048809	77	-1.048809
473	Hispanic	2.297710 *	77	6.135490 *
473	American Indian	NA	77	NA
473	Aleut	NA	77	NA
473	Asian	-2.144065 *	77	-2.144065 *

* t > +t.025 or t < -t.025

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
481	Female	-4.852979 *	112	-5.934305 *
481	Black	-1.728198	112	-1.728198
481	Hispanic	-1.213954	112	-1.213954
481	American Indian	-1.213954	112	-1.213954
481	Aleut	NA	112	NA
481	Asian	NA	112	NA
502	Female	-8.797727 *	225	-8.797727 *
502	Black	NA	225	NA
502	Hispanic	10.012187 *	225	3.289647 *
502	American Indian	NA	225	NA
502	Aleut	NA	225	NA
502	Asian	-1.160735	225	-1.160735
504	Female	0.236478	396	-8.325328 *
504	Black	-1.622106	396	-1.622106
504	Hispanic	-1.622106	396	-1.622106
504	American Indian	-1.145102	396	-1.145102
504	Aleut	NA	396	NA
504	Asian	-2.828427 *	396	-2.828427 *
506	Female	-3.707552 *	360	-9.509851 *
506	Black	2.916292 *	360	-0.545894
506	Hispanic	1.254002	360	-0.971750
506	American Indian	2.945284 *	360	1.907415
506	Aleut	NA	360	NA
506	Asian	-2.572479 *	360	-2.572479 *
507	Female	-8.229273 *	224	-8.229273 *
507	Black	-1.420570	224	-1.420570
507	Hispanic	-1.420570	224	-1.420570
507	American Indian	NA	224	NA
507	Aleut	NA	224	NA
507	Asian	-1.002240	224	-1.002240
509	Female	-5.723423 *	94	-5.723423 *
509	Black	3.491835 *	94	0.996128
509	Hispanic	NA	94	NA
509	American Indian	NA	94	NA
509	Aleut	NA	94	NA
509	Asian	-1.470007	94	-1.470007

* t > +t.025 or t < -t.025

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
511	Female	-4.813117 *	405	-5.907943 *
511	Black	6.865393 *	405	3.606553 *
511	Hispanic	NA	405	NA
511	American Indian	1.252904	405	2.130020 *
511	Aleut	NA	405	NA
511	Asian	-3.354102 *	405	-3.354102 *
514	Female	-8.944272 *	256	-8.944272 *
514	Black	-1.495262	256	-1.495262
514	Hispanic	-1.055009	256	-1.055009
514	American Indian	-1.055009	256	-1.055009
514	Aleut	NA	256	NA
514	Asian	NA	256	NA
701	Female	-24.196312 *	344	-24.196312 *
701	Black	-1.108409	344	-1.108409
701	Hispanic	-1.570334	344	-1.570334
701	American Indian	-1.108409	344	-1.108409
701	Aleut	NA	344	NA
701	Asian	-1.108409	344	-1.108409
733	Female	-6.018249 *	308	-13.276395 *
733	Black	NA	308	NA
733	Hispanic	0.666916	308	4.117087 *
733	American Indian	-1.231764	308	-1.231764
733	Aleut	NA	308	NA
733	Asian	-2.481935 *	308	-2.481935 *
735	Female	-5.586538 *	203	-10.451291 *
735	Black	-1.306094	203	-1.306094
735	Hispanic	NA	203	NA
735	American Indian	NA	203	NA
735	Aleut	NA	203	NA
735	Asian	NA	203	NA
737	Female	-10.019802 *	372	-10.437970 *
737	Black	-2.257408 *	372	-2.257408 *
737	Hispanic	-2.528192 *	372	-2.528192 *
737	American Indian	NA	372	NA
737	Aleut	NA	372	NA
737	Asian	-2.774266 *	372	-2.774266 *

* t > +t.025 or t < -t.025

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 9. METROPOLITAN COUNCIL
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
871	Female	-0.692860	349	-4.747474 *
871	Black	-1.010182	349	-1.010182
871	Hispanic	-2.029284 *	349	-2.029284 *
871	American Indian	NA	349	NA
871	Aleut	NA	349	NA
871	Asian	-4.132366 *	349	-4.132366 *
872	Female	-10.080808 *	409	-10.080808 *
872	Black	-1.003688	409	-1.003688
872	Hispanic	NA	409	NA
872	American Indian	-1.003688	409	-1.003688
872	Aleut	NA	409	NA
872	Asian	NA	409	NA
873	Female	-9.057305 *	178	-9.057305 *
873	Black	NA	178	NA
873	Hispanic	NA	178	NA
873	American Indian	NA	178	NA
873	Aleut	-1.032409	178	-1.032409
873	Asian	-1.464438	178	-1.464438
874	Female	-7.350500 *	362	-10.638773 *
874	Black	-2.157765 *	362	-2.157765 *
874	Hispanic	2.154744 *	362	6.305472 *
874	American Indian	NA	362	NA
874	Aleut	NA	362	NA
874	Asian	-2.651250 *	362	-2.651250 *

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 10. METROPOLITAN MOSQUITO CONTROL DISTRICT
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
472	Female	**	200	-8.718007 *
472	Black	**	200	NA
472	Hispanic	**	200	NA
472	American Indian	**	200	NA
472	Aleut	**	200	NA
472	Asian	**	200	3.742073 *
501	Female	**	258	-7.200478 *
501	Black	**	258	-1.015874
501	Hispanic	**	258	NA
501	American Indian	**	258	-1.015874
501	Aleut	**	258	NA
501	Asian	**	258	-1.439545
502	Female	**	174	-7.736666 *
502	Black	**	174	NA
502	Hispanic	**	174	-1.020743
502	American Indian	**	174	NA
502	Aleut	**	174	NA
502	Asian	**	174	-1.020743
504	Female	**	393	-6.978572 *
504	Black	**	393	0.564842
504	Hispanic	**	393	-1.615950
504	American Indian	**	393	3.407397 *
504	Aleut	**	393	NA
504	Asian	**	393	-2.817693 *
511	Female	**	240	-9.751633 *
511	Black	**	240	NA
511	Hispanic	**	240	NA
511	American Indian	**	240	NA
511	Aleut	**	240	NA
511	Asian	**	240	-2.581989 *

** Due to data limitations, statistical tests of opportunity were impossible.
(see Appendix B)

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 10. METROPOLITAN MOSQUITO CONTROL DISTRICT
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
514	Female	**	265	-9.100137 *
514	Black	**	265	-1.521319
514	Hispanic	**	265	-1.073394
514	American Indian	**	265	-1.073394
514	Aleut	**	265	NA
514	Asian	**	265	NA
734	Female	**	311	-16.700680 *
734	Black	**	311	-2.300786 *
734	Hispanic	**	311	-1.620022
734	American Indian	**	311	NA
734	Aleut	**	311	NA
734	Asian	**	311	-2.577848 *
753	Female	**	450	-12.055320 *
753	Black	**	450	-1.631785
753	Hispanic	**	450	-1.152143
753	American Indian	**	450	NA
753	Aleut	**	450	-1.152143
753	Asian	**	450	NA
873	Female	**	192	-8.885504 *
873	Black	**	192	NA
873	Hispanic	**	192	NA
873	American Indian	**	192	NA
873	Aleut	**	192	-1.072241
873	Asian	**	192	-1.520938

** Due to data limitations, statistical tests of opportunity were impossible.
(see Appendix B)

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 11. METROPOLITAN WASTE CONTROL COMMISSION
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
154	Female	-9.390935 *	372	-9.390935 *
154	Black	-1.615712	372	-1.615712
154	Hispanic	NA	372	NA
154	American Indian	-1.982316 *	372	-1.982316 *
154	Aleut	NA	372	NA
154	Asian	3.486025 *	372	5.164702 *
421	Female	-15.258899 *	426	-15.258899 *
421	Black	-1.057407	426	-1.057407
421	Hispanic	NA	426	NA
421	American Indian	-1.057407	426	-1.057407
421	Aleut	NA	426	NA
421	Asian	NA	426	NA
501	Female	-11.269848 *	662	-10.852206 *
501	Black	-1.627268	662	-1.627268
501	Hispanic	3.123974 *	662	2.359646 *
501	American Indian	-1.627268	662	-1.627268
501	Aleut	NA	662	NA
501	Asian	-2.305920 *	662	-2.305920 *
502	Female	-7.847038 *	179	-7.847038 *
502	Black	NA	179	NA
502	Hispanic	NA	179	NA
502	American Indian	NA	179	NA
502	Aleut	NA	179	NA
502	Asian	-1.035305	179	-1.035305
504	Female	-5.419092 *	745	-9.243136 *
504	Black	-0.544492	745	-2.184162 *
504	Hispanic	2.001169 *	745	1.403149
504	American Indian	1.809260	745	1.749808
504	Aleut	NA	745	NA
504	Asian	-3.879498 *	745	-3.879498 *
506	Female	-12.992071 *	690	-11.983428 *
506	Black	-2.748590 *	690	-2.748590 *
506	Hispanic	-1.581139	690	-1.581139
506	American Indian	3.181548 *	690	2.272883 *
506	Aleut	NA	690	NA
506	Asian	-3.561436 *	690	-3.561436 *

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 11. METROPOLITAN WASTE CONTROL COMMISSION
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
507	Female	-11.348634 *	899	-12.571791 *
507	Black	-2.198884 *	899	-2.697502 *
507	Hispanic	-2.845892 *	899	-2.845892 *
507	American Indian	1.632086	899	2.735578 *
507	Aleut	NA	899	NA
507	Asian	-1.164145	899	-1.690069
511	Female	-5.553101 *	397	-4.562571 *
511	Black	1.785709	397	3.506125 *
511	Hispanic	1.785709	397	1.961914 *
511	American Indian	2.840617 *	397	3.943555 *
511	Aleut	NA	397	NA
511	Asian	-3.320810 *	397	-3.320810 *
734	Female	-17.514271 *	436	-17.931030 *
734	Black	0.369438	436	-0.029532
734	Hispanic	-1.918157	436	-1.918157
734	American Indian	NA	436	NA
734	Aleut	NA	436	NA
734	Asian	-3.052252 *	436	-3.052252 *
873	Female	-8.647457 *	209	-8.614704 *
873	Black	NA	209	NA
873	Hispanic	NA	209	NA
873	American Indian	NA	209	NA
873	Aleut	-1.118703	209	-1.118703
873	Asian	-1.586843	209	-1.586843

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 12. METROPOLITAN WASTE CONTROL COMMISSION
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
154	Female	-9.390935 *	372	-9.390935 *
154	Black	-1.615712	372	-1.615712
154	Hispanic	NA	372	NA
154	American Indian	-1.982316 *	372	-1.982316 *
154	Aleut	NA	372	NA
154	Asian	3.486025 *	372	5.164702 *
421	Female	-15.258899 *	426	-15.258899 *
421	Black	-1.057407	426	-1.057407
421	Hispanic	NA	426	NA
421	American Indian	-1.057407	426	-1.057407
421	Aleut	NA	426	NA
421	Asian	NA	426	NA
501	Female	-11.269848 *	662	-10.852206 *
501	Black	-1.627268	662	-1.627268
501	Hispanic	3.123974 *	662	2.359646 *
501	American Indian	-1.627268	662	-1.627268
501	Aleut	NA	662	NA
501	Asian	-2.305920 *	662	-2.305920 *
502	Female	-7.847038 *	179	-7.847038 *
502	Black	NA	179	NA
502	Hispanic	NA	179	NA
502	American Indian	NA	179	NA
502	Aleut	NA	179	NA
502	Asian	-1.035305	179	-1.035305
504	Female	-5.419092 *	745	-9.243136 *
504	Black	-0.544492	745	-2.184162 *
504	Hispanic	2.001169 *	745	1.403149
504	American Indian	1.809260	745	1.749808
504	Aleut	NA	745	NA
504	Asian	-3.879498 *	745	-3.879498 *
506	Female	-12.992071 *	690	-11.983428 *
506	Black	-2.748590 *	690	-2.748590 *
506	Hispanic	-1.581139	690	-1.581139
506	American Indian	3.181548 *	690	2.272883 *
506	Aleut	NA	690	NA
506	Asian	-3.561436 *	690	-3.561436 *

* t > +t.025 or t < -t.025

NA = No businesses reported in survey

(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 12. METROPOLITAN WASTE CONTROL COMMISSION
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
507	Female	-11.348634 *	899	-12.571791 *
507	Black	-2.198884 *	899	-2.697502 *
507	Hispanic	-2.845892 *	899	-2.845892 *
507	American Indian	1.632086	899	2.735578 *
507	Aleut	NA	899	NA
507	Asian	-1.164145	899	-1.690069
511	Female	-5.553101 *	397	-4.562571 *
511	Black	1.785709	397	3.506125 *
511	Hispanic	1.785709	397	1.961914 *
511	American Indian	2.840617 *	397	3.943555 *
511	Aleut	NA	397	NA
511	Asian	-3.320810 *	397	-3.320810 *
734	Female	-17.360261 *	431	-17.672401 *
734	Black	-2.708537 *	431	-2.708537 *
734	Hispanic	-1.907126	431	-1.907126
734	American Indian	NA	431	NA
734	Aleut	NA	431	NA
734	Asian	-3.034700 *	431	-3.034700 *
873	Female	-8.647457 *	209	-8.614704 *
873	Black	NA	209	NA
873	Hispanic	NA	209	NA
873	American Indian	NA	209	NA
873	Aleut	-1.118703	209	-1.118703
873	Asian	-1.586843	209	-1.586843

* t > +t.025 or t < -t.025

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 13. METROPOLITAN WASTE CONTROL COMMISSION
SET-ASIDE AND PREFERENCE AWARDS ONLY

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
734	Female	-14.731997 *	242	-14.731997 *
734	Black	29.006615 *	242	6.714548 *
734	Hispanic	-1.429054	242	-1.429054
734	American Indian	NA	242	NA
734	Aleut	NA	242	NA
734	Asian	-2.273970 *	242	-2.273970 *

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 14. METROPOLITAN AIRPORTS COMMISSION
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
154	Female	-8.447352 *	301	-8.447352 *
154	Black	-1.453369	301	-1.453369
154	Hispanic	NA	301	NA
154	American Indian	-1.783137	301	-1.783137
154	Aleut	NA	301	NA
154	Asian	-2.310169 *	301	-2.310169 *
161	Female	-6.801594 *	150	-6.801594 *
161	Black	NA	150	NA
161	Hispanic	-1.038815	150	-1.038815
161	American Indian	-1.038815	150	-1.038815
161	Aleut	NA	150	NA
161	Asian	NA	150	NA
162	Female	-9.117483 *	240	-9.117483 *
162	Black	-2.012618 *	240	-2.012618 *
162	Hispanic	-1.417169	240	-1.417169
162	American Indian	-1.000000	240	-1.000000
162	Aleut	NA	240	NA
162	Asian	NA	240	NA
171	Female	3.105714 *	401	9.132371 *
171	Black	NA	401	NA
171	Hispanic	-1.740755	401	-1.740755
171	American Indian	-2.012587 *	401	-2.012587 *
171	Aleut	-1.419534	401	-1.419534
171	Asian	-1.002503	401	-1.002503
173	Female	-12.630198 *	364	-12.630198 *
173	Black	-1.005540	364	-1.005540
173	Hispanic	-1.005540	364	-1.005540
173	American Indian	-1.005540	364	-1.005540
173	Aleut	-1.005540	364	-1.005540
173	Asian	-1.005540	364	-1.005540
174	Female	-9.674709 *	312	-9.674709 *
174	Black	-1.418768	312	-1.418768
174	Hispanic	NA	312	NA
174	American Indian	-1.001606	312	-1.001606
174	Aleut	NA	312	NA
174	Asian	-1.740439	312	-1.740439

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey

(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 14. METROPOLITAN AIRPORTS COMMISSION
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
176	Female	-6.376185 *	155	-6.376185 *
176	Black	NA	155	NA
176	Hispanic	-1.428101	155	-1.428101
176	American Indian	NA	155	NA
176	Aleut	NA	155	NA
176	Asian	NA	155	NA
177	Female	-8.302887 *	196	-8.302887 *
177	Black	-1.002561	196	-1.002561
177	Hispanic	NA	196	NA
177	American Indian	-1.002561	196	-1.002561
177	Aleut	NA	196	NA
177	Asian	NA	196	NA
179	Female	-10.657966 *	300	-10.657966 *
179	Black	-1.458650	300	-1.458650
179	Hispanic	NA	300	NA
179	American Indian	3.445898 *	300	-0.489058
179	Aleut	NA	300	NA
179	Asian	-1.029597	300	-1.029597

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 15. METROPOLITAN AIRPORTS COMMISSION
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
154	Female	-8.447352 *	301	-8.447352 *
154	Black	-1.453369	301	-1.453369
154	Hispanic	NA	301	NA
154	American Indian	-1.783137	301	-1.783137
154	Aleut	NA	301	NA
154	Asian	-2.310169 *	301	-2.310169 *
161	Female	-6.801594 *	150	-6.801594 *
161	Black	NA	150	NA
161	Hispanic	-1.038815	150	-1.038815
161	American Indian	-1.038815	150	-1.038815
161	Aleut	NA	150	NA
161	Asian	NA	150	NA
162	Female	-9.117483 *	240	-9.117483 *
162	Black	-2.012618 *	240	-2.012618 *
162	Hispanic	-1.417169	240	-1.417169
162	American Indian	-1.000000	240	-1.000000
162	Aleut	NA	240	NA
162	Asian	NA	240	NA
171	Female	3.105714 *	401	9.132371 *
171	Black	NA	401	NA
171	Hispanic	-1.740755	401	-1.740755
171	American Indian	-2.012587 *	401	-2.012587 *
171	Aleut	-1.419534	401	-1.419534
171	Asian	-1.002503	401	-1.002503
173	Female	-12.630198 *	364	-12.630198 *
173	Black	-1.005540	364	-1.005540
173	Hispanic	-1.005540	364	-1.005540
173	American Indian	-1.005540	364	-1.005540
173	Aleut	-1.005540	364	-1.005540
173	Asian	-1.005540	364	-1.005540
174	Female	-9.674709 *	312	-9.674709 *
174	Black	-1.418768	312	-1.418768
174	Hispanic	NA	312	NA
174	American Indian	-1.001606	312	-1.001606
174	Aleut	NA	312	NA
174	Asian	-1.740439	312	-1.740439

* t > +t.025 or t < -t.025

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 15. METROPOLITAN AIRPORTS COMMISSION
NO SET-ASIDE OR PREFERENCE AWARDS INCLUDED (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
176	Female	-6.376185 *	155	-6.376185 *
176	Black	NA	155	NA
176	Hispanic	-1.428101	155	-1.428101
176	American Indian	NA	155	NA
176	Aleut	NA	155	NA
176	Asian	NA	155	NA
177	Female	-8.302887 *	196	-8.302887 *
177	Black	-1.002561	196	-1.002561
177	Hispanic	NA	196	NA
177	American Indian	-1.002561	196	-1.002561
177	Aleut	NA	196	NA
177	Asian	NA	196	NA
179	Female	-10.640188 *	299	-10.640188 *
179	Black	-1.456217	299	-1.456217
179	Hispanic	NA	299	NA
179	American Indian	-1.456217	299	-1.456217
179	Aleut	NA	299	NA
179	Asian	-1.027880	299	-1.027880

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 16. METROPOLITAN AIRPORTS COMMISSION
SET-ASIDE AND PREFERENCE AWARDS ONLY

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
179	Female	-10.351586 *	283	-10.351586 *
179	Black	-1.416719	283	-1.416719
179	Hispanic	NA	283	NA
179	American Indian	199.757353 *	283	199.757353 *
179	Aleut	NA	283	NA
179	Asian	-1.000000	283	-1.000000

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 17. METROPOLITAN TRANSIT COMMISSION
ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
171	Female	-11.098784 *	401	-11.098784 *
171	Black	NA	401	NA
171	Hispanic	-1.740755	401	-1.740755
171	American Indian	-2.012587 *	401	-2.012587 *
171	Aleut	-1.419534	401	-1.419534
171	Asian	13.975407 *	401	6.716544 *
173	Female	-12.560610 *	360	-12.560610 *
173	Black	-1.000000	360	-1.000000
173	Hispanic	-1.000000	360	-1.000000
173	American Indian	-1.000000	360	-1.000000
173	Aleut	-1.000000	360	-1.000000
173	Asian	-1.000000	360	-1.000000
177	Female	-8.281679 *	195	-8.281679 *
177	Black	-1.000000	195	-1.000000
177	Hispanic	NA	195	NA
177	American Indian	-1.000000	195	-1.000000
177	Aleut	NA	195	NA
177	Asian	NA	195	NA
179	Female	-10.351586 *	283	-10.351586 *
179	Black	-1.416719	283	-1.416719
179	Hispanic	NA	283	NA
179	American Indian	-1.416719	283	-1.416719
179	Aleut	NA	283	NA
179	Asian	-1.000000	283	-1.000000
501	Female	-7.087964 *	250	-7.087964 *
501	Black	-1.000000	250	-1.000000
501	Hispanic	NA	250	NA
501	American Indian	-1.000000	250	-1.000000
501	Aleut	NA	250	NA
501	Asian	-1.417051	250	-1.417051
504	Female	-7.412787 *	307	-7.412787 *
504	Black	-1.428239	307	-1.428239
504	Hispanic	-1.428239	307	-1.428239
504	American Indian	-1.008244	307	-1.008244
504	Aleut	NA	307	NA
504	Asian	-2.490386 *	307	-2.490386 *

* t > +t.025 or t < -t.025

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 17. METROPOLITAN TRANSIT COMMISSION
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
506	Female	-8.828615 *	276	-8.828615 *
506	Black	-1.738361	276	-1.738361
506	Hispanic	-1.000000	276	-1.000000
506	American Indian	NA	276	NA
506	Aleut	NA	276	NA
506	Asian	-2.252450 *	276	-2.252450 *
514	Female	-8.496323 *	231	-8.496323 *
514	Black	-1.420376	231	-1.420376
514	Hispanic	-1.002172	231	-1.002172
514	American Indian	-1.002172	231	-1.002172
514	Aleut	NA	231	NA
514	Asian	NA	231	NA
733	Female	-11.472267 *	204	-11.472267 *
733	Black	NA	204	NA
733	Hispanic	-1.002460	204	-1.002460
733	American Indian	-1.002460	204	-1.002460
733	Aleut	NA	204	NA
733	Asian	-2.019901 *	204	-2.019901 *
734	Female	-14.609738 *	238	-14.609738 *
734	Black	-2.012725 *	238	-2.012725 *
734	Hispanic	-1.417194	238	-1.417194
734	American Indian	NA	238	NA
734	Aleut	NA	238	NA
734	Asian	-2.255099 *	238	-2.255099 *
737	Female	-9.787018 *	298	-9.787018 *
737	Black	-2.020443 *	298	-2.020443 *
737	Hispanic	-2.262802 *	298	-2.262802 *
737	American Indian	NA	298	NA
737	Aleut	NA	298	NA
737	Asian	-2.483046 *	298	-2.483046 *
754	Female	-7.569432 *	119	-7.569432 *
754	Black	-1.746792	119	-1.746792
754	Hispanic	NA	119	NA
754	American Indian	NA	119	NA
754	Aleut	NA	119	NA
754	Asian	NA	119	NA

* t > +t.025 or t < -t.025

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 17. METROPOLITAN TRANSIT COMMISSION
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
871	Female	-7.582875 *	345	-7.582875 *
871	Black	10.517529 *	345	0.960037
871	Hispanic	-2.017621 *	345	-2.017621 *
871	American Indian	NA	345	NA
871	Aleut	NA	345	NA
871	Asian	-4.108617 *	345	-4.108617 *
874	Female	-4.472136 *	320	-0.812893
874	Black	-2.028733 *	320	-2.028733 *
874	Hispanic	-1.009509	320	-1.009509
874	American Indian	NA	320	NA
874	Aleut	NA	320	NA
874	Asian	-2.492708 *	320	-2.492708 *

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING ALL AWARDS

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
154	Female	-8.320104 *	292	-8.320104 *
154	Black	-1.431476	292	-1.431476
154	Hispanic	NA	292	NA
154	American Indian	-1.756276	292	-1.756276
154	Aleut	NA	292	NA
154	Asian	-2.275369 *	292	-2.275369 *
161	Female	-6.547454 *	139	-6.547454 *
161	Black	NA	139	NA
161	Hispanic	-1.000000	139	-1.000000
161	American Indian	-1.000000	139	-1.000000
161	Aleut	NA	139	NA
161	Asian	NA	139	NA
171	Female	-11.112614 *	402	-11.112614 *
171	Black	NA	402	NA
171	Hispanic	-1.742924	402	-1.742924
171	American Indian	-2.015095 *	402	-2.015095 *
171	Aleut	-1.421302	402	-1.421302
171	Asian	-1.003752	402	-1.003752
172	Female	-7.712342 *	224	-7.712342 *
172	Black	NA	224	NA
172	Hispanic	-1.002240	224	-1.002240
172	American Indian	NA	224	NA
172	Aleut	NA	224	NA
172	Asian	-1.002240	224	-1.002240
173	Female	-12.595452 *	362	-12.595452 *
173	Black	-1.002774	362	-1.002774
173	Hispanic	-1.002774	362	-1.002774
173	American Indian	-1.002774	362	-1.002774
173	Aleut	-1.002774	362	-1.002774
173	Asian	-1.002774	362	-1.002774
175	Female	-9.102590 *	190	-9.102590 *
175	Black	NA	190	NA
175	Hispanic	-1.417950	190	-1.417950
175	American Indian	-1.000000	190	-1.000000
175	Aleut	NA	190	NA
175	Asian	NA	190	NA

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
176	Female	-6.355584 *	154	-6.355584 *
176	Black	NA	154	NA
176	Hispanic	-1.423487	154	-1.423487
176	American Indian	NA	154	NA
176	Aleut	NA	154	NA
176	Asian	NA	154	NA
177	Female	-8.281679 *	195	-8.281679 *
177	Black	-1.000000	195	-1.000000
177	Hispanic	NA	195	NA
177	American Indian	-1.000000	195	-1.000000
177	Aleut	NA	195	NA
177	Asian	NA	195	NA
179	Female	-10.369859 *	284	-10.369859 *
179	Black	-1.419220	284	-1.419220
179	Hispanic	NA	284	NA
179	American Indian	-1.419220	284	-1.419220
179	Aleut	NA	284	NA
179	Asian	-1.001765	284	-1.001765
279	Female	-7.732365 *	71	-7.732365 *
279	Black	-1.014389	71	-1.014389
279	Hispanic	-1.014389	71	-1.014389
279	American Indian	NA	71	NA
279	Aleut	NA	71	NA
279	Asian	NA	71	NA
421	Female	-14.618634 *	391	-14.618634 *
421	Black	-1.013038	391	-1.013038
421	Hispanic	NA	391	NA
421	American Indian	-1.013038	391	-1.013038
421	Aleut	NA	391	NA
421	Asian	NA	391	NA
481	Female	-5.513620 *	76	-5.513620 *
481	Black	-1.423610	76	-1.423610
481	Hispanic	-1.000000	76	-1.000000
481	American Indian	-1.000000	76	-1.000000
481	Aleut	NA	76	NA
481	Asian	NA	76	NA

* $t > +t.025$ or $t < -t.025$ NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
501	Female	-7.102126 *	251	-7.102126 *
501	Black	-1.001998	251	-1.001998
501	Hispanic	NA	251	NA
501	American Indian	-1.001998	251	-1.001998
501	Aleut	NA	251	NA
501	Asian	-1.419882	251	-1.419882
502	Female	-6.846229 *	200	-6.519975 *
502	Black	NA	200	NA
502	Hispanic	-1.094351	200	-1.094351
502	American Indian	NA	200	NA
502	Aleut	NA	200	NA
502	Asian	-1.094351	200	-1.094351
504	Female	-10.219701 *	687	-10.229217 *
504	Black	-1.099318	687	0.540515
504	Hispanic	-2.136536 *	687	-2.136536 *
504	American Indian	-1.508255	687	-1.508255
504	Aleut	NA	687	NA
504	Asian	-3.725425 *	687	-3.725425 *
506	Female	-9.311234 *	307	-9.311234 *
506	Black	-1.833389	307	-1.833389
506	Hispanic	-1.054665	307	-1.054665
506	American Indian	NA	307	NA
506	Aleut	NA	307	NA
506	Asian	-2.375580 *	307	-2.375580 *
507	Female	-8.763030 *	254	-8.763030 *
507	Black	-1.512709	254	-1.512709
507	Hispanic	-1.512709	254	-1.512709
507	American Indian	NA	254	NA
507	Aleut	NA	254	NA
507	Asian	-1.067246	254	-1.067246
509	Female	-5.903261 *	100	-5.903261 *
509	Black	-1.066004	100	-1.066004
509	Hispanic	NA	100	NA
509	American Indian	NA	100	NA
509	Aleut	NA	100	NA
509	Asian	-1.516196	100	-1.516196

* t > +t.025 or t < -t.025

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
511	Female	-8.515247 *	183	-8.515247 *
511	Black	NA	183	NA
511	Hispanic	NA	183	NA
511	American Indian	NA	183	NA
511	Aleut	NA	183	NA
511	Asian	-2.254625 *	183	-2.254625 *
514	Female	-8.587782 *	236	-8.587782 *
514	Black	-1.435665	236	-1.435665
514	Hispanic	-1.012960	236	-1.012960
514	American Indian	-1.012960	236	-1.012960
514	Aleut	NA	236	NA
514	Asian	NA	236	NA
701	Female	-22.633578 *	301	-22.633578 *
701	Black	-1.036822	301	-1.036822
701	Hispanic	-1.468913	301	-1.468913
701	American Indian	-1.036822	301	-1.036822
701	Aleut	NA	301	NA
701	Asian	-1.036822	301	-1.036822
721	Female	-15.967709 *	208	-15.967709 *
721	Black	-1.424524	208	-1.424524
721	Hispanic	-1.004843	208	-1.004843
721	American Indian	NA	208	NA
721	Aleut	NA	208	NA
721	Asian	-1.424524	208	-1.424524
733	Female	-11.695050 *	212	-11.695050 *
733	Black	NA	212	NA
733	Hispanic	-1.021927	212	-1.021927
733	American Indian	-1.021927	212	-1.021927
733	Aleut	NA	212	NA
733	Asian	-2.059126 *	212	-2.059126 *
734	Female	-14.640399 *	239	-14.640399 *
734	Black	-2.016949 *	239	-2.016949 *
734	Hispanic	-1.420168	239	-1.420168
734	American Indian	NA	239	NA
734	Aleut	NA	239	NA
734	Asian	-2.259831 *	239	-2.259831 *

* $t > +t.025$ or $t < -t.025$

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
737	Female	-10.030311 *	313	-10.030311 *
737	Black	-2.070669 *	313	-2.070669 *
737	Hispanic	-2.319053 *	313	-2.319053 *
737	American Indian	NA	313	NA
737	Aleut	NA	313	NA
737	Asian	-2.544772 *	313	-2.544772 *
753	Female	-10.463388 *	339	-10.463388 *
753	Black	-1.416304	339	-1.416304
753	Hispanic	-1.000000	339	-1.000000
753	American Indian	NA	339	NA
753	Aleut	-1.000000	339	-1.000000
753	Asian	NA	339	NA
754	Female	-7.569432 *	119	-7.569432 *
754	Black	-1.746792	119	-1.746792
754	Hispanic	NA	119	NA
754	American Indian	NA	119	NA
754	Aleut	NA	119	NA
754	Asian	NA	119	NA
807	Female	-4.395984 *	93	-4.395984 *
807	Black	-1.005420	93	-1.005420
807	Hispanic	-1.429670	93	-1.429670
807	American Indian	NA	93	NA
807	Aleut	NA	93	NA
807	Asian	-1.429670	93	-1.429670
871	Female	-7.560864 *	343	-7.560864 *
871	Black	-1.001461	343	-1.001461
871	Hispanic	-2.011765 *	343	-2.011765 *
871	American Indian	NA	343	NA
871	Aleut	NA	343	NA
871	Asian	-4.096691 *	343	-4.096691 *
873	Female	-9.006278 *	176	-9.006278 *
873	Black	NA	176	NA
873	Hispanic	NA	176	NA
873	American Indian	NA	176	NA
873	Aleut	-1.026593	176	-1.026593
873	Asian	-1.456187	176	-1.456187

* t > +t.025 or t < -t.025

NA = No businesses reported in survey
(continued on next page)

STATE AND METROPOLITAN GOVERNMENT AWARDS

TABLE 18. UNIVERSITY OF MINNESOTA PURCHASING
ALL AWARDS (continued)

SIC CODE	RACE/GENDER OF VENDOR	OPPORTUNITY t VALUE	DEGREES OF FREEDOM	DOLLAR t VALUE
874	Female	-11.278298 *	318	-11.278298 *
874	Black	-2.022383 *	318	-2.022383 *
874	Hispanic	-1.006349	318	-1.006349
874	American Indian	NA	318	NA
874	Aleut	NA	318	NA
874	Asian	-2.484906 *	318	-2.484906 *

* t > +t.025 or t < -t.025

NA = No businesses reported in survey

APPENDIX H.

Data Analysis Results:
University of Minnesota Construction Expenditures

The University of Minnesota provided Management Analysis with total construction expenditures for a two-year period beginning in September 1987 and ending in June 1989. For this same period, the university also provided the total dollar value of awards given to female and minority prime and subcontractors in the construction field. From this, proportions based on dollar value were calculated. Table 1 presents the results:

TABLE 1. Share of dollars awarded to female and minority prime and subcontractors in the construction field

QUARTER	WBE/MBE AWARDS
September 1987	\$ 454,786
December 1987	\$ 123,622
March 1988	\$ 28,744
June 1988	\$ 141,073
September 1988	\$5,487,746
December 1988	\$1,637,597
March 1989	\$ 548,151
June 1989	\$1,017,510
WBE/MBE TOTAL	\$9,439,229

Total awarded to all contractors for construction
September 1987 to June 1989 = \$66,565,570

Proportion of total construction dollars awarded
to WBE/MBE contractors = $\$9,439,229 / \$66,565,570 = 14.18\%$

APPENDIX I.

Data Analysis Results:
Proportion of Subcontracting Dollars
Awarded to Women and Minority Business Enterprises

Appendix I. Data Analysis Results: Proportion of Subcontracting Dollars Awarded to Women and Minority Business Enterprises

This study gathered subcontracting information from three sources: Department of Administration construction contracts, Department of Transportation highway construction contracts and architectural/engineering agreements, and Metropolitan Airports Commission non-federally assisted construction contracts.

Because of data limitations, tests exploring disparity in the use of women and minority subcontractors were not conducted. In general, this was due to a lack of information regarding nonfemale and nonminority subcontractors. Without this data, statistical tests were impossible.

As an alternative, a series of proportions were calculated. Since Management Analysis was provided information regarding female and minority subcontractors, it was possible to use the dollar amounts awarded to their associated prime contractors as a denominator. Unfortunately, this biased proportions for it was likely that some contracts utilized nonfemale and nonminority subcontractors exclusively. In these cases, Management Analysis would not have observed a subcontracting opportunity.

Table 1 presents proportions of dollars awarded to wbe/mbe subcontractors as shares of total dollars awarded to prime contractors with known subcontracting opportunities:

TABLE 1. Dollars awarded to wbe/mbe subcontractors as a share of total dollars awarded to prime contractors with known subcontracting opportunities

AGENCY	SHARE TO				
	FEMALE SUBS	BLACK SUBS	HISPANIC SUBS	ASIAN SUBS	AMERICAN INDIAN SUBS
Metropolitan Airports Commission	7.17%	3.34%	.06%	1.93%	.90%
Department of Transportation	1.67%	1.93%	1.01%	.06%	2.58%
Department of Administration	2.63%	1.16%	.90%	.67%	1.97%

APPENDIX J.

A Comparison by Race and Gender of New Venture Start Experiences

by Brenda A. Miller

(An Analysis of data from the 1987 Minnesota New Firms Study)

A Comparison by Race and Gender
of New Venture Start Experiences

Brenda A. Miller ¹

1 December 1989

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(1) This analysis was conducted with the consultation of Dr. Paul D. Reynolds, and is based on data collection for the 1987 MN New Firms Study. Paul Reynolds and Brenda Miller, University of Minnesota, CURA, 1988.

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Executive Summary

This report explores the differences in new firm starts as experienced by white female-, minority- and white male-owned firms in Minnesota. All analysis is based on a sample of 1,119 new Minnesota businesses collected for the 1987 MN New Firms Study.

White female-owned firms are found to be over-represented among retail, social services and consumer service industries. Minority-owned firms are more often found in producer services, consumer services and social service industries. An important difference is the greater proportion of minority-owned firms that are high growth and the high proportion of white female-owned firms which are low growth. Minority firms were more likely to emphasize exports, and white female-owned firms focus on local markets.

Differences appear in the principal characteristics, by minority status of the firm. Most important is the lower average number of years of industry experience for white females. Minorities with lower levels of educational attainment tend to be under-represented among the population of entrepreneurs.

New firms differ across minority status in the importance attached to specific infrastructure features. White female-owned firms place more importance on access to customers and suppliers, and land purchase and rental costs. Minority-owned firms consider capital availability less important. These differences are consistent with differences in the industry concentration of the subsamples.

In general, white female-owned firms tend to report less severity associated with initial start-up problems, while minority-owned firms report more. This finding is to be expected given the respective proportion of the subsample in low growth versus high growth firms. Faster growing firms tend to report more problems at the outset. At the time of the data collection, most firms report that start problems are fully or partly solved.

No difference is found, by minority status, in the amounts of informal pre-start financing for the firm. Over two thirds of all new firms, regardless of minority status, also receive some type of formal financing. White male-owned firms tend to receive more financing through machinery/equipment loans, and working capital loans.

White female-owned firms indicate less interest in government programs relating to technology and growth, or to energy. Minority-owned firms report more interest in site location assistance.

The majority of new firms do not intend to sell the firm or get out of the business in the next 2-3 years. A large portion of them plan a physical expansion of the firm. Minority-owned firms are most likely to report plans to significantly increase their number of employees.

Introduction

It is possible that the problems which confront a new firm, as well as its subsequent success in solving those problems, may be related to the minority/gender composition of its start team. Differences may be attributable to the industries in which the subsamples tend to concentrate or the gender/minority composition of the start-team might be a directly explanatory factor.

This report focuses on the initiation and development of new firms in Minnesota. It examines, specifically, the differences in start-up experiences as reported by white female- or minority-owned firms compared to white male-owned firms. All analysis is based on a random sample collected in 1986-87 of 1,119 Minnesota firms begun between 1979 and 1984.

The characteristics of the new firms started by each of the three subsamples are described. A discussion is presented of the differences in these firms relating to region of origin, major industry sector, sales development/growth patterns and export focus. It can be expected that if differences exist regarding such factors as initial size or industry of the firm, that these differences would influence the nature and severity of the initial problems experienced by the firm, as well as its eventual growth trajectory.

Comparisons are made between the background characteristics of the start teams of minority, white female- and white male-owned firms. Such characteristics as educational background, industry experience, and previous new venture starts. These factors have been found to influence the likelihood of an individual starting a new firm and the type of firms which they start.

An analysis is drawn of the respective experiences with the external context of the firm. Comparisons of reasons for starting the business in Minnesota are drawn by subsample type. Differences in relative levels of satisfaction or importance placed on features of Minnesota's infrastructure are examined.

Also included are a list of the programs which could be, or are presently, offered by government agencies which might prove helpful to new businesses. Responses to these programs are compared across minority status. Lastly, the future plans of the new businesses, across the three sub-samples are explored.

I. Research Methodology

Research Procedures

This analysis is based on the results of a survey of a sample of new Minnesota firms from which data was collected in 1986. The initial sample was comprised of 3,500 establishment listings purchased from Dun's Marketing Services as a random sample of all establishments with 'year start' dates between 1979 and 1984. The sample was drawn to exclude subsidiaries or branches of existing firms.

The sample was stratified on industry to ensure adequate representation of firms in less common industry sectors. - 75% were sampled from five industry sectors that are less frequently a source of new firms or were distinctive in their export potential, and 25% from three sectors which provide a majority of new firm starts.

All firms were screened in a brief phone interview. A contact person within each firm was identified, and was asked to verify; that the firm was still in business, that it began after 1978, and that it was not a branch or a subsidiary of a previously existing firm. Forty-nine percent (1484) of the initial sample included were found to be autonomous, operating new firms.

The phone screening provided the name of a current manager who was active in the start-up of the firm and the current mailing address for each firm. Each manager was sent an individualized letter with a 16-page questionnaire [see appendix A], with substantial follow-up mailings and contacts. Twenty-five percent of the final sample did not return a mail questionnaire, but instead completed a truncated version of the questionnaire over the phone. A total of 1119 firms participated, for an overall response rate of 75%.

This sample of new firms represents all industry sectors and all regions of Minnesota. A comparison of the new firm sample and the census of existing firms found in County Business Patterns suggests a close match between the sample and the population across industry sectors. This fact, together with the careful screening and the relatively high response rate allows high confidence that the sample represents new firms initiated by individuals in Minnesota between 1979 and 1984.

All analysis was conducted on a weighted sample to assure correct representation across industries. The data analysis uses procedures available through SPSSX (Statistical Package for the Social Sciences). For comparisons across nominal level dependent variables a Chi-square test of significance is computed. Where the dependent variable is interval level, and analysis of variance is made, and the significance reported is that associated with an F-test.

Description of the Sub-sample.

For this analysis, participation in the start of the business was considered an equivalent for ownership - as actual ownership by each participating principal was not included among the items in the questionnaire. Use of this alternative is supported by the fact that informants report that, on the average, 95% control/ownership is retained at the time of the survey by the original founders of the firm. There is no difference in this average for either female or minority owned firms (See Table 1).

Table 1: Percentage ownership retain in 1986
By Minority Status of the Start-Team

	All firms		Contract Potential			
	White Females	Minor-ities	White Males	White Females	Minor-ities	White Males
Initial Ownership retained by founders	96	96	95	96	95	95
1986 Ownership retained by founders	96	94	94	94	91	91

The process which awards state contracts considers that a firm is female- or minority-owned if more than 50% of its owners are women or racial minorities. The analysis uses a 50% criterion in distinguishing such firms. Because many of the firms are begun by two principals, the use of a 51% cut off would exclude a large portion of firms that are half owned by minorities or women. Two-hundred and four firms were missing information on the race or gender of the principals and could not be classified. Of the remaining 926 firms, the start-teams of 280 (30%) were found to be 50% or more white females. In another 40 (4%), more than 50% of were racial minorities and 606 start teams (65%) were comprised of more than 50% white males.

Preliminary analysis suggested that there are differences in the industry types of firms started by white males versus all others. Because the start-up experiences and development patterns of new firms have been found to differ by industry, a further distinction, by industry, was made in the sample. Where feasible, membership in industries with which the state would be more likely to have contractual agreements was compared to those where this was less likely. For the purposes of this report such firms will be referred to as 'contract potential'. Although examination of the experiences of the new minority and women owned firms might be better understood by controlling for industry at a level of greater specificity, the small number of such firms in the sample did not allow any further breakdown.

Four hundred and eighty firms were found to provide goods and/or services which the state might purchase by contract. The remaining 639 provide goods or services not usually purchased by state contract. [see appendix B for a list of industries of minority and women-owned firms in the sample.]

Table 2: Distribution of State Contract Potential Industries
By Minority Composition of Start-Team

	# Contract Potential	% Contract Potential	# Without Potential	% Without Potential
White Female-owned	98	35%	181	65%
White Male-owned	223	47%	321	53%
Minority-owned	13	55%	18	45%
Total	310	44%	521	56%

Sig. = .001

Table 2 shows the percentages of firms providing goods or services for which the state would likely have contractual agreements by minority/gender composition of the start-team. Note that while 480 firms were found in contract potential industries, only 405 also have valid data on minority status. Firms begun by white males or minorities are significantly more likely to be in state contract potential industries (55% and 47% respectively), when compared to those begun by white females (35%). To look at this same information another way, of the contract potential firms in the representative sample, 6% are owned by racial minorities and another 24% are owned by white female. The balance (70%), are owned/operated by white males.

II. Comparison of Firm Characteristics

Industry

As stated previously, the experiences and rates of growth of new firms have been found to vary by the industry of the firm. While low growth firms can be found across all industry sectors, they are more prevalent in retail and consumer service firms. The distribution across industry sectors was found to vary by the minority/gender composition of the new firms' start-teams. (See Table 3)

While minority- and women-owned firms are found in all industries (except mining, where there is only one firm), minority owned firms tend to be over-represented in producer and consumer services, while they are less common in retail. A greater proportion of female-owned businesses are in retail than are white male- and minority-owned businesses. Female-owned businesses are somewhat under-represented in manufacturing and construction.

Table 3: Industry Distribution
by Minority Status of the Start Team

	White Females		Minorities		White Males		All Firms	
	N	%	N	%	N	%	N	%
Agriculture	4	(1%)	1	(2%)	12	(2%)	16	(2%)
Mining	0		0		1	(0%)	1	(0%)
Construction	20	(7%)	4	(10%)	65	(11%)	89	(10%)
Manufacturing	24	(9%)	4	(10%)	90	(15%)	118	(13%)
Distributor Services	39	(14%)	8	(19%)	109	(18%)	156	(17%)
Producer Services	39	(14%)	8	(21%)	97	(16%)	145	(16%)
Hlth.,Ed., & social services	13	(5%)	3	(8%)	10	(2%)	26	(3%)
Retail	103	(37%)	6	(15%)	159	(26%)	268	(29%)
Consumer Services	38	(13%)	7	(17%)	61	(10%)	105	(11%)
All Industries	280	(100%)	40	(100%)	606	(66%)	926	(100%)

Sig. = .0022

This information can be presented another way. Table 4 shows the percentages of each industry category in each minority status category. The majority of firms in each industry, except health, education and social services are owned by white males. In health, education and social service firms, 50% are owned by white females and 12% by minorities. This table also shows that white female-owned firms are over-represented in the retail sector firms.

Table 4: Industry Distribution
by Minority Status of the Start Team

	White Females		Minorities		White Males		All Firms	
	N	%	N	%	N	%	N	%
Agriculture	4	(23%)	1	(5%)	12	(73%)	16	(100%)
Mining	0		0		1	(100%)	1	(100%)
Construction	20	(23%)	4	(5%)	65	(73%)	89	(100%)
Manufacturing	24	(20%)	4	(3%)	90	(73%)	118	(100%)
Distributor	39	(25%)	8	(5%)	109	(70%)	156	(100%)
Services								
Producer Services	39	(27%)	8	(6%)	97	(67%)	145	(100%)
Hlth., Ed., & social services	13	(50%)	3	(12%)	10	(38%)	26	(100%)
Retail	103	(38%)	6	(2%)	159	(59%)	268	(100%)
Consumer Services	38	(35%)	7	(7%)	61	(58%)	105	(100%)
All Industries	280	(30%)	40	(4%)	606	(65%)	926	(100%)

Sig. = .0022

Legal Form

Among firms of all industries, female- and minority-owned firms differ from white male-owned firms by their legal form. (See Table 5). In the firms' first year, a greater percentage of female-owned firms were sole proprietorships, while fewer were corporations. Minority-owned firms, on the other hand, are distinct in that they were less often sole proprietorships and more often corporations. Neither result is statistically significant. The percentage of firms begun as partnerships, limited partnerships, and Sub Chapter S corporations is similar for all new firms.

Table 5: Initial Legal Form
by Minority Status (In Percents)

	All Industries			Contract Potential		
	White Female	Minor-ities	White Male	White Female	Minor-ities	White Male
Sole Proprietorship	46%	23%	38%	61%	8%	38%
Partnership	15	17	14	1	16	16
Limited Partnership	2	0	1	1	0	2
Subchapter S Corporation	13	13	16	9	17	17
Other	24	43	31	27	59	28
	0	4	0	0	0	0
	Sig. = .059			Sig. = .008		

Differences are more pronounced among firms with contract potential - 59% of the minority firms are begun as corporations compared with 27% of female owned and 28% of male-owned firms. Sixty-one percent of female owned firms were initiated as sole proprietorships -- compared to 8% of the minority firms and 38% of the white-male firms. These differences are statistically significant.

By the time of the 1986 survey the proportion of minority-owned firms of each type of legal form was similar to that of white male-owned firms (See Table 6). However, a greater percentage of female-owned firms remained as sole proprietorships than did minority or white male-owned new firms, although this difference is not statistically significant at the .05 level.

Table 6: 1986 Legal Form
by Minority Status (In Percents)

	All Industries			Contract Potential		
	White Female	Minor-ities	White Male	White Female	Minor-ities	White Male
Sole Proprietorship	41%	28%	31%	45%	8%	34%
Partnership	13	6	8	1	11	10
Limited Partnership	1	0	1	1	0	1
Subchapter S Corporation	11	16	14	8	16	14
Other	34	47	44	37	66	38
	0	4	1	0	0	0

Sig. = .010

Sig. = .017

Among contract-potential firms, there was a similar shift from sole proprietorships and partnerships to corporations. Again, the percentage of minority-owned firms which have incorporated remains much higher than white male- or female-owned firms. This result is consistent with the relatively large number of high-start and high-growth firms among those that are minority owned. Such firms are more likely to be incorporated.

Region

Previous analysis of the firms in the 1987 MN New Firms study revealed that individuals almost invariably begin their business in the same area in which they reside. The distribution of firms across economic development regions in Minnesota by minority/female ownership is consistent with this finding. While white female- and white male-owned firms are represented similarly within the regions, 83% of the minority-owned firms are concentrated in the Twin Cities Metropolitan area. Among firms in state contract potential industries, female owned firms are still distributed across regions in the same proportion as white-male owned firms. However, all minority-owned firms with contract potential are found in the Twin Cities area (See Table 7).

Table 7: Minority Status By Region (In Percents)

	All Industries			Contract Potential		
	White Female	Minor- ities	White Male	White Female	Minor- ities	White Male
Northwest	3%	0%	1%	0%	0%	3%
Headwaters	2	0	1	5	0	2
Arrowhead	9	4	7	4	0	12
West Central	3	0	6	1	0	4
Region 5	6	4	3	9	0	3
Upper MN Valley	1	0	1	1	0	3
Six East	1	0	1	0	0	3
Central MN	3	2	6	2	0	7
East Central	3	0	2	5	0	1
Southwest	2	0	2	5	0	1
Region 9	7	6	3	4	0	1
Southeast	7	2	8	15	0	13
TC Metro	56	83	60	51	100	52
Total	100%	100%	100%	100%	100%	100%

Sales Development Type

For the analysis of the entire 1986 Minnesota New firms sample, a four part typology was developed to distinguish between the sales development patterns of new firms. Two factors were used to define these patterns - initial sales and average annual growth. A firm was considered to be low-start if the first full year sales revenue was less than \$250,000 and high start if it was above that amount. Annual growth was considered high if it was greater than \$100,000/year and low if it fell below that amount. Of the entire sample, 66% were found to be low-start/low growth, 6% were high start/low growth, 19% were low-start/High-Growth, and 9% were high start/high growth.

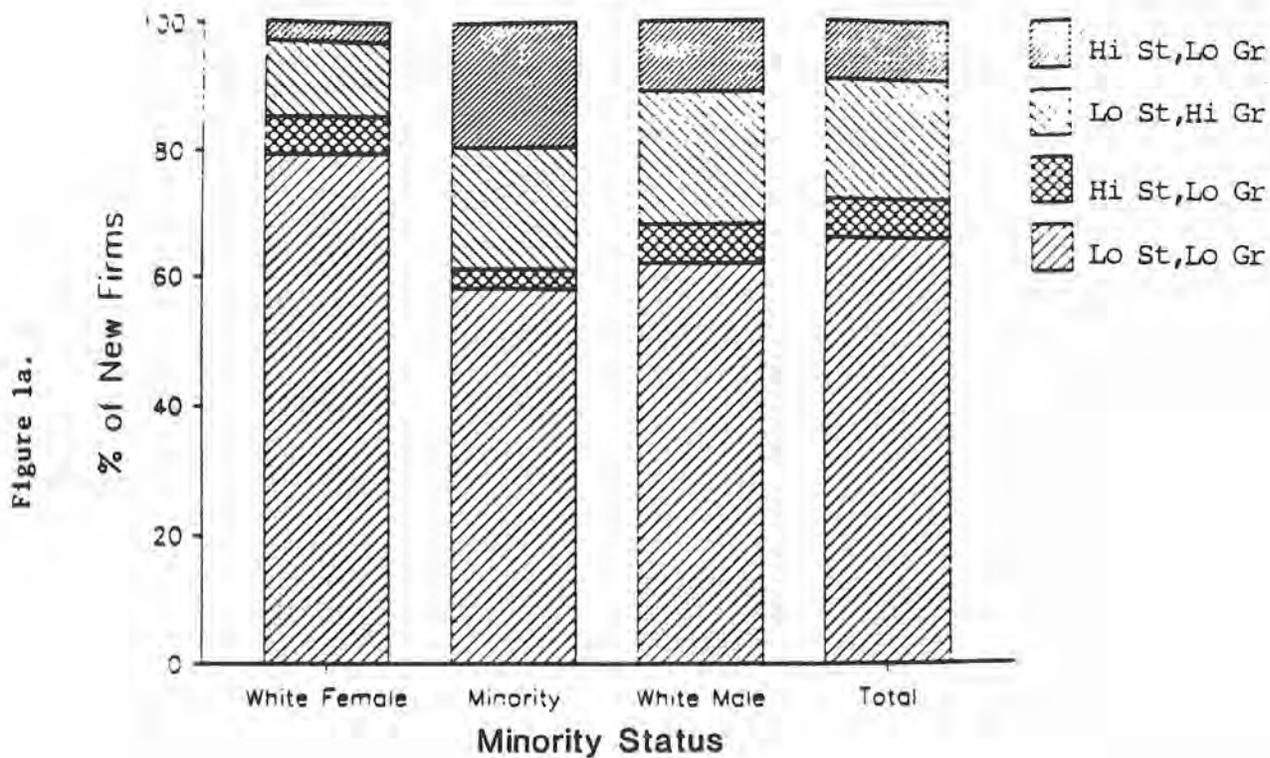
The distribution across pattern type, by minority status, is shown in Table 8. Among firms in all industries, white female-owned firms are distinct in the proportion that are low growth (85%) compared to minority- (60%) or white male-owned firms (68%). (See figure 1a). This difference is even more pronounced among firms in the contract potential industries. In the sub-sample, only 12% of the female firms are high growth, whereas 54% of the minority firms, and 35% of the white male firms are high growth (see figure 1b).

Table 8: Sales Development Type by Minority Composition of the Start Team (In Percents)

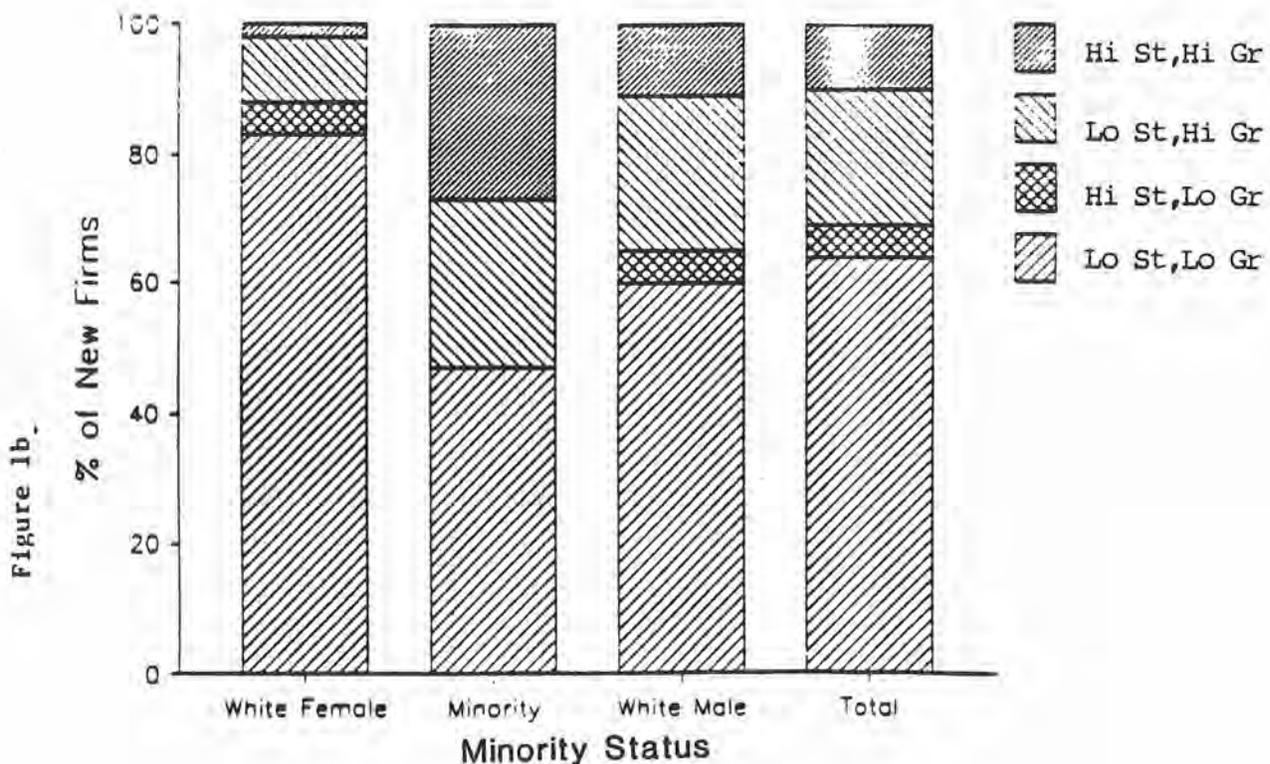
	All Industries			Contract Potential		
	White Female	Minorities	White Male	White Female	Minorities	White Male
Low start/low growth	79%	58%	62%	83%	46%	60%
High start/low growth	6	2	6	5	0	5
Low start/high growth	12	20	21	10	26	24
High start/high Growth	3	20	11	2	27	11
All Firms	100%	100%	100%	100%	100%	100%

SALES DEVELOPMENT TYPE BY MINORITY STATUS

All Industries



Contract Potential



Export Focus

A second typology developed for the 1987 analysis was that of growth and export focus. High growth and low growth were defined in the same way as for the growth patterns. A firm was considered an exporting firm if either 50% or more of total revenue, or \$100,000 was generated outside Minnesota. Firms with less than 50% of sales and less than \$100,000 generated outside Minnesota were considered local market firms. These two variables lent themselves to the development of a four-part typology - local/low growth, exporter/low growth, local/high growth and exporter/high growth.

The distribution of the sample across these types, by minority composition of the start team is shown in Table 9. The same information is presented graphically in Figures 2a and 2b.

Table 9: Export Focus by Minority Status (In Percents)

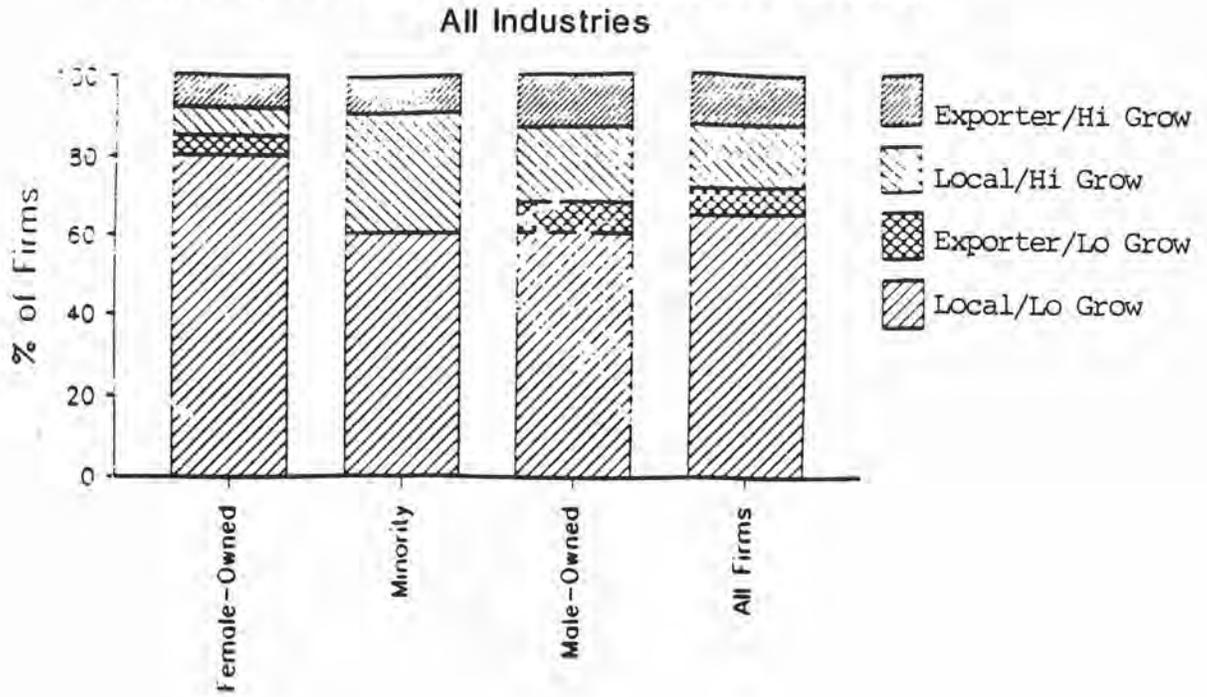
	All Industries			Contract Potential		
	White Female	Minorities	White Male	White Female	Minorities	White Male
Local/low growth	80%	61%	60%	82%	46%	56%
Exporter/low growth	5	0	8	8	0	9
Local/High Growth	7	31	19	4	42	25
Exporter/High Growth	8	9	13	6	12	11
All Firms	100%	100%	100%	100%	100%	100%

The typical firm, across all categories of minority status - for firms in all industries and in contract potential industries - are local, low growth firms. However, this type is more common among firms started by white females. Among all firms, white female-owned firms are 80% local/low growth, compared to 61% of the minority- and 60% of the white male-owned firms. Among the contract potential subsample, 82% of the women-owned firms fit into this category, compared to only 46% and 56% respectively of the minority- and white male-owned firms

Exporting firms, whether high or low growth, are relatively rare among the sample of new firms. Minority-owned firms are unique, however, in that none are low growth, exporting firms.

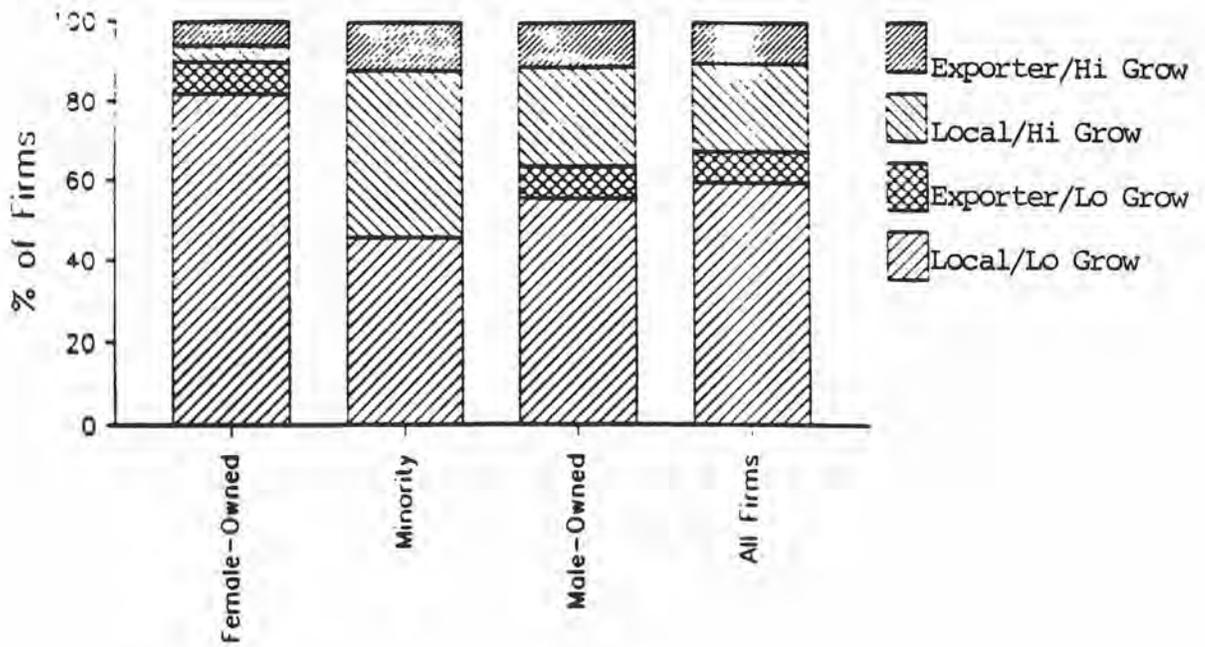
Also distinctive about minority-owned firms are the percentage which are local/high growth. Across all industries, 31% of the minority-owned firms are local/high growth compared to 7% of the white female- and 19% of the white male-owned firm. The difference is even more pronounced among firms in contract-potential industries, where 42% of the minority-owned firms are local/high growth, while only 4% of the white female- and 25% of the white male-owned firms fall into this same type.

Figure 2a
EXPORT/GROWTH FOCUS BY MINORITY STATUS



Minority Status

Figure 2b.
Contract Potential



Minority Status

Summary and Implications

- * A comparison of firms by minority/gender composition of the start-team across industry sectors reveals that white female-owned firms tend to be over represented in retail, health, education and social services, and consumer services.
- * Minority-owned firms are over-represented in producer services and Health, education and social service industries.
- * White female-owned firms are more likely to be initiated as sole proprietorships and minority-owned firms as corporations. In general, firms tend to shift over time from sole proprietorships or partnerships to corporations. This phenomenon is less common for white female-owned firms and, among contract potential firms, more common for minority-owned firms.
- * The distribution across Minnesota regions is fairly similar for white female- and white male-owned firms. The large majority of minority-owned firms are found in the Twin Cities metropolitan area.
- * The typical new firm has a low first year sales and low growth after that. This is even more often the case for white female-owned firms.
- * Minority-owned firms are unique in the proportion that are high growth - particularly among contract potential firms.
- * Most new firms are oriented toward local markets - 87% of the white female-, 92% of all minority-, and 79% of all white male-owned firms. Minority-owned firms are distinct in that none are low growth, exporting firms and are disproportionately represented among local, high growth new firms.

The data on this sample suggests strongly that minorities and white females tend to start different types of firms than do white males. The difference in growth rates and export focus for female-owned firms is consistent with the fact that a larger proportion are found in retail, health and social services, and consumer service industries - industry sectors which are dominated by low growth, local market firms.

These findings have important implications for the analysis of differences in the firms' experiences and perceptions as outlined in the remainder of the report.

Firms tend to vary, by export focus and growth rate, in the importance and satisfaction which they attach to local infrastructure features. Local market firms, regardless of growth type, tend to place more importance on government issues, taxes, and access to customers. High growth firms tend to value labor costs, land purchase/rental costs and building space expenditures. Exporting, low growth new firms place less importance on building space availability, skilled worker availability and land availability.

Similarly, responses to government programs have been found to vary by export focus and growth pattern. High growth firms are more interested in assistance related to personnel issues and financing. Exporting firms would value R & D assistance and the development of foreign markets. Local market/high growth firms are interested in new site locations. Only low growth/local market firms show substantial interest in the development of tourism markets.

In general, high growth firms report the greatest number of start-up problems, a greater level of severity of those problems, and a larger proportion of problems remaining unsolved.

As these issues mentioned above are examined by the minority/gender status of the firm through the rest of the report, we would expect that differences will appear that are consistent with the differences in the types of firms (such as industry and growth profile) started by the three groups.

III. Comparison of Start-up Team Characteristics

Career Shift

Respondents were asked to indicate the career shift involved in beginning participation in the new firm, for each member of the start-team. The average percentage of the start-team in each career shift category, by minority composition of the start team, is shown in Table 10. These results are presented for firms across all industries, as well as for contract-potential firms specifically. The results are also presented graphically in Figures 3a and 3b.

Table 10: Career Shift (In Percents)

	All Firms			Contract Potential		
	White Females	Minorities	White Males	White Females	Minorities	White Males
School to New Firm	4	13	5	4	4	4
Established to New Firm	51	58	68***	54	72	68 *
New Firm to New Firm	12	18	13	16	8	14
Unemployment to New Firm	15	7	7**	14	11	9
Retirement to New Firm	2	4	1	1	6	1 *
Other Shift to New Firm	17	6	7***	12	4	5 *

Sig.: ***; $p < .0000$; ** $.0000 < p < .001$; * $.001 < p < .05$

Among firms in all industries, the most frequent career shift for new firm principals is from an established firm to the new firm. This is even more commonly the case for white males. An average of 68% of the principals in white male-owned new firms came from established organizations as compared to 51% of those in white female- and 58% in minority-owned firms. Principals in white female-owned firms are more likely to have been unemployed (15%) or in some 'other' situation (17%) prior to participation in a new firm start-up. Qualitative information recorded on the questionnaires suggest that this difference in career shift among females is partly due to the number who had been primarily involved with home and families just prior to beginning the firm.

Figure 3a.
CAREER SHIFT BY MINORITY STATUS
 All Firms

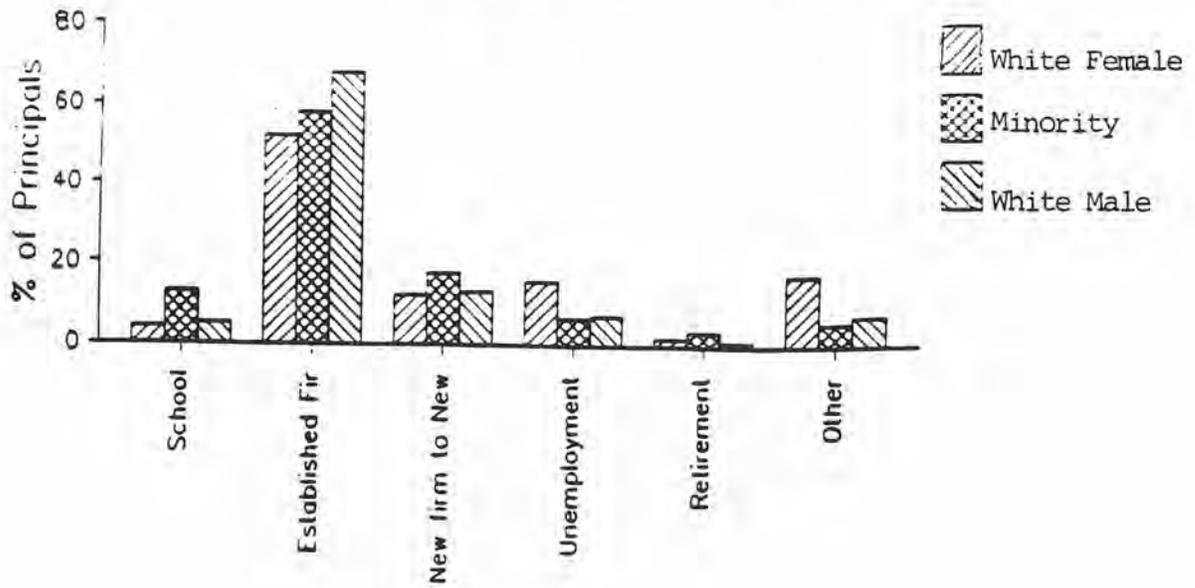
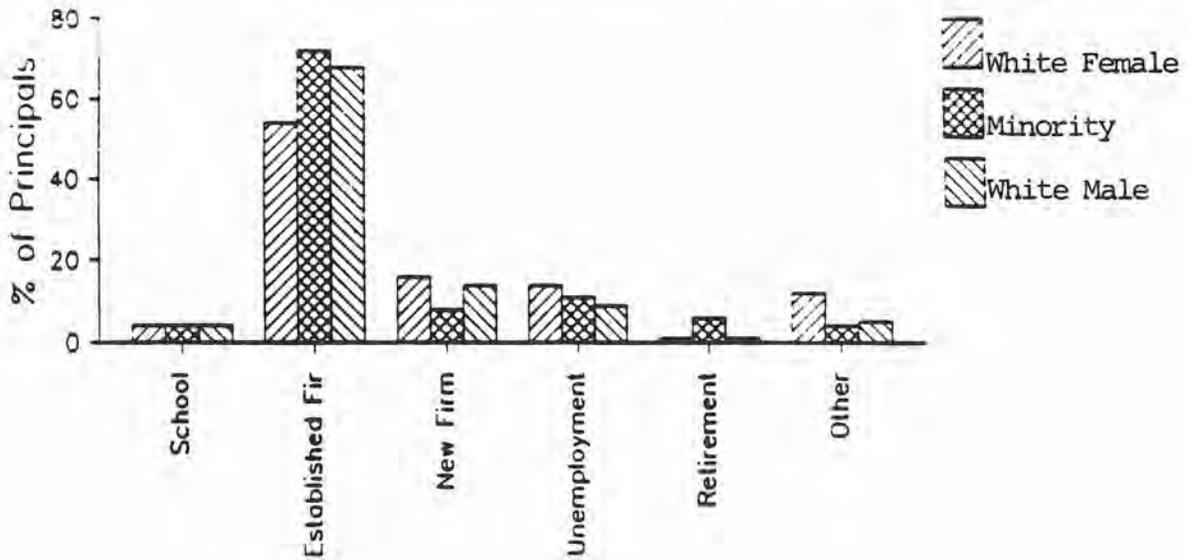


Figure 3b.
CAREER SHIFT BY MINORITY STATUS
 Contract Potential Industries



Among firms in contract-potential industries, the modal career shift is still from an established organization. However, among these firms, this shift is indicated for significantly more of the principals of both minority-owned (72%) and white male-owned (68%) than white female-owned firms (54%). The principals of minority-owned firms are also more likely to have come to the new firm from retirement than those of other firms, although this percentage is small. As with firms in all industries, owners of contract potential, white female-owned firms more often come to the new firm from some 'other' career situation.

Differences the career patterns of females is also suggested by other background/career characteristics. There are no significant differences by minority/gender status in the average ages of the principals or, as would follow, in the average years between finishing school and starting the firm [see tables 11 and 12]: This is true across all industries as well as firms in contract potential industries.

Table 11: Average Age of New Firm Principals

	All Industries	Contract Potential
White Female	36.1	35.6
Minority	36.7	38.0
White Male	36.4	36.3
All Firms	36.3	36.2
	Sig. = .8169	Sig. = .5436

Table 12: Average Years Between School and New Firm

	All Industries	Contract Potential
White Female	13.6	14.1
Minority	12.6	15.4
White Male	14.8	15.4
All Firms	14.4	15.2
	Sig. = .1909	Sig. = .4664

Across all industries, and among firms in contract-potential industries only, female-owned firms report that principals have worked fewer average years in the same industry (5.4) than either minority-owned (7.7) or male-owned firms (9.0). They also report a smaller average number of positions held by principals prior to beginning the new firm (3.1) than do white male-owned firms (3.4) and minority-owned firms (3.7), although this difference is not statistically significant. This difference in average number of positions held is even smaller among firms in contract potential industries. [see tables 13 and 14].

Table 13
Average Years In Industry

	All Industries	Contract Potential
White Female	5.4	6.8
Minority	7.7	9.1
White Male	9.0	9.6
All Firms	7.7	8.3
	Sig. = .0000	Sig.= .0325

Table 14
Average Number of Positions Before New Firm

	All Industries	Contract Potential
White Female	3.1	3.1
Minority	3.7	3.7
White Male	3.4	3.5
All Firms	3.3	3.4
	Sig = .0925	Sig.= .5281

Table 15
Average Number of Firms Started by Principals

	All Industries	Contract Potential
White Female	.47	.45
Minority	.55	.59
White Male	1.06	1.03
Total	.86	.87
	Sig. = .0000	Sig. = .0235

Female- and minority-owned firms are similar however, in that both groups report a lower average number of other firms started by the principals (.47 and .55 respectively), than do white male-owned firms (1.06), although none of these figures are high (See Table 15). This difference is maintained among contract potential firms.

Education

One of the more interesting difference in owner characteristics across the minority composition of the start-team relates to educational attainment. Table 16 shows the percent of start-team members falling into each educational background category.

Table 16: Educational Attainment by Minority Status

	All Firms			Contract Potential		
	White Female	Minor-ities	White Male	White Female	Minor-ities	White Male
High School	40	26	39	46	26	46 *
Vo-Tech	25	13	20	17	11	20
Some College	5	4	4	2	6	4
BA/BS	18	36	26	22	30	22
Masters Degree	10	18	18	9	21	5 *
PhD, LLd, Md	2	3	3	3	5	2

Sig.: ***; $p < .0000$; ** $.0000 < p < .001$; * $.001 < p < .05$

Across all industries, the most frequent education level of the new firm principals of white male- (40%) and white female-owned firms (39%) is a high school diploma. By comparison, an average of 26% of the principals in minority-owned firms have only a diploma. Twenty-five and 20%, respectively, of principals in white male- and female-owned firms have a VoTech background, compared to only 13% of those in minority-owned firm. The percent with some college but no degree is roughly equal for all three groups.

A greater percent of principals in the minority-owned firms have a BA or BS or an advanced degree (47%) than in white male- (37%) or white female-owned firms (30%). Clearly, minorities with lower levels of educational attainment are under-represented among those individuals starting new firms. The pattern is the same when analysis is limited to firms in contract potential industries only. The differences are illustrated graphically in Figures 4a and 4b.

Figure 4a.
EDUC. ATTAINMENT BY MINORITY STATUS
 All Firms

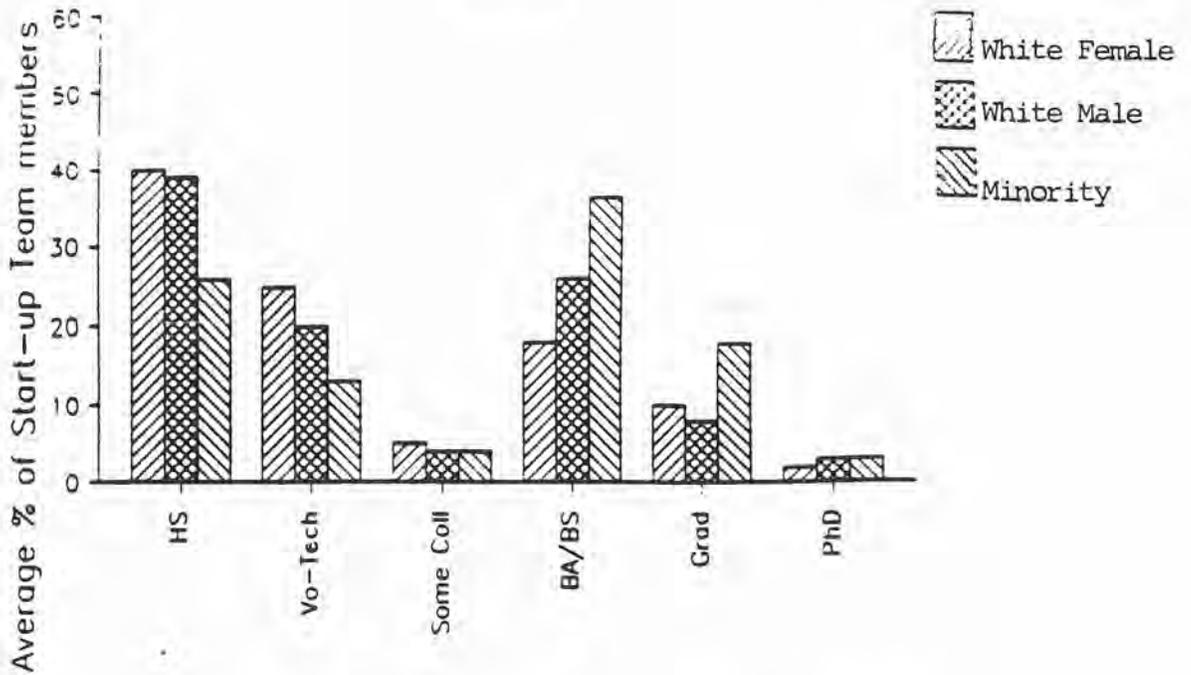
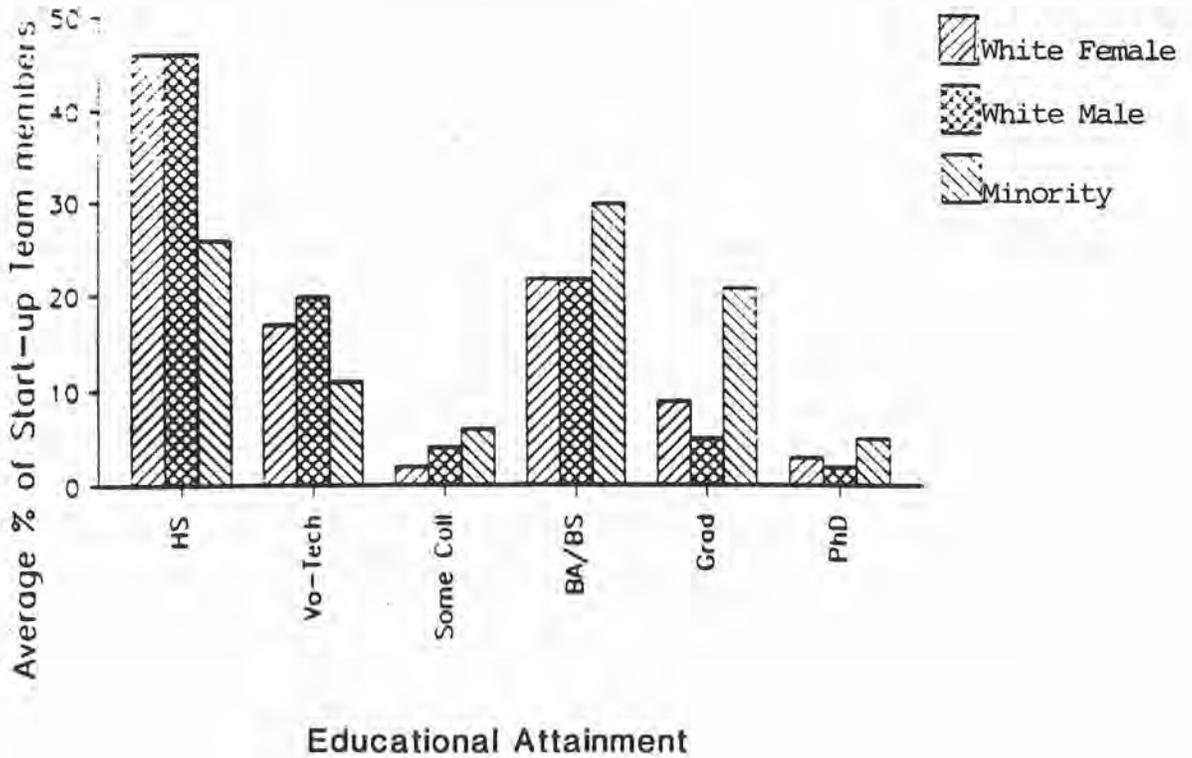


Figure 4b.
EDUC. ATTAINMENT BY MINORITY STATUS
 Contract Potential



Reasons for Participation:

Informants were given a list of 12 possible reasons for getting involved in the new business. They were asked to indicate, in order of importance, the four major reasons for start-team participation - both for themselves and for the other principals involved. The percentage of start-team members for which a specific goal was cited was calculated for each goal. A comparison by minority status of the average percent of start team members citing each goal is presented in Table 17. Note that the percents in each column do not total 100%, as informants were requested to indicate more than one goal for each principal.

Table 17: Reasons for New Firm Participation
By Minority Composition of the Start-Team
(In Percents)

	All Firms			Contract Potential		
	White Females	Minor-ities	White Males	White Females	Minor-ities	White Males
The challenge	38	47	34	33	48	36
Pursue an idea	36	33	21 ***	25	35	19
Recognition	12	10	9	12	9	8
Build estate for family	19	17	16	18	22	16
Income/Wealth	55	49	56	60	63	57
Autonomy	58	65	56	65	58	53
Meet expectations	7	4	3 *	2	2	3
Use skills	27	18	28	31	21	27
No other alternatives	12	6	9	19	8	9 *
To live in area	11	11	12	14	4	11
Build an organization	11	14	11	9	17	12
Contribute to society	5	21	7 **	2	19	6 **

Sig: *** p < .0000; ** .0000 < p < .001; * .001 < p < .05

When the comparison is drawn across all industries, it is seen that the two most frequently cited goals are the same, regardless of the firm's minority status. Among all groups, autonomy is the most frequently given reason for new firm involvement, followed closely by income and wealth. Significant differences do arise, however, among the more secondary start reasons. Both white females and minorities are more likely to be motivated by the pursuit of an idea (36% and 33% respectively) than are white males (21%). They are also more likely to report that they started new firms to meet the expectations of others. Minorities are significantly more likely to be motivated by a desire to contribute to society.

Among principals beginning firms in contract potential industries, the two most important reasons for participation in a new firm start are the same as for those involved in all industries - although the pursuit of income and wealth supercedes the desire for autonomy. The difference in the percent motivated by the pursuit of an idea is no longer statistically significant, but principals in minority-owned firms (35%) report this more frequently than other principals (25% and 19% for white females and males respectively). The greater percentage of principals in minority-owned firms motivated to contribute to society is still statistically significant. Also significant is the average percent of principals in female-owned firms who reportedly started the business because they perceived no other alternatives (19%) compared to those in minority- (8%) or white male-owned (9%) firms.

Summary

The most important findings regarding the characteristics of new firm principals by gender/minority status of the start-team include:

- * Principals in white female-owned firms are more likely to have been unemployed or made some 'other' career shift prior to initiating the new business venture.
- * The majority of new firm principals, regardless of the minority status or industry of their firm, come to the new firm from an established firm. However, this is less often true for those from white female-owned firms.
- * New firm principals are similar across minority/gender composition of the start team in the age of the principals and in the number of years between school and initiation of the new firm.
- * Entrepreneurs from white female-owned firms report fewer years worked in an industry similar to the new firm. The average for females, across all industries, is five, compared to eight for minority principals and nine for white males.
- * Principals in white female- and minority-owned new firms report less prior business start experience than do those in white male-owned firms.
- * The data suggest that start-team members with lower levels of education are under-represented among minority-owned firms.
- * Wealth or income is the most frequently mentioned reason for starting a firm among all new firm principals.
- * Principals from both minority- and white female-owned firms more often report that they started the firm to pursue an idea. Participants in minority-owned firms are more likely than other participants to report that they started the new firm in order to contribute to society.

Implications

The examination of the differences in principals characteristics by the minority composition of the start-team identify some potentially important differences in the involvement rates of women and minorities in new business starts. These differences are borne out by the significantly lower rates of previous new firm start-ups by women and minorities.

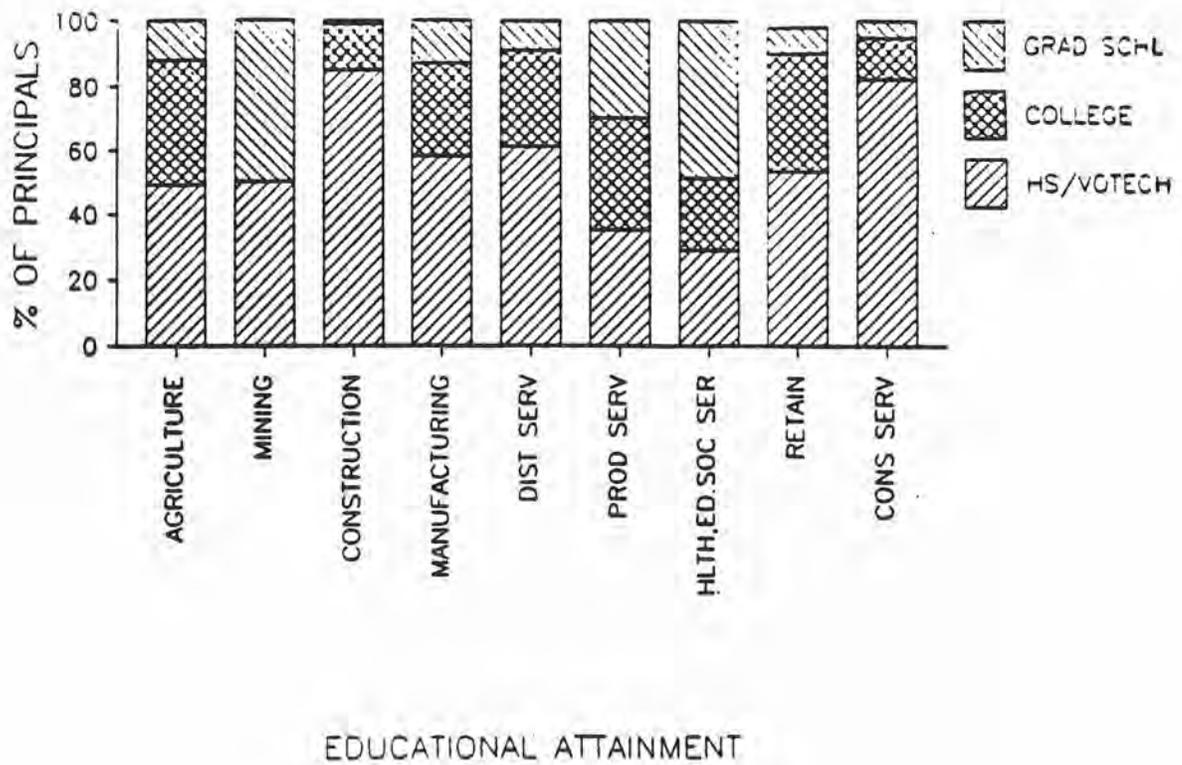
The first difference is the lower percentage of principals in female-owned firms who come to the new firm from an established firm. Over 25% of this subsample come to the new firm from unemployment or some 'other' position - frequently homemaking. This fact together with an overall lower number of years in a similar industry and the percentage of women beginning new businesses because they perceive 'no other alternative', suggests that the career paths which bring women to begin a business may be different than that of white-males or minorities. These differences in background and experience may, in turn, influence the type of business which they initiate and their experiences in beginning it.

The relative lack of previous industry experience may be critical also for females and minorities in keeping them from business ownership in industries where such experience is most crucial. If boundaries or disincentives to such industries exist at the employee level, then this might impact on the frequency and success with which minorities and women begin similar businesses. Such industries include manufacturing or distributor services in which high growth firms are more likely to be found.

The finding regarding lower rates of new firm participation among minority principals with lower levels of education may suggest that whatever mechanisms encourage the founding of new firms by individuals with high school or VoTech backgrounds do not having the same influence among this group.

On the other hand, the differences in educational attainment are not inconsistent with the average educational attainment within the major industry sectors. As can be seen in Figure 5, two industries in which the majority of new firms principals have a high school or vocational school background are construction and manufacturing - industries in which minorities were found to be under-represented.

Figure 5.
GROUPED EDUCATIONAL ATTAINMENT
 By Industry Sector



IV Location and Infrastructure

In an effort to understand what factors entered into the decision to begin a new business in one particular area over any other, respondents were asked to indicate the most important reasons for starting their business in its particular city or county. The percentage, by start-team minority composition, answering in each of eight larger response categories is presented in Table 18. Because respondents were asked to give up to three responses, the percentages do not total 100%. Also, because the table represents an aggregation of three responses, tests of statistical significance could not be computed.

Table 18 : Reasons for Beginning Business in Minnesota
by Minority Composition of Start-Team
(in percents)

	All Industries			Contract Potential		
	White Females	Minor-ities	White Males	White Females	Minor-ities	White Males
Location (Centrally located, access to suppliers /customers/transportation, close to home,etc.)	37	40	39	42	47	36
Live Here	39	28	40	46	27	40
Lack of competition	23	23	11	12	13	13
Familiar with area (business contacts in area, know markets, etc.)	5	17	12	7	20	8
Site Characteristics (Land/building cost, building availability ,etc.)	11	0	8	7	0	8
Already Owned	12	4	3	1	3	3
Other	8	2	9	5	0	9

For both white males and females, the most frequently given response is that the business was started in a particular city or county because the owners already lived there. This result holds when examining firms across all industries as well as when focusing on contract-potential industries. For minority-owned firms, this percentage is still high, but less than for white male- or white female-owned firms.

The second most frequently given responses for white male- and white female-owned firms, and most important reasons for minority-owned firms, involve aspects of the general location. These issues involve the importance of a central location, access to suppliers, customers, and transportation, and the presence of related markets.

Familiarity with an area is also important to minority-owned firms, both across all industries and among contract potential firms. Such factors as the presence of business contacts or familiarity with markets in the area were considered important by about a fifth of the minority firms, but only about ten percent or less of the white female-or male- owned firms indicated these issues were important in their choice of location.

Also mentioned, although less frequently, were characteristics of the specific site, such as land or building costs, and rental space availability. This percentage remains low, regardless of the minority composition of the start-team or the industry of the firm.

More specific information regarding the importance of aspects of the firms locale and business environments was gained through a set of 21 items relating to local infrastructure. Respondents were asked to rate each item in terms of its importance to the firm on a three point scale from 'Very' to 'Not' important.

The average scale score for each item by minority composition of the start team was analyzed for all firms and for contract-potential firms specifically. The results are presented in Table 19b. Whether the results are examined across all industries, or among contract potential firms only, the most important infrastructure features for all minority statuses include access to customers and suppliers, taxes, labor costs and quality of life. Less important features include access to R&D facilities, land availability and land use and zoning.

Table 19b : Infrastructure Importance
by Minority Composition of Start-Team

	All Industries			Contract Potential		
	White Females	Minor-ities	White Males	White Females	Minor-ities	White Males
Labor costs	1.49	1.44	1.38	1.57	1.38	1.32 *
Skilled worker availability	1.32	1.42	1.27	1.28	1.49	1.32
Educ. & training opportunities	1.12	1.04	1.04	1.12	1.16	1.17
Access to R&D facilities	.58	.64	.60	.55	.63	.64
Quality of life	1.57	1.45	1.53	1.57	1.52	1.51
Access to customers	1.84	1.72	1.74 *	1.88	1.69	1.78
Access to suppliers	1.53	1.30	1.47	1.71	1.33	1.56 *
Capital availability	1.51	1.24	1.47 *	1.51	1.17	1.44
Infrastructure (Roads, etc.)	1.09	1.16	1.02	1.16	1.09	1.02
Transportation (Highways, etc.)	1.27	1.16	1.18	1.36	1.32	1.20
Energy costs	1.20	1.09	1.22	1.16	1.16	1.19
Energy reliability	1.27	1.15	1.29	1.32	1.09	1.21
Taxes	1.63	1.48	1.57	1.75	1.33	1.64 *
Zoning and land use	1.09	1.02	.96	1.05	.89	.95
Land availability	.80	.94	.85	.77	.94	.86
Land purchase/rental costs	1.26	1.12	1.12 *	1.20	1.13	1.06
Building space availability	1.12	1.09	1.03	1.03	1.16	1.03
Building space expenditures	1.24	1.20	1.14	1.21	1.28	1.03
Local regulations	1.21	1.06	1.15	1.13	.96	1.20
Govt. support for business	1.43	1.24	1.33	1.30	1.25	1.32

* .001 < p < .05; ** .0000 < p < .001

The statistically significant differences which appear include a greater level of importance placed on access to customers and land purchase and rental costs by female-owned firms, and a lesser level of importance on capital availability for respondents from minority-owned firms.

The results differ somewhat when focusing on contract-potential firms only, however. Among these firms, respondents from white female firms place more importance on labor costs, access to suppliers, and taxes. The differences which were obtained when examining all firms by minority status no longer hold.

Respondents were also asked to rate the same items in terms of the firm's level of satisfaction with the specific feature, again on a three point scale from 'very' to 'Not' satisfied. As with the importance items, the average satisfaction scale score for each infrastructure feature was compared across minority status, for all firms as well as the contract potential sub sample. The results are presented in Table 20b.

Among firms in all industries, white female-owned firms report a higher level of satisfaction with taxes and with government support for business. Minority-owned firms, on the average, report lower levels of satisfaction with land purchase and rental costs and land availability, and a higher level with building space expenditures.

Focusing on contract potential industries, white female-owned firms report lower levels of satisfaction with skilled worker availability, education and training opportunities and building space expenditures, and a higher level with labor costs. Minority-owned firms are less satisfied with land availability.

Table 20b : Infrastructure Satisfaction
by Minority Composition of Start-Team

	All Industries			Contract Potential		
	White Females	Minor-ities	White Males	White Females	Minor-ities	White Males
Labor costs	2.28	2.26	2.20	2.38	2.14	2.13 *
Skilled worker availability	2.05	2.20	2.12	1.93	2.49	2.13 *
Educ. & training opportunities	2.13	2.15	2.15	1.94	2.39	2.17 *
Access to R&D facilities	1.80	1.80	1.92	1.70	1.94	1.95
Quality of life	2.47	2.46	2.51	2.41	2.49	2.55
Access to customers	2.42	2.42	2.47	2.52	2.37	2.56
Access to suppliers	2.31	2.26	2.38	2.32	2.33	2.41
Capital availability	2.00	1.76	1.98	2.10	1.88	2.01
Infrastructure (Roads, etc.)	2.29	2.14	2.30	2.36	2.06	2.26
Transportation	2.38	2.42	2.35	2.37	2.33	2.30
Energy costs	1.93	2.00	1.95	1.97	1.96	1.99
Energy reliability	2.42	2.25	2.38	2.34	2.12	2.39 *
Taxes	1.55	1.46	1.35 ***	1.55	1.49	1.35 *
Zoning and land use	2.01	2.04	2.03	1.99	1.92	2.05
Land availability	2.04	1.81	2.17 **	2.12	1.85	2.23 *
Land purchase/rental costs	2.02	1.92	2.12 *	1.98	1.95	2.11
Building space availability	2.17	2.09	2.23	2.09	2.28	2.32 *
Building space expenditures	1.96	2.24	2.11 *	1.95	2.13	2.16
Local regulations	2.01	1.81	1.92	1.98	1.68	1.96
Govt. support for business	1.89	1.63	1.72 *	1.87	1.62	1.76

* .001 < p < .05; ** .0000 < p < .001

Summary

- * Among all firms and minority statuses, the most common reasons for beginning a new firm in a particular city/county involve issues regarding the characteristics of the community - central location or access to customers, suppliers and transportation. Minority firms are more likely than others to cite familiarity with business contacts and local markets as reasons for choosing their location.
- * Across all firms, white female-owned firms attach more importance to land purchase/rental costs and access to suppliers. Minority-owned firms attach less importance to capital availability.
- * Among firms in contract potential industries, women-owned firms place more importance than other firms on labor costs and access to suppliers. Minority-owned firms rate zoning and land use as less important than do other firms.
- * Considering firms in all industries, women-owned firms report greater satisfaction (or less dissatisfaction) with taxes and government support for business. Minority firms are less satisfied with land availability and land purchase/rental costs.

Implications

The slightly greater emphasis by principles from minority- and female-owned firms on location features such as central location and access to customers is consistent with the fact that a larger proportion of these firms that have a local market orientation. It might also be expected that they would share an emphasis on knowing area markets and local business contacts - except that principals from female-owned firms have less previous industry experience.

Some of the differences in the importance attached to infrastructure features are related to growth rate or export focus, others to the industry of the firm. Table 21 shows the average importance attached to each infrastructure feature by industry.

Table 21: Importance of Infrastructure Feature By Industry Sector

	Constr- uction	Mfg.	Dist. Serv	Prod Serv.	Hlth, Ed	Retail	Cons. Servs	
Labor costs	1.60	1.48	1.27	1.35	1.36	1.45	1.59	*
Skilled worker availability	1.49	1.24	1.20	1.43	1.42	1.20	1.46	*
Training and educ. opportunities	1.18	1.01	1.07	1.17	1.54	.85	1.32	***
Access to R&D	.63	.69	.63	.71	.93	.40	.62	***
Quality of life	1.54	1.49	1.53	1.53	1.49	1.58	1.50	
Access to customers	1.79	1.57	1.79	1.68	1.70	1.86	1.96	***
Access to suppliers	1.90	1.57	1.49	1.17	.89	1.53	1.47	***
Capital availability	1.60	1.49	1.53	1.36	1.41	1.42	1.39	
Infrastructure, physical	.85	.93	1.09	.95	.89	1.08	1.48	***
Transportation	1.15	1.10	1.37	1.07	1.16	1.19	1.40	**
Energy costs	1.17	1.22	1.22	.92	.96	1.31	1.54	***
Energy reliability	1.00	1.40	1.22	1.10	1.10	1.33	1.59	***
Taxes	1.71	1.55	1.60	1.48	1.15	1.60	1.69	**
Zoning and land use	1.13	.92	.92	.77	.88	1.06	1.34	***
Land availability	.89	.95	.79	.66	.68	.80	1.03	**
Land purchase/rental	.88	1.19	1.08	1.05	1.36	1.26	1.23	**
Space availability	1.00	1.12	1.02	1.05	1.04	1.02	1.32	*
Space expenditures	.81	1.23	1.16	1.21	1.27	1.23	1.29	**
Local regulations	1.25	1.10	1.14	.94	1.12	1.14	1.55	***
Government support for businesses	1.31	1.23	1.25	1.19	1.40	1.49	1.62	***

* .001 < p < .05; ** .0000 < p < .001; *** p < .0000

As this table shows, differences are found, by industry, for all infrastructure features, except quality of life and capital availability, where importance is high for all industries.

It was discussed earlier that white female-owned firms place greater importance on access to customers and land purchase/rental costs than other firms. This finding is consistent with the fact that the greatest emphasis on customer access is by retail and consumer service firms - industries which comprise 50% of the female-owned firms. Similarly, while land purchase/rental costs are more important to high growth firms (which white female firms are frequently not) the industries white rate this more important include retail, consumer services, and health, education and social services - again, the majority of the female-owned firms.

The last difference across all industries was less importance on capital availability for minority-owned firms. This difference is one which cannot be readily explained by differences in industry or growth rates - as no differences occur controlling for these variables.

It should be noted that controlling for membership in industries with which the state would more likely have contractual agreements, substantially changes the industry composition of the sub samples. This may sometimes alter the results of comparisons by minority status. Also, the number of minority-owned firms which are also contract potential is small. When analysis focuses on contract potential firms, the numbers may reflect differences for the minority-owned firms, but the differences will not be statistically significant.

Among the contract potential firms, the differences in infrastructure importance which were found across all industries are

still exhibited, but are not longer significant. The significant differences include greater importance placed upon labor costs, access to suppliers and taxes by white-female owned firms. While these differences are not always consistent with what might be expected given the differences in the distribution by minority status of the firms' growth rates or export foci, they are not inconsistent with the industry distribution across minority status.

V. Start-up Problems

Respondents were given a list of potential start-up problems. For each, they were asked to rate the initial severity, from those which posed major problems (rated 3) to those which never occurred (rated 1). This same list of items was analyzed in order to develop sets of items which were related and tended to vary together. The resultant scales and their corresponding reliabilities are presented in Appendix E. The average scores across start-team minority/gender composition are presented in table 21. The higher score reflects report of greater severity among the constituent items. The scores on the individual items are presented in Appendix D.

Table 21: Average Severity of Problem Factors
by Minority/Gender Composition of Start-Team

	All Industries			Contract Potential		
	White Female	Minor- ities	White Male	White Female	Minor- ities	White Male
Products and Markets	1.95	2.13	2.03 *	1.83	2.12	2.03 *
Employees	1.82	2.25	1.94 *	1.76	2.18	1.90
Planning	1.88	2.08	1.92	1.83	1.99	1.93
Financing	1.89	2.09	2.13 *	2.19	2.23	2.12
Accounting	1.98	2.13	2.04	2.05	2.25	2.13
Access	1.66	1.93	1.64	1.62	1.89	1.64
Infrastructure	1.52	1.77	1.47	1.59	1.95	1.48
Site	1.88	2.11	1.84	1.89	1.90	1.95
Local Government	1.96	2.05	1.97	1.91	2.21	1.94

When examining firms in all industries, differences by minority status are found for problems relating to products and markets, employees, and financing. For all three scales, female-owned firms report less initial severity of start-problems. Minority-owned firms

report a greater level of problems across all scales, but the results are not statistically significant.

When analysis is limited to firms in state contract potential industries, differences across minority/gender composition of the start-team drop out, except for problems with products and markets.

For those issues which informants reported as presenting either a major or minor problem, they were then asked to indicate the current status of that problem. Problem status by the firm's minority status is presented in Table 22. These results are presented for all firms. Further breakdown by contract potential industries was not possible due to the resultant loss of sample size.

Table 22: Problem Status
by Minority Composition (In Percents)

	Fully Solved			Partly Solved			Not Solved		
	WF	MIN	WM	WF	MIN	WM	WF	MIN	WM
Products and Markets	25	16	25	63	75	62	10	8	12
Employees	42	14	32 *	46	71	54 *	9	14	13
Planning	24	26	27	63	59	61	11	14	10
Financing	47	44	40	35	47	43	14	9	16
Accounting	40	29	36	49	55	48	9	12	14
Access	39	40	42	54	50	50	3	6	7
Infrastructure	65	36	47	28	56	42	2	0	10
Site	74	52	69	17	36	26	13	10	20
Local Government	51	34	50	38	56	36	11	10	14

Of the three problem scales which resulted in differences in initial severity, only one resulted in differences in 1986 status. As stated above, female-owned firms reported a lesser degree of severity with employee related problems. Similarly, they report the greatest

proportion of problems solved in this area. None of the other problem scales show differences in resolution status.

Summary

- * Minority-owned firms consistently report higher initial severity of start-up problems across the problem dimensions. This is true for all firms, as well as for contract potential firms specifically. Not all differences are statistically significant.
- * White female-owned firms generally report less severity associated with initial start problems.
- * Across all industries, significant differences were found in the severity of problems relating to products and markets, to employees, and to financing. In all three cases, they were reported to be less severe for white female-owned firms than for white male-owned firms.
- * Among firms in contract potential industries, the only significant difference was less severe problems with products and markets for white female-owned firms.
- * In terms of the resolution of start-up problems, most firms report that the problems are either fully or partially solved. The only significant difference found was a slightly higher percent of minority-owned firms reporting that employee related problems remain only partially solved.

Implications

In general, white-female owned firms report a less severity associated with initial problems than do white male- or minority-owned firms. This fact is consistent with the proportion of white female-owned firms which experience low growth. Low growth firms typically report the fewest number of start-up problems. Similarly, minority-owned firms report, in general, a greater severity of start-up problems - this would be expected given the proportion that are high growth. At the time of data collection, the percent of problems remaining unsolved was approximately the same for all three subsamples.

VI. Financing

Informal Financing

The average amounts of pre-start informal financing from different sources was compared for minority and female start teams. There is little difference to be found in the specific or total amounts received by the different sub-samples (see Table 24). Female-owned firms do report more financing coming from family and personal savings, although the differences are not statistically significant. Minorities report more financing derived from salaries foregone by principals and from supplier credit. White male-owned firms indicate more money received from friends and business associates.

Table 24 : Informal Financing by Minority/Gender Composition of Firm
(In \$1,000's)

	All Industries			Contract Potential		
	White Female	Minor- ities	White Male	White Female	Minor- ities	White Male
Personal Savings	23.1	9.3	18.6	25.2	12.4	17.7
Immediate family	3.8	1.4	2.0	4.7	1.6	0.3
Other relatives	2.6	0.9	2.4	2.4	1.1	1.5
Friends/Business assc.	0.1	0.9	1.8 *	0.1	1.3	1.6
Salaries foregone (principals)	3.2	14.4	7.3 *	2.8	18.6	7.0 *
Salaries foregone (employees)	1.6	0.5	1.0	3.7	0.6	0.6
Credit from suppliers	4.7	10.5	6.8	0.6	13.6	7.2
Total	40.0	39.0	45.8	39.0	50.7	42.4

* p < .05

Formal Financing

There are no differences, by minority status, in the percentages of new firms receiving outside financial support. Over two thirds of the white female- (71.4%), the minority- (72.8%), and the white male-owned firms (70.8%) report the receipt of some form of formal financial support.

The only significant difference in reported formal financing at the firm's beginning include greater dollars from machinery/capital loads by white-male firms (See Table 25). While not statistically significant, it is interesting to note that although few firms report the receipt of loans or subsidies from state government, none of those firms that do report such assistance are female- or minority-owned.

In 1986, differences between formal finances are still not statistically significant, except for machinery and capital loans. While numbers may suggest differences between the three sub groups, the small percentages of all firms receiving some types of financing does not produce statistically significant differences.

Table 25: Formal Financing by Minority/Gender Composition of Firm
(In \$1,000)

	Initial			1986		
	White Female	Minor- ities	White Male	White Female	Minor- ities	White Male
Working Capital Loans	18.2	6.9	19.1	18.2	17.5	43.2 *
Machinery/Equip. Loans	3.7	1.7	9.6 *	5.2	2.1	30.4
Inventory Loans	4.9	.4	4.9	5.5	3.7	7.7
Real Estate Loans	12.4	2.7	35.0	12.3	2.2	107.0
Private Stock Placement	2.3	3.4	13.6	4.7	3.2	9.5
Public Stock Placement	0.0	0.0	3.9	2.7	8.1	23.4
Venture Capital	0.6	0.0	0.2	0.5	0.0	0.7
State Government Loans	0.0	0.0	15.4	1.9	0.0	21.2
State Government Subsidies	0.0	0.0	0.2	0.0	0.0	0.3
SBA Loans	4.8	1.5	4.4	3.9	1.5	4.4
Other Federal Assistance	0.0	0.0	0.7	0.2	0.0	1.5

Summary and Implications

- * The total amount of informal financing is approximately the same regardless of the minority status or the industry of the new firm.
- * White female-owned business report less financial assistance from business associates, although this amount is small for all categories of minority status. This result may be related again to factors involving less industry experience and fewer previous positions.
- * Minority-owned firms, across all industries and among contract potential firms specifically, report significantly more informal financing from salaries foregone by principals. The larger proportion principals from minority-owned businesses with professional degrees may relate to a higher and more easily quantifiable value placed on their salaries.
- * There is no difference, by minority status, in the percentages of new firms receiving formal financing in some form or other.
- * White male-owned firms report more formal financing in the form of machinery and equipment loans at the firms start.
- * White male owned firms receive more money in working capital loans in 1986.
- * While minority- and white female-owned firms report somewhat lower levels of formal financial assistance, they did not report a higher degree of severity with initial financing problems. There is nothing in the data to suggest that lower amounts of financing is problematic for the firms.

VII. Government Programs

Respondents were given a list of 31 existing or possible government programs. They were asked to evaluate the level of potential interest in or value to their firm for each. Each item was to be ranked from 0 (no interest) to 3 (high interest). The average level of interest expressed for each program (in descending order by level of interest) by minority status is presented for all firms in Table 26 and for contract potential firms in Table 27.

Table 26: Interest in Existing/Possible Government Programs
By Minority/Gender Composition of Start-Teams: All Firms

	White Female	Minor- ities	White Males	All Firms
Marketing skills development	1.50	1.85	1.64	1.60
Working capital financing	1.26	1.56	1.71	1.56 **
General Business mgmt development	1.50	1.63	1.56	1.55
Finance skill development	1.44	1.68	1.55	1.52
Personnel management development	1.44	1.53	1.53	1.50
AVTI Small business programs	1.32	1.06	1.24	1.26
Knowledge of Govt. regulations	1.20	1.39	1.28	1.26
Training new Employees	1.15	1.74	1.28	1.26 *
Machinery/equipment financing	.84	1.02	1.36	1.17 ***
Small Business Development Centers	1.20	1.25	1.10	1.14
Community College Sm. Bus. programs	1.15	.97	1.15	1.14
Building construction financing	1.01	.92	1.19	1.12
Entrepreneurial training	.96	1.25	1.10	1.06
Skills in labor-mgmt relations	.81	1.18	1.06	.99 *
Retraining of existing employees	.81	1.24	1.02	.97 *
Venture/seed capital financing	.83	1.03	1.04	.97
New Tech. for productivity gains	.60	1.07	1.12	.95 ***
Land acquisition financing	.76	.99	.91	.87
Employee ownership financing	.71	1.42	.83	.83 *
New site locations within a county	.72	.99	.71	.74
Engineering/Sci. skill development	.44	.79	.84	.71 ***
New site locations within MN	.60	.69	.70	.69
Energy audits/conservation project	.47	.86	.70	.64
Tourism Market Development	.77	.68	.47	.58 *
Infrastructure	.45	.54	.65	.58
Applying company R&D in new mkts.	.37	.75	.68	.58 *
Federal Procurement Assistance	.44	.77	.62	.57
Small business incubator sites	.54	.86	.55	.57
Energy Development Opportunities	.39	.75	.64	.56 *
Joint R&D project development	.42	.76	.58	.54
Developing Foreign Export Mrkts.	.16	.64	.50	.40 ***

Table 27: Interest in Existing/Possible Government Programs
By Minority/Gender Composition of Start-Teams
Contract Potential Firms

	White Female	Minor- ities	White Males	All Firms
Working capital financing	1.53	1.48	1.66	1.61
General Business mgmt development	1.52	1.57	1.56	1.55
Finance skill development	1.47	1.80	1.55	1.55
Marketing skills development	1.36	1.80	1.53	1.51
Personnel management development	1.21	1.49	1.48	1.42
Machinery/equipment financing	1.08	.96	1.40	1.28
Building construction financing	1.17	1.21	1.31	1.27
AVTI Small business programs	1.05	1.27	1.30	1.23
Training new Employees	.94	1.66	1.26	1.21 *
Knowledge of Govt. regulations	.98	1.27	1.27	1.20
Small Business Development Centers	1.13	1.37	1.15	1.16
Community College Sm. Bus. programs	.97	1.27	1.12	1.09
Entrepreneurial training	.92	1.18	1.09	1.05
New Tech. for productivity gains	.50	1.04	1.16	.99 **
Venture/seed capital financing	.91	.84	1.05	.99
Retraining of existing employees	.75	1.13	1.04	.98
Skills in labor-mgmt relations	.72	.84	1.04	.94
Land acquisition financing	.91	.94	.88	.89
Employee ownership financing	.66	1.28	.82	.82
Engineering/Sci. skill development	.38	.89	.89	.77 **
New site locations within a county	.74	.97	.67	.71
New site locations within MN	.65	.57	.66	.65
Energy Development Opportunities	.24	.62	.78	.63 **
Energy audits/conservation projects	.26	.83	.73	.62 **
Small business incubator sites	.52	.81	.54	.56
Applying company R&D in new mkts.	.30	.70	.64	.56 *
Federal Procurement Assistance	.31	1.03	.60	.56 *
Infrastructure	.52	.64	.69	.54
Joint R&D project development	.33	.76	.58	.53
Tourism Market Development	.46	.26	.67	.52
Developing Foreign Export Mkts.	.11	.56	.37	.32 *

Minority-owned and white male-owned firms consistently report higher levels of interest in all programs than do female-owned firms. The only program for which female-owned firms report a significantly higher level of interest is in tourism market development. This is the one program for which it was found in 1987 that low growth/local market firms tend to show higher interest.

The thirty-one programs were grouped into scales, the constituent items of which could be seen to be related and which tended to vary the same way. The average scale scores by minority composition for all industries and contract potential firms specifically, are presented in Table 28.

Table 28: Level of Interest along Program Dimensions
By Minority Status of New Firms Start-Team

	All Industries			Contract Potential		
	White Females	Minor-ities	White Males	White Females	Minor-ities	White Males
Training and Education	1.20	1.50	1.34	1.10	1.41	1.31
Technology and Growth	.56	.92	.89***	.55	.91	.87 *
Business Development	1.22	1.09	1.16	1.05	1.30	1.19
Capital Financing	.76	.87	1.03	.94	.94	1.07
Site Locations	.66	.81	.61 *	.60	.65	.66
Energy	.43	.81	.67 *	.25	.73	.75 **

In general, white female-owned firms indicate lower levels of interest in most government programs than do minority- or white male-owned firms. These differences are significant for items relating to technology and growth, and energy. Both female- and minority-owned firms exhibit a higher level of interest in government assistance with the location of appropriate sites.

Among firms in contract potential industries, female-owned firms still report generally lower level of interest than do minority- or female-owned firms. These differences are still significant for technology and growth, and energy. Overall the interest in items relating to capital financing are higher for firms in contract potential industries for firms in general.

Summary

Across all firms:

- * Minority-owned firms tend to exhibit greater interest in training new employees, retraining existing employees, employee ownership financing and developing foreign export markets. Such programs have been found to hold greater interest for high growth firms - the growth type most characteristic of the new minority-owned firms in the sample.
- * Female-owned firms in all industries have less interest in working capital financing, new technology, engineering skills development, applying company R & D in new markets and developing foreign export markets. These are among the programs which typically elicit the least interest from low growth, local market firms.
- * The only program for which white female-owned firms have a higher level of interest than white male- and minority-owned firms is tourism market development.
- * White male-owned firms express more interest in working capital financing and machinery and equipment financing. Interestingly, these are the same firms which are already receiving significantly more of such financing.
- * The highest level of interest in Federal Procurement assistance is exhibited by minority-owned firms, but the differences are not statistically significant.

Among contract potential firms:

- * White female-owned firms report lower interest in all items related to technology and growth as well as energy. As with firms in all industries, this result is consistent with the number of contract potential female firms which are low growth.

VIII. Future Plans

Respondents were presented with a list of 7 possible business plans and asked which reflected their own business plans for the next 2-3 years. The results for these items, by minority status, are given in Table 29. Note that the percentages do not total 100%, as respondents were encouraged to give more than one response.

Table 29: Business Plans

	All Industries			Contract Potential		
	White Females	Minor-ities	White Males	White Females	Minor-ities	White Males
Get out of the business	6	5	9	7	6	8
Change mix of products/services	25	33	30	31	32	31
Sig. increase in employees	26	58	31 **	28	55	35 *
Sig. decrease in employees	1	0	1	0	0	1
Expansion of the firm	21	18	21	16	13	15
Relocation of the firm	6	6	9	7	6	8
Sell the firm	14	5	19	13	6	9
No major changes	42	31	39	37	36	41

The distribution of responses is similar for all minority status categories, with the exception of those firms which indicate the intention to significantly increase the number of employees. Minority-owned firms more frequently reported plans to increase the firm's employment (58%) compared to either female-owned firms (26%) or male-owned firms (31%). This difference is no longer statistically significant among firms in contract potential industries. It would be expected that the group of firms with the highest proportion of high growth firms would also be more likely to plan an employment increase.

Summary

The major differences found when comparing the characteristics of new firms across the minority status of the start-team include:

* White female owned firms are over-represented in retail and health, education and social service industries, while they are under-represented in manufacturing. Minority owned firms are under-represented in retail.

* The distribution across regions is similar for white female or male-owned firms. Minority owned firms are concentrated in the Twin Cities.

* The majority of new firms start small and have modest rate of growth. This is especially true for female owned firms. Minority owned firms, particularly in contract potential industries, are more often high growth.

* The majority of new firms emphasize local markets. White male-owned firms are slightly more likely to export goods or services outside the state.

Comparing the characteristics of the principals for white female-, minority-, and white male-owned firms, it was found that:

* The majority of principals from new firms are involved in an established organization prior to the new firm start. Principals from white female-owned firms more frequently come from unemployment or some 'other' situation such as homemaking.

* Principals in all firms are similar in their average age and years between school and the new firm. Principals from female- and minority-owned firms differ in having less previous experience in similar industries and in fewer previous new firm starts.

* Across all new firms, the majority of principals in white female- and white male-owned firms have a high school or Vo-Tech education. The majority from minority-owned firms, however, have a bachelor's or Master's degree.

* The most frequently reasons for beginning a new business include the pursuit of income or wealth, and autonomy. Principals from white male owned firms less often report that they began the new firm to pursue an idea than those from white female- or minority-owned firms. Those from minority owned firms more often indicate that they were motivated to contribute to society.

Findings regarding the external context of the firms - location and local infrastructure include:

* Entrepreneurs most frequently report that they began their business in its present city/county for reasons such as a central location, ready access to customers and suppliers, or because it is the community in which they live. They less often cite the importance of characteristics of the site such as land/building costs, or

availability. Differences by the minority status of the start-team could not be determined.

* Across all firms, female owned firms attach more importance to land purchase/rental costs and access to suppliers. Minority owned firms attach less importance to capital availability. Among firms in contract potential industries, female owned firms place more importance on labor costs and access to suppliers. Minority owned firm rate zoning and land use as less important than do other firms.

* Considering firms in all industries, female-owned firms report less dissatisfaction with taxes and government support for business. Minority firms are less satisfied with land availability, and purchase or rental costs.

The initial severity of potential start problems was assessed, as was the solution status of those problems in 1986.

* Minority-owned firms consistently report higher initial severity of start up problems, and females less severity.

* Across all industries, differences were found in the severity of problems relating to products and markets, to employees and to financing. In all three cases, they were reported as less severe for white female owned firms than for white male owned firms. Among contract potential firms, the only significant difference was less severe problems with products and markets for white female owned firms.

* In terms of the resolution of problems, most firms report that the problems are either fully or partially solved. The only significant difference was a higher percent of minority owned firms reporting that employee related problems remain only partially solved.

Comparing the amounts of financing - both pre-start, informal and later formal financing - it was found:

* The average total amounts of informal, prestart financing are similar for all firms. Female owned firms report less from friends or business associated and minority-owned firm report more from salaries foregone by principals.

* Initially, white male firms report more financing received through machinery/equipment loans. In 1986 white male firms reported more financing from working capital loans.

Comparisons by minority status, of firms evaluations of actual or potential government programs reveal that:

* Female owned firms report less interest in programs relating to technology and growth or energy. Minority firms report more interest in assistance with new site locations.

Lastly, only a minority of all new firms report intentions to sell the firm to get out of the business. There is no difference in this finding by the minority-status of the start team.

Appendix A
Questionnaire

1986
Minnesota New Firm Study



University of Minnesota

This should be completed by a person that:

- Is active in the management of the firm AND
- Had a major responsibility for starting the firm.

This questionnaire is designed for a wide variety of firms.
Please answer as many items as you can, skip the others.

CONFIDENTIALITY AND ANONYMITY

- All information specific to individual firms will be kept confidential.
- The identity of all firms involved in the survey will remain anonymous.

Entry No _____

ID No _____

I — Products/Services

A. What is the major product or service provided by your firm?

B. What is special about your products or services that provides an advantage over your competitors?

C. In terms of current business, what is the mix of sales among principal products, product lines, or services?

	PRODUCT OR PRODUCT LINE	Percentage of Firm Income
1)	_____	_____ %
2)	_____	_____ %
	All other products	_____ %
	SERVICE(S)	
4)	_____	_____ %
5)	_____	_____ %
6)	All other service(s)	_____ %
	TOTAL should equal	100 %

II — Choice of Location

A. What were the most important reasons for starting this firm in this city? county?

B. What were the most important reasons for choosing this specific site(s) for the firm?

C. A number of factors are required to produce goods and services. Please evaluate each of the following, as they currently exist, in relation to satisfaction with and importance to your firm.

CIRCLE TWO NUMBERS FOR EACH FACTOR.	SATISFIED			IMPORTANT		
	Very	Somewhat	Not	Very	Somewhat	Not
1) Labor costs	3	2	1	2	1	0
2) Availability of highly skilled workers	3	2	1	2	1	0
3) Education and training opportunities	3	2	1	2	1	0
4) Access to research and development facilities	3	2	1	2	1	0
5) Quality of life	3	2	1	2	1	0
6) Access to customers	3	2	1	2	1	0
7) Access to suppliers	3	2	1	2	1	0
8) Capital availability	3	2	1	2	1	0
9) Infrastructure (roads, water, sewers)	3	2	1	2	1	0
10) Transportation (highways, railroads)	3	2	1	2	1	0
11) Energy costs	3	2	1	2	1	0
12) Energy reliability	3	2	1	2	1	0
13) Taxes	3	2	1	2	1	0
14) Zoning and land use	3	2	1	2	1	0
15) Land availability (for expansion, etc)	3	2	1	2	1	0
16) Land purchase / rental cost	3	2	1	2	1	0
17) Building space availability	3	2	1	2	1	0
18) Building space expenditures (rent, etc)	3	2	1	2	1	0
19) Local regulations	3	2	1	2	1	0
20) Local government support for business	3	2	1	2	1	0
21) Other: _____	3	2	1	2	1	0

III — Startup Problems

For each type of problem, please indicate (by circling the correct response)

	INITIAL SEVERITY (Status as the firm was or is being established)			CURRENT STATUS (Current situation with regards to this problem)		
	Did Not Apply Never Occurred	Minor Problem	Major Prob	Fully Solved	Partially Solved	Not Sol- ved
A. PRODUCTS AND MARKETS						
1) Understanding industry trends	0	1	2	3	FS	PS NS
2) Analyzing competition, competitors	0	1	2	3	FS	PS NS
3) Finding competitive advantages	0	1	2	3	FS	PS NS
4) Developing new, follow-on products/services	0	1	2	3	FS	PS NS
5) Providing after-sale follow-up or service	0	1	2	3	FS	PS NS
6) Understanding and assessing customer needs	0	1	2	3	FS	PS NS
7) Effective selling techniques	0	1	2	3	FS	PS NS
8) Writing advertising copy, selecting media	0	1	2	3	FS	PS NS
9) Providing customer service/follow-up	0	1	2	3	FS	PS NS
10) Pricing products/services	0	1	2	3	FS	PS NS
11) Delivering on time/within budget	0	1	2	3	FS	PS NS
B. FINANCIAL						
1) Obtaining equity financing	0	1	2	3	FS	PS NS
2) Obtaining debt financing	0	1	2	3	FS	PS NS
3) Establishing a banking relationship	0	1	2	3	FS	PS NS
4) Developing an accounting & control system	0	1	2	3	FS	PS NS
5) Managing capital	0	1	2	3	FS	PS NS
6) Managing cash flow	0	1	2	3	FS	PS NS
7) Collecting accounts receivable; bad checks	0	1	2	3	FS	PS NS
8) Securing adequate financing to operate the new firm	0	1	2	3	FS	PS NS
9) Obtaining suitable real estate financing	0	1	2	3	FS	PS NS
10) Obtaining liability insurance	0	1	2	3	FS	PS NS

(Please circle the correct responses.)

	INITIAL SEVERITY (Status as the firm was or is being established)				CURRENT STATUS (Current situation with regards to this problem)		
	Did Not Apply	Never Occurred	Minor Problem	Major Prob	Fully Solved	Partially Solved	Not Solved
C. MANAGEMENT/ORGANIZATIONAL							
1) Coping with government regulations	0	1	2	3	FS	PS	NS
2) Developing good relationship with union(s)	0	1	2	3	FS	PS	NS
3) Selecting a lawyer or accountant	0	1	2	3	FS	PS	NS
4) Motivating/compensating personnel	0	1	2	3	FS	PS	NS
5) Coordinating tasks among personnel/units	0	1	2	3	FS	PS	NS
6) Preparing a business plan	0	1	2	3	FS	PS	NS
7) Using/updating a business plan	0	1	2	3	FS	PS	NS
8) Setting goals/priorities for personnel	0	1	2	3	FS	PS	NS
9) Measuring performance against plans	0	1	2	3	FS	PS	NS
10) Clarifying goals/objectives	0	1	2	3	FS	PS	NS
11) Implementing plans, strategy	0	1	2	3	FS	PS	NS
12) Finding qualified managers, executives	0	1	2	3	FS	PS	NS
13) Finding qualified technical or professional staff	0	1	2	3	FS	PS	NS
14) Finding qualified employees	0	1	2	3	FS	PS	NS
15) Minimizing startup team conflict	0	1	2	3	FS	PS	NS
D. SELECTING/DEVELOPING A LOCATION							
1) Identifying/selecting suitable site	0	1	2	3	FS	PS	NS
2) Locating suitable rental space	0	1	2	3	FS	PS	NS
3) Appropriate transportation structure (e.g., rail, highway, public transportation)	0	1	2	3	FS	PS	NS
4) Appropriate infrastructure (e.g. sewer, energy sources, water, roads, etc)	0	1	2	3	FS	PS	NS
5) Access to customers, clients	0	1	2	3	FS	PS	NS
6) Access to suppliers, vendors	0	1	2	3	FS	PS	NS
7) Access to employees	0	1	2	3	FS	PS	NS

IV — Legal Form

A What was the initial and is the current legal form of this new firm?

	INITIALLY (circle one)	NOW (Sum 86) (circle one)
Sole proprietorship	01	01
Partnership	02	02
Limited partnership	03	03
Subchapter S Corporation	04	04
Corporation	05	05
Franchise	06	06
Other	07	07
Don't know	08	08
Confidential	09	09

V — Startup Resource Commitments

A When did members of the startup team first begin to make major investments — personal time, personal resources — in the new firm? Month _____ Year _____

B BEFORE formal outside financing (any bank loans, stock placements, venture capital support, etc) was obtained, how much financial support came from each of the following sources

(Round to nearest \$1,000)

1) Personal savings	\$	_____	.000
2) Spouse or other members of immediate family	\$	_____	.000
3) Relatives and other kin (parents, siblings)	\$	_____	.000
4) Friends or Business Associates (informally)	\$	_____	.000
5) Salaries foregone by startup team members	\$	_____	.000
6) Salaries foregone by employees	\$	_____	.000
7) Credit from suppliers	\$	_____	.000
8) Other (please list):			
	\$	_____	.000
TOTAL	\$	_____	.000

VI — Outside Financial Support

A. When was the first outside financial support obtained? None: _____ Month: _____ Year: _____

B. Please estimate the total financial support from each source twice:
a) when the first outside support was received and b) now.

(Amounts in \$1,000s)

**VERY FIRST
OUTSIDE SUPPORT (Sum 86)**

- | | VERY FIRST
OUTSIDE SUPPORT (Sum 86) | NOW |
|--|--|--------------|
| 1) OUTSIDE Loans of any type: (From banks, savings and loans, other regulated financial institutions) | | |
| Working Capital or line of credit | \$ _____,000 | \$ _____,000 |
| Term loans: Machinery & Equipment | \$ _____,000 | \$ _____,000 |
| Term loans: Inventory | \$ _____,000 | \$ _____,000 |
| Term loans: Real estate loans | \$ _____,000 | \$ _____,000 |
| Other: _____ | \$ _____,000 | \$ _____,000 |
| 2) EXTERNAL Equity Investments | | |
| Private Stock Placement | \$ _____,000 | \$ _____,000 |
| Public Stock Offering | \$ _____,000 | \$ _____,000 |
| Venture Capital Firm(s) | \$ _____,000 | \$ _____,000 |
| Other Equity Sources (specify) _____ | \$ _____,000 | \$ _____,000 |
| 3) Loans provided by state or local governments? | | |
| (Specify) _____ | \$ _____,000 | \$ _____,000 |
| 4) Employment, tax or other subsidies provided by the state or local governments | | |
| (Specify) _____ | \$ _____,000 | \$ _____,000 |
| 5) Federal government assistance? | | |
| SBA Loan or Loan Guarantee | \$ _____,000 | \$ _____,000 |
| Other (specify): _____ | \$ _____,000 | \$ _____,000 |
| 6) Percentage of control/ownership retained by original founders of the firm? | _____ % | _____ % |
| C. What have been the major problems in obtaining financial support? | | |

VII — Current Management Focus

Circle One Number for Each Item

A. AT THE PRESENT TIME, TO WHAT DEGREE DO COMPANY MANAGEMENT, YOU AND OTHER TOP EXECUTIVES...	VERY MUCH	QUITE A BIT	A MODERATE AMOUNT	LITTLE	NONE	CAN NOT EVALUATE
1) Clearly know your industry and market?	1	2	3	4	5	0
2) Have technical experience in key areas?	1	2	3	4	5	0
3) Have sufficiently well-rounded business experience?	1	2	3	4	5	0
4) Have willingness to take necessary risks?	1	2	3	4	5	0
5) Display high levels of energy and motivation?	1	2	3	4	5	0
6) Have close customer contacts?	1	2	3	4	5	0
7) Have formal written business and marketing plans?	1	2	3	4	5	0
8) Regularly use, modify, and update plans?	1	2	3	4	5	0
9) Set goals, priorities, and follow up to ensure they are attained?	1	2	3	4	5	0
10) Accurately forecast operational results?	1	2	3	4	5	0
11) Communicate goals and priorities to all company personnel?	1	2	3	4	5	0
12) Work together as a cohesive team?	1	2	3	4	5	0
B. IN TERMS OF FINANCE AND BUDGETS, HOW MUCH DOES YOUR COMPANY...						
1) Have a sound financial control system?	1	2	3	4	5	0
2) Generate adequate cash flows from sales?	1	2	3	4	5	0
3) Accurately forecast cash flow requirements?	1	2	3	4	5	0
4) Have a sound cash flow position?	1	2	3	4	5	0
5) Have strong support from the financial community of investors?	1	2	3	4	5	0
6) Face the next few years with high certainty about its ability to survive?	1	2	3	4	5	0

Circle One Number for Each Item

VERY MUCH
 QUITE A BIT
 A MODERATE AMOUNT
 LITTLE
 NONE
 CAN NOT
 EVALUATE

**C. IN TERMS OF PRODUCTS AND MARKETING,
 HOW MUCH DOES YOUR COMPANY ...**

1) Have a clear market niche for its products and services?	1	2	3	4	5	0
2) Provide quality products and services?	1	2	3	4	5	0
3) Demonstrate ability to reach markets through its marketing/advertising activities?	1	2	3	4	5	0
4) Aggressively sell its products and services?	1	2	3	4	5	0
5) Have products or services that have a clear competitive advantage?	1	2	3	4	5	0
6) Produce its products/services on time and within budget?	1	2	3	4	5	0
7) Have an active program of new product development?	1	2	3	4	5	0

VIII — Strategic Focus

Please indicate the most important aspects of your competitive strategy
 (Circle the best response for each.)

CRITICAL
 IMPORTANT
 MARGINAL
 INSIGNIFICANT

1. Lower prices	1	2	3	4
2. Better service	1	2	3	4
3. Quality products/services	1	2	3	4
4. More choices	1	2	3	4
5. Customize product/service to clients	1	2	3	4
6. More effective marketing/advertising	1	2	3	4
7. Fast response to changes in markets	1	2	3	4
8. Serve those missed by others	1	2	3	4
9. Superior location/customer convenience	1	2	3	4
10. Distinctive goods/services	1	2	3	4
11. Better, more attractive facilities	1	2	3	4
12. More contemporary, attractive products	1	2	3	4
13. Utilize new/advanced technology	1	2	3	4
14. Develop new/advanced technology	1	2	3	4

IX — Sales, Export, Asset History

A When did the firm receive its first sales income/revenue? Mth _____ Yr _____

B Please provide a history of sales/revenue and assets — estimates are acceptable

	TOTAL REVENUE	PERCENTAGE SOLD				YEAR-END TOTAL NET ASSET VALUE (in \$1,000s)
	(Gross Income) (in \$1,000s)	Within Minn- esota	Adjacent States (IA, ND, SD, WI)	To Rest of U S	Outside the U S	
1985	\$ _____,000	_____ %	_____ %	_____ %	_____ %	\$ _____,000
1984	\$ _____,000	_____ %	_____ %	_____ %	_____ %	\$ _____,000
1983	\$ _____,000	_____ %	_____ %	_____ %	_____ %	\$ _____,000
1982	\$ _____,000	_____ %	_____ %	_____ %	_____ %	\$ _____,000
1981	\$ _____,000	_____ %	_____ %	_____ %	_____ %	\$ _____,000
1980	\$ _____,000	_____ %	_____ %	_____ %	_____ %	\$ _____,000
1979	\$ _____,000	_____ %	_____ %	_____ %	_____ %	\$ _____,000
Pre-1979 (Average)	_____ ,000	_____ %	_____ %	_____ %	_____ %	\$ _____,000

X — Costs

Please estimate the amount spent for each expense in 1985. (in \$1,000)

(ALLOCATE EACH EXPENSE TO ONLY ONE CATEGORY.)

• PURCHASES OF GOODS OR SERVICES	
ALL MATERIAL COSTS: Raw Material, Parts, Subassemblies, Sub-Contracts, Supplies, Bulk Purchases,	\$ _____,000
PHYSICAL ASSETS COSTS: Payments for lease or purchase of physical assets: Building, Machines, Equipment	\$ _____,000
ANY BUSINESS OR PROFESSIONAL SERVICES: Marketing, Legal, Accounting, Consulting	\$ _____,000
• DEPRECIATION OF CAPITAL INVESTMENTS	\$ _____,000
• SALARIES AND WAGES (RELATED TO)	
TRAINING EXPENSES	\$ _____,000
RESEARCH AND DEVELOPMENT	\$ _____,000
ALL OTHER COMPENSATION: Salaries, Wages, Bonuses, Fringe Benefits	\$ _____,000
• COST OF SALES: Commissions, Distribution, Advertising, Promotions	\$ _____,000
• INTEREST	\$ _____,000
• TAXES	\$ _____,000

XI — Employment

A. When did the firm first hire anybody
— full or part time? None yet: _____ Month: _____ Year: _____

B. Has locating and hiring individuals with critical skills
or training been a major problem for the firm? NO _____ YES _____

If yes, what types of skills or training or education, critical to the firm, are the most difficult to find?

1. _____

2. _____

3. _____

C. What kinds of on-the-job or formal training has THIS FIRM been providing new employees?

1. _____

2. _____

3. _____

D. For each of the following types of educational institutions, please indicate the most important type of RETRAINING or ADDITIONAL EDUCATION it can provide for your firm's managers, staff, or employees.

• Research Universities
(e.g. U of Minn): _____

• Four Year Colleges
(e.g. State U's, private): _____

• Two Year Colleges
(e.g. Community Colleges): _____

• Vocational/Technical Schools
(e.g. AVTIs, private): _____

• Other Sources of Training:
Education: (Please list) _____

1. _____

2. _____

E. List training needed, but not available.

1. _____

2. _____

- E. For each job category, please indicate
- The total involved during the first year of operation.
 - The total number involved during Summer 1986
 - The major source of training, education for the typical employee.

Include all those receiving any cash or in-kind benefits from the company, INCLUDING YOURSELF, OTHER PRINCIPLES, and part time or temporary workers. Please include each employee in only one category.

	NUMBER EMPLOYED		SOURCE OF TRAINING, EXPERIENCE			
	1st Yr	NOW	Internal to Your Firm			
		Sum 86	External and Internal	External to Your Firm		
1.	_____	_____	Executives, administrators, and managers sharing profit & loss responsibilities	E	E/I	I
2.	_____	_____	Managers, supervisors without Profit and Loss responsibilities	E	E/I	I
3.	_____	_____	Operating Staff professionals (engineers, accountants, lawyers, programmers, etc.)	E	E/I	I
4.	_____	_____	Research and Development Professionals (Scientists, development engineers, lab technicians, analysts, etc.)	E	E/I	I
5.	_____	_____	Sales/Marketing Representatives	E	E/I	I
SKILLED CATEGORIES SHOULD INCLUDE ONLY THOSE WITH A FORMAL APPRENTICESHIP, TRAINING, OR CERTIFICATION.						
6.	_____	_____	Skilled Office Workers (Word processing operators, account clerks, paralegals, . . .)	E	E/I	I
7.	_____	_____	Skilled Service Workers (Hairdresser, chef)	E	E/I	I
8.	_____	_____	Skilled Craftsperson (Lathe operators, welders, etc.)	E	E/I	I
9.	_____	_____	Operatives (Truck drivers, fry cook, etc.)	E	E/I	I
UNSKILLED						
10.	_____	_____	Sales Clerks	E	E/I	I
11.	_____	_____	Unskilled Office Workers (File clerk, etc.)	E	E/I	I
12.	_____	_____	Unskilled Service Workers (Waiter/waitress, cleaner, bellhop, etc.)	E	E/I	I
13.	_____	_____	Unskilled blue collar (Laborer, freight handler, baggers, etc.)	E	E/I	I
14.	_____	_____	Other: _____	E	E/I	I
	_____	_____	TOTAL EMPLOYEES			

XII. Startup Team Background

A When the first major effort was made to get this firm started, how many people made major commitments and expected to become part of the new firm's management team? _____

Please select up to three others, in addition to yourself, for the following questions. If more than three others helped start the firm, select those most involved. Identify them by their initials.

(Use code numbers when appropriate.)

1) You 2) _____ 3) _____ 4) _____

B. Gender Male [01]
 Female [02]

C. Indicate any minority group with which this person might identify

Blacks [01]
Hispanic [02]
American Indian [03]
Southeast Asian [04]
Other Asian [05]
Other minority [06]
None [07]

D. Age when major commitment first made to new firm.

E. Education completed when major commitment first made to new firm:

Some Hi Sch [01] College:BA,BS [06]
High School [02] Some Grad [07]
Tech. Vocat'l [03] Masters Deg [08]
Some College [04] LLB, PhD, MD [09]
Assoc. Deg. [05] Don't know [88]

F. Years of work between finishing school and starting this firm:

G. Number of positions held before starting this firm:

H. Number of years of work in industries similar to that of new firm

I. How many other new firms has this person helped start.

J. How many hours per week does each devote to the firm?

- K. How would you describe the career shift of each person to the new firm? 1) You 2) _____ 3) _____ 4) _____
- | | | | | |
|--------------------------------------|------|-------|-------|-------|
| School to New firm | [01] | | | |
| Established organization to New Firm | [02] | | | |
| One New Firm to another New Firm | [03] | | | |
| Unemployment to New Firm | [04] | | | |
| Retirement to New Firm | [05] | | | |
| Other | [06] | _____ | _____ | _____ |

- L. Using the code letters from the list below, indicate the major reasons each member of the team got involved:
- | | | | | |
|-----------------------|-------|-------|-------|-------|
| Most important reason | _____ | _____ | _____ | _____ |
| Second most important | _____ | _____ | _____ | _____ |
| Third most important | _____ | _____ | _____ | _____ |
| Fourth most important | _____ | _____ | _____ | _____ |

- | | |
|-------------------------------|-------------------------------|
| [A] The Challenge | [G] Meet other's expectations |
| [B] To pursue an idea | [H] Utilize skills, abilities |
| [C] Respect, Recognition | [I] No better alternatives |
| [D] Build estate for family | [J] To live in the area |
| [E] Income, wealth | [K] Build an organization |
| [F] Self employment, autonomy | [L] Contribute to society |

[M] Other (1): _____

[N] Other (2): _____

XIII — Future Plans

- M What are your business plans for the next 2-3 years? (CHECK ALL THAT APPLY)

- ___ 1) Get out of the business.
- ___ 2) Change mix of products or services.
- ___ 3) Significant INCREASE in employees.
- ___ 4) Significant DECREASE in employees.
- ___ 5) Expansion of the firm. TO - City: _____ State: _____
- ___ 6) Relocation of the firm. TO - City: _____ State: _____
- ___ 7) Sell the firm.
- ___ 8) No major changes.

XIV — Contact with Programs, Services in Minnesota

Please evaluate the interest in, or value of, the following existing and proposed services for your firm or business

(Please circle your response)

	INTEREST IN/VALUE OF THE SERVICE			
	High	Moderate	Low	None
1. Federal procurement assistance	3	2	1	0
2. Developing foreign export markets	3	2	1	0
3. Tourism market development	3	2	1	0
4. Energy development opportunities	3	2	1	0
5. New site locations within a county	3	2	1	0
6. New site locations within Minnesota	3	2	1	0
7. Small business incubator sites	3	2	1	0
8. Retraining of existing employees	3	2	1	0
9. Training new employees	3	2	1	0
10. Land acquisition financing	3	2	1	0
11. Building construction financing	3	2	1	0
12. Infrastructure (e.g. water, sewer, road) financing	3	2	1	0
13. Employee ownership financing	3	2	1	0
14. Machinery, equipment financing	3	2	1	0
15. Working capital financing	3	2	1	0
16. Venture, seed capital financing	3	2	1	0
17. Joint R&D project development	3	2	1	0
18. Applying company R&D in new markets	3	2	1	0
19. New technology for productivity gain	3	2	1	0
20. Energy audits/conservation projects	3	2	1	0
21. Entrepreneurial training	3	2	1	0
22. General business management development	3	2	1	0
23. Marketing skills development	3	2	1	0
24. Engineering, scientific skill development	3	2	1	0
25. Finance skill development	3	2	1	0
26. Personnel management skill development	3	2	1	0
27. Knowledge of government regulations	3	2	1	0
28. Skills in labor-management relations	3	2	1	0
29. Small Business Development Centers	3	2	1	0
30. AVTI Small Business Programs	3	2	1	0
31. Community College Small Business Programs	3	2	1	0

B PLEASE INDICATE, BY NUMBER, THOSE SERVICES YOUR FIRM HAS USED:

a) _____ b) _____ c) _____ d) _____

XV — FINAL COMMENTS

Do you have any comments, suggestions, or questions regarding the research project or Minnesota programs and services that assist business?

THANK YOU VERY MUCH FOR YOUR HELP!!!

If the prepaid, addressed envelope is misplaced, please return to:

Minnesota New Firm Survey; Center for Urban and Regional Affairs (CURA);
330 Hubert H. Humphrey Center; University of Minnesota;
301 - 19th Avenue South; Minneapolis, MN 55455.

Appendix B. Industry Breakdown

The following are lists of the Standart Industrial Classification codes and their corresponding descriptions for the minority- and white female-owned firms in the sample. Codes are followed by asterics represent industries that are contract potential. The first list is for minority-owned businesses. The list of white female-owned firms follows on pages 71-73

Minority Owned businesses

783	Ornamental shrub and tree services
1521	General contractors - single family houses
1711	Plumbing, heating and air conditioning
1721 *	Painting, paper hanging and decorating
2099	Mfg: Food preparation, nec.
2329	Mfg: Men's, youth's and boy's clothing, nec.
2752 *	Commercial printing, lithographic
3523	Mfg: Farm machinery and equipment
3662	Mfg: Radio and television transmitting and signaling eq
4212 *	Local Trucking without storage
4833	Television broadcasting
4953	Refuse systems
5014 *	Wholesale: tires and tubes
5039	Wholesale: Construction materials
5065 *	Wholesale: Electronic parts and equipment
5081 *	Wholesale: Commercial machines and equipment
5087	Wholesale: Service establishment equipment and supplies
5112 *	Wholesale: Stationary supplies
5122	Wholesale: Drugs, drug proprietaries and druggists sund.
5136	Wholesale: Men's and boy's clothing
5149	Wholesale: groceries, nec.
5199	Wholesale: non-durable goods, nec.
5611	Retail: Men's and Boy's clothing
5812	Eating places
7311	Advertising agencies
7372 *	Computer programming and other software services
7392	Management, consulting and PR services
7394	Equipment sales and leasing services
7399	Business services, nec.
7538 *	General automotive repair shops
7699 *	Repair shops and related services, nec.
7997	Membership sports and recreation services, nec.
7999	Amusement and recreation services, nec.
8011	Physicians offices
8072 *	Dental laboratories
8111	Legal services
8299	Schools, nec.
8351	Child day care services
8661	Religious organizations
8911 *	Engineering, architectural and surveying services

White Female-owned Firms

0115 Agriculture: Corn
 0161 Agriculture: Vegetables and melons
 0181 Agriculture: Ornamental Floriculture
 0752 Agriculture: Animal specialty services
 0782 Lawn and garden services
 1521 General contractors - single family houses
 1793 * Contractors - Glass and glazing work
 1794 * Contractors - Excavating and foundation work
 1799 * Special trade contractors, nec.
 2011 Mfg: Meat packing plants
 2033 Mfg: Canned fruits, vegetables, jams and jellies
 2047 Mfg: Dog, cat and other pet food
 2051 Mfg: Bread and other bakery products, except cookies
 2211 Mfg: Broad woven fabric mills, cotton
 2261 Mfg: Finishers of broad woven cotton fabric
 2391 Mfg: Curtains and draperies
 2392 Mfg: Housefurnishings, except curtains
 2399 Mfg: Fabricated textile products, nec.
 2515 Mfg: Mattresses and bedsprings
 2521 Mfg: Wood office furniture
 2541 Mfg: Wood partitioning - office and store fixtures
 2711 Printing: Newspapers; publishing and printing
 2721 Printing: Periodicals; publishing and printing
 2731 Printing: Books; publishing and printing
 2751 * Printing: Commercial printing; letterpress and screen
 2752 * Printing: Commercial printing; lithographic
 2791 * Printing: Typsetting
 3211 Mfg: Flat glass
 3444 Mfg: Sheet metal work
 3471 Mfg: Electroplating, plating polishing and coloring
 3544 Mfg: Special dies and tools, die sets and industrial mo.
 3599 Mfg: Machinery, except electrical, nec.
 3711 Mfg: Motor vehicles and passenger and car bodies
 3724 Mfg: Aircraft engines
 3792 Mfg: Travel trailers and campers
 3911 Mfg: Jewelry, precious metal
 3949 Mfg: Sporting and athletic goods, nec.
 3961 Mfg: Costume jewelry and costume novelties
 3999 Mfg: NEC.
 4119 * Local passenger transportation, nec.
 4121 * Taxicabs
 4212 * Local trucking without storage
 4213 * Trucking, except local
 4225 General warehousing and storage
 4712 Freight forwarding
 4722 Aggangement of passenger transportation
 4953 Refuse systems
 5013 * Wholesale: Automotive parts and supplies
 5023 Wholesale: Home furnishings
 5031 Wholesale: Lumber,plywood and millwork

5039 Wholesale: construction materials, nec.
 5041 Wholesale: sporting and recreational goods
 5043 Wholesale: Photographic equipment
 5065 * Wholesale: Electronic parts and equipments
 5072 * Wholesale: Hardware
 5081 * Wholesale: Commercial machines and equipment
 5084 Wholesale: Industrial machinery and equipment
 5085 Wholesale: Industrial supplies
 5086 * Wholesale: Professional equipment and supplies
 5087 Wholesale: Service establishment and equipment
 5093 Wholesale: Scrap and waste materials
 5099 Wholesale: Durable goods, nec.
 5136 Wholesale: Men's and boy's clothing and furnishing
 5141 * Wholesale: Groceries, general line
 5145 * Wholesale: Confectionary
 5149 * Wholesale: Groceries, nec.
 5153 Wholesale: Grain
 5191 Wholesale: Farm supplies
 5199 Wholesale: Nondurable goods, nec.
 5211 Wholesale: Lumber and other building materials dealers
 5251 * Retail: Hardware
 5411 Retail: Groceries
 5441 Retail: Candy, nut and confectionary stores
 5499 Retail: Miscellaneous food stores
 5511 Retail: Motor vehicle dealers (new and used)
 5541 * Retail: Gasoline service stations
 5621 Retail: Women's ready-to-wear stores
 5641 Retail: Children's and infants' wear stores
 5699 Retail: Misc. apparel
 5712 Retail: Furniture
 5713 Retail: Floor covering stores
 5722 Retail: Household appliance stores
 5733 Retail: Music stores
 5812 Eating places
 5941 Retail: sporting goods stores and bicycle shops
 5942 Retail: book stores
 5944 Retail: Jewelry stores
 5947 Retail: Gift, novelty and souvenir shops
 5949 Retail: Sewing, needlework and peice goods stores
 5992 Retail: Florists
 5999 Retail: Misc., nec.
 6022 State banks
 6221 Commodity contracts brokers and dealers
 6281 Services allied with the exchange of securities or comm.
 6411 Insurance agents, brokers and service
 6512 Operators of nonresidential buildings
 6513 Operators of apartment buildings
 6531 Real estate agents and managers
 6552 Subdividers and developers
 6794 Patent owners and lessors
 7011 Hotels, motels and tourist courts
 7219 * Laundry and garment services, nec.

7221	Portrait studios
7231	Beauty shops
7241	Barber shops
7299	Miscellaneous personal services
7311	Advertising agencies
7319	Advertising, nec.
7333	Commercial photography, art, and graphics
7339 *	Stenographic services, nec.
7349 *	Cleaning and maintenance services to dwellings, nec.
7362	Temporary help supply services
7372 *	Computer programming and other software services
7374 *	Data processing services
7392 *	Management, consulting and public relations services
7394 *	Equipment rental and leasing services
7395	Photofinishing laboratories
7399	Business services, nec.
7538	General automotive repair shops
7699 *	Repair shops and related services, nec.
7824	File or tape distribution for television
7911	Dance halls, studios and schools
8011	Offices of physicians
8041	Offices of chiropractors
8049	Offices of health practitioners, nec.
8059	Nursing and personal care, nec.
8081	Outpatient care facilities
8111	Legal services
8299	Schools and educational services, nec.
8321	Individual and family social services
8331	Job training and vocational rehabilitation services
8351	Child day care services
8361	Residential care
8399	Social services, nec.
8611	Business associations
8641	Civic, social and fraternal associations
8911 *	Engineering, architectural, and surveying services

Appendix C

RESEARCH PROCEDURE

This project is a survey of new Minnesota businesses. As with any survey, it has several important stages:

1. Definition of the total population, the universe of new firms.
2. Selection of a sample to represent the population.
3. Determination of information to be gathered on each firm.
4. Collection of information from the sample.
5. Analysis of the information in relation to the most critical issues or hypotheses.

Although the outline is simple, the execution is somewhat complex, as there are major problems with each aspect of the procedure.

DEFINING THE POPULATION OF NEW FIRMS

Defining when a new firm exists is the first major conceptual problem. When is the attempt to initiate an economic enterprise considered to be "more than dreams and talk"? When incorporation occurs? When business cards are printed? When loans are sought? When income is first received? When the first employee is hired? Each criterion has its own set of problems in defining a population of new firms.

Each major source of lists of new firms reflects a different perspective. Legal incorporation is recorded on a regular basis, regardless of whether any economic activities ensue. Yellow page listings are also used in some analyses. Dun and Bradstreet credit ratings, reflecting loan applications, become the Dun's Market Identifier (DMI) file promoted as an "investment" for marketing strategies. Federal and state tax records can be used to identify "business income," often by full-time employees working as consultants or single individuals with several "businesses." The filing of unemployment insurance payments is used to count establishments and employees, but this excludes firms with no employees.

All of these approaches "overlook" businesses providing illegal services (drugs, gambling, sexual services, etc.) and those in the underground economy (legitimate activities performed for cash to avoid taxes, regulations, and legal liability). Further, some of the most complete lists are treated as confidential tax records, for example, those based on unemployment insurance payments or income tax records. The specific identities of these firms are not available for research projects--regardless of the procedures, sponsors, or purpose.

Our final choice was to use a relatively complete, though biased, commercial listing and correct, as necessary, for known biases. Specifically, we used the Dun's Market Identifier file, a summary of establishment information provided for marketing purposes by Dun's Marketing Services. Most firms become part of the DMI file when they apply for credit and the lender (bank, supplier, etc.) insists on a Dun and Bradstreet credit report.

One major bias, unfortunately, is in the inclusion of new firms. The DMI file probably includes virtually all established firms, those over ten years old. Firms that require large amounts of credit, in manufacturing and wholesale, are more likely to be included in the DMI file early in their history. Further, as the file is sold on a "per listing" basis (about sixty-five cents each), there is a vested interest in maintaining a large list of firms; the deletion of inactive firms may be slow and unsystematic.¹

The DMI file information on each firm includes a "year start date"; initially defined as the date of birth, it is now described as including "changes in control"--changes in firm ownership. This information is the key criterion in locating new Minnesota firms.

The DMI lists about 4,000 Minnesota establishments with a start date for each of the recent years (1979-84). As the Dun and Bradstreet procedures tend to identify firms after several years, the number of firms in the preceding twelve months is usually quite low. For this analysis, new firms were defined as those with a Dun and Bradstreet "year start" date over a six-year period, 1979 through 1984.

To restrict the focus to only those firms that were initiated by private citizens, establishments listed as subsidiaries or branches of existing firms were excluded.

Three relevant descriptions are presented in Figure C.1. One is the distributions of Minnesota establishments for 1985 from *County Business Patterns* (CBP), a complete census. The second is the distribution of establishments with year start dates of 1979-84 estimated for the DMI file (taken from Appendix B, Table B.3). The third is the distribution of new firms represented by the sample that is the basis for the analysis in this report. This last has been adjusted to reflect the different sampling ratios related to the DMI file.

The three descriptions are very similar. There are only two industry sectors with "order of magnitude" differences: manufacturing and health, education, and social services. The new firm sample has about twice the proportion of manufacturing firms as in the population CBP estimate, and about one-third the proportion of health, education, and social services new firms as in the population estimate. This may reflect differential capture rates of new firms by Dun's DMI staff; they may be more likely to include new manufacturing firms that require substantial start-up capital and less likely to include new medical care professionals (the dominant proportion of the

¹ Dun's Marketing Services representatives strongly deny this.

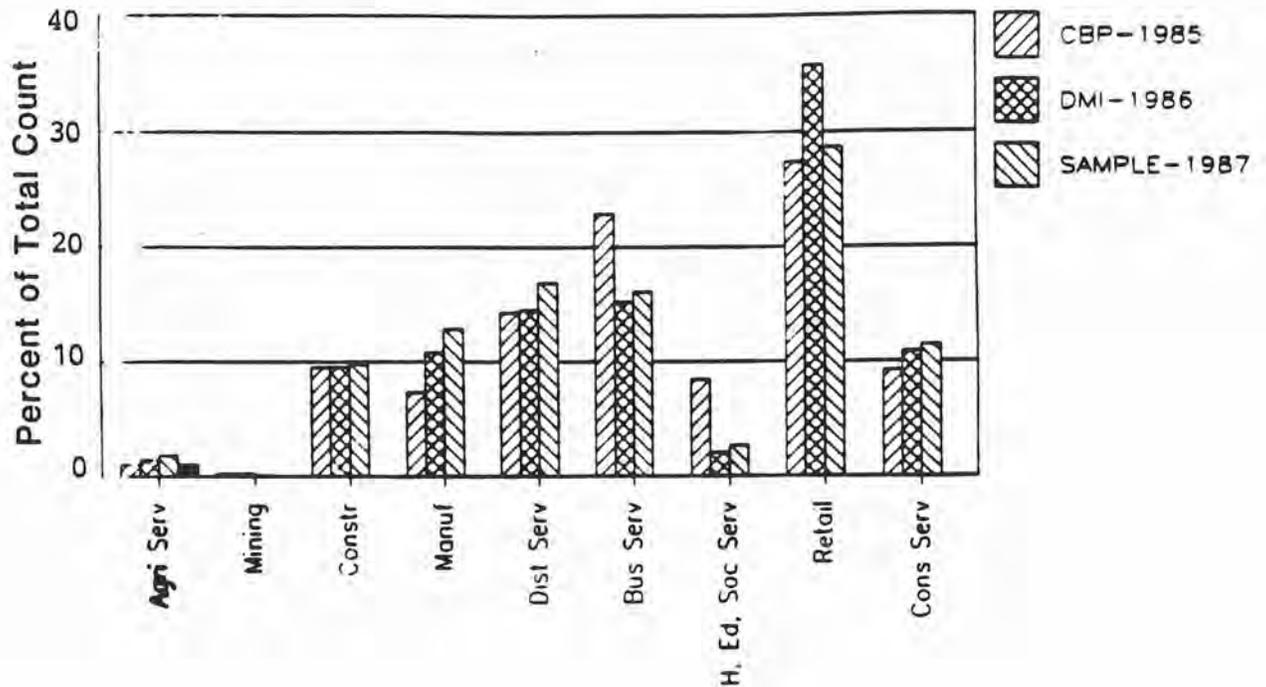
entities in the health, education, and social service sector) who may not require major funding to start a business.

These differences may also reflect the slightly lower proportion in business services. The increased DMI proportion in retail may reflect a higher founding rate; the lower sample proportion may reflect a reduced response rate for smaller retail outlets.

It is also possible that these differences may reflect real differences in new firm births, survival, and cooperation related to different industry sectors. For example, there may be a lower founding rate of new entities in health, education, and social services and a higher rate in retail. It is impossible to determine which of these is the most significant in accounting for these differences.

Fortunately, the differences are relatively small. It is appropriate to have confidence that the new firm sample, with appropriate weights, represents new firms that have emerged in Minnesota between 1979 and 1984.

Figure C.1. COUNTY BUSINESS PATTERNS (CBP) ESTABLISHMENT CENSUS, DUN'S MARKETING IDENTIFIER (DMI) FILE COUNT, AND NEW FIRM SAMPLE COMPARED, BY INDUSTRY SECTOR



SAMPLE: SELECTING RESPONDENTS FROM THE POPULATION

Potential respondents were identified in two steps. The first step was to select firms from the DMI file. This is described in detail in Appendix B. The second was to screen these firms in a brief phone interview and exclude those that were inappropriate.

Prior to the phone screening, the DMI listing was randomly divided into waves, each checked to ensure that all regions and industry sectors were represented. Each wave was then processed through the entire procedure. This technique allowed a complete coverage of the major factors in the event that financial resources prevented implementation of the original research design. This was the case in this project, for only 3,900 of the original 4,497 DMI listings could be processed.

QUESTIONNAIRE: INFORMATION OBTAINED ON EACH NEW FIRM

The questionnaire consisted of fifteen major sections:

- I. Products/Services
- II. Choice of Location
- III. Start-up Problems
- IV. Legal Form
- V. Start-up Resource Commitments
- VI. Outside Financial Support
- VII. Current Management Focus
- VIII. Strategic Focus
- IX. Sales, Export, Asset History
- X. Costs
- XI. Employment
- XII. Start-up Team Background
- XIII. Future Plans
- XIV. Contact with Programs, Services in Minnesota
- XV. Final Comments

The full questionnaire is included in Appendix D. The codebook is available in the Methodological Appendix, a separate document.

Over 90 percent of all items were answered by the respondents. Many omissions were due to the lack of relevance. Omissions in sections dealing with sales history and production costs may have been due to a concern for confidentiality. In some instances the respondent did not have the time to gather the data requested on costs.

GATHERING DATA: PROCEDURE FOR DATA COLLECTION

The procedure for data collection had three major stages and a fourth, minor, one. The major stages were as follows:

1. All DMI listings were screened to identify those firms that were autonomous, new starts, in a business, and still viable. This phone contact

was used to identify a suitable respondent--the person who had helped start the business and was still active in the management--as well as his or her correct mailing address.

2. Questionnaires were mailed to the respondent: an initial mailing; a follow-up postcard; a second mailing; and, if necessary, a third mailing by certified mail.
3. After the three mailings, phone interviews were attempted with firms that had not responded. One-third of the material was deleted for these interviews (sections III, V, VII, and parts of XII). Attempts were made to complete phone interviews until the overall response rate was considered acceptable; some firms were contacted more than ten times by phone.
4. After questionnaires were received in the mail or interviews completed over the phone, those editing and coding the questionnaires in preparation for data entry made additional calls to the respondents to obtain critical "missing data," defined as related to sales, exports, or employment.

RESULTS: SAMPLE SELECTION AND RESPONSE RATES

The results of the data collection procedures are summarized in Table C.1. These operational results are compared with two other similar studies, Pennsylvania 1986 and Minnesota 1984. There is substantial loss between the DMI listings and the final sample, the first and major source of which is the 50 percent dropped because they were not suitable new firms, most because they were not new or could not be contacted by phone.

The overall response rate--the percentage of suitable respondents who provided information--was approximately 75 percent. This was slightly higher than the Pennsylvania study (67 percent) using an almost identical questionnaire and about the same as the earlier Minnesota study (76 percent), the questionnaire for which was four pages shorter. The nonrespondents are almost equally divided between explicit refusals and those failing to cooperate after repeated requests. This response rate can be compared with that obtained by the Bureau of the Census in a recent survey of business owners (1982 *Characteristics of Business Owners*. Washington, D.C.: U.S. Government Printing Office, 1987). A two-page form was mailed to 25,000 business owners selected from Internal Review Records and the front page bore the notice that "Response to this inquiry is required by law..." Their overall response rate was 81 percent.

Given the nature of this respondent population--very busy and anxious new firm principals--it is unlikely that a substantially higher response rate can be achieved unless there is a legal obligation to provide information or interviewers make personal visits to each respondent, which would be considerably more expensive.

Only because the interviewing staff was conscientious, gracious, and tenacious was such a high level of response achieved.

Table C.1. SUMMARY OF RESULTS OF DATA COLLECTION PROCEDURE

	Minnesota (Summer/ Fall 1986)	Pennsylvania (Winter/ Spring 1986)	Pilot Study (Summer 1984)
Random sample of firms from files of Dun's Marketing Services	3,000	4,600	1,245
Dropped if unable to verify in phone interview as new, autonomous, viable, or a firm	1,516 (51%)	2,289 (50%)	521 (42%)
Received three mailings of self-completion questionnaire and return envelope	1,484	2,311	724
Returned self-completed questionnaire	665 (45%)	825 (36%)	398 (55%)
Failed to return questionnaire; approached for phone interview	819	1,486	326
Completed phone interview	454 (55%)	724 (49%)	153 (47%)
<u>Summary of Results</u>			
Total completed interviews	1,119 (75%)	1,549 (67%)	551 (76%)
Total not completed	365 (25%)	762 (33%)	173 (24%)
Total initial sample	1,484 (100%)	2,311 (100%)	724 (100%)

FINAL COMMENTS

It is possible to have high confidence that the sample represents new firms initiated by individuals (alone or as a group) in Minnesota between 1979 and 1984. This confidence is justified by the close match of the sample with a recent census of Minnesota establishments, the careful screening used to exclude ineligible firms (out of business, not new, or not a business), and the relatively high response rate.

Other research may provide different descriptions of the Minnesota economy, but it is unlikely that more representative data could be obtained on a voluntary basis from those initiating new firms.

APPENDIX D. GENERAL DIMENSIONS OF NEW FIRMS STUDY: CONSTITUENT ITEMS
 SURVEY SECTION III - STARTUP PROBLEMS

All Values in Percent

WF - White Female Min - Minority WM - White Male

QUESTION NUMBER	MAJOR PROBLEM			MINOR PROBLEM			NONE			FULLY SOLVED			PARTIALLY SOLVED			NOT SOLVED		
	WF	MIN	WM	WF	MIN	WM	WF	MIN	WM	WF	MIN	WM	WF	MIN	WM	WF	MIN	WM
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
A1	17	20	19	60	72	63	24	8	18	NA	NA	NA	NA	NA	NA	NA	NA	NA
A2	20	24	27	67	61	63	13	15	10	NA	NA	NA	NA	NA	NA	NA	NA	NA
A3	29	28	34	54	56	57	17	10	9	NA	NA	NA	NA	NA	NA	NA	NA	NA
A4	24	22	24	60	50	61	16	28	15	NA	NA	NA	NA	NA	NA	NA	NA	NA
A5	13	27	12	60	46	62	27	28	26	NA	NA	NA	NA	NA	NA	NA	NA	NA
A6	21	28	16	61	67	62	19	6	23	NA	NA	NA	NA	NA	NA	NA	NA	NA
A7	20	34	29	62	66	57	19	0	14	NA	NA	NA	NA	NA	NA	NA	NA	NA
A8	26	19	22	53	79	57	21	2	21	NA	NA	NA	NA	NA	NA	NA	NA	NA
* A9	10	29	10	56	52	67	34	19	23	NA	NA	NA	NA	NA	NA	NA	NA	NA
A10	17	40	25	55	54	63	28	7	12	NA	NA	NA	NA	NA	NA	NA	NA	NA
A11	14	29	20	54	51	62	32	21	18	NA	NA	NA	NA	NA	NA	NA	NA	NA
A12	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
* B1	27	28	42	43	36	41	30	37	16	51	23	35	28	62	43	21	15	22
** B2	28	33	37	36	48	46	37	19	17	* 44	41	29	25	51	45	31	9	26
B3	20	21	21	47	48	51	32	31	37	54	57	51	35	42	40	12	1	9
* B4	16	41	26	68	48	58	16	10	16	50	33	47	47	56	43	4	12	11
B5	16	17	19	66	58	55	19	25	26	39	26	35	54	74	53	7	0	13
B6	27	19	34	58	67	52	15	14	14	* 33	29	27	60	65	55	7	5	18
* B7	18	46	26	62	48	59	20	7	15	27	9	17	55	74	61	19	17	22

See pages 58 and 59 for survey questions.

NA - Information not provided.

APPENDIX D. GENERAL DIMENSIONS OF NEW FIRMS STUDY: CONSTITUENT ITEMS
SURVEY SECTION III - STARTUP PROBLEMS

All Values in Percent

WF - White Female Min - Minority WM - White Male

QUESTION NUMBER	MAJOR PROBLEM			MINOR PROBLEM			NONE			FULLY SOLVED			PARTIALLY SOLVED			NOT SOLVED		
	WF	MIN	WM	WF	MIN	WM	WF	MIN	WM	WF	MIN	WM	WF	MIN	WM	WF	MIN	WM
** B8	37	44	37	26	28	46	38	28	17	43	28	35	40	46	47	18	27	18
B9	20	22	26	28	42	35	52	36	39	52	24	39	27	72	43	21	4	19
B10	24	29	29	45	45	46	31	26	24	49	32	52	33	52	30	18	17	18
C1	25	13	21	58	75	62	18	12	17	* 42	26	34	30	65	43	8	9	23
** C2	0	0	15	4	69	25	96	31	60	*100	0	25	0	90	36	0	10	39
C3	9	9	7	59	71	63	32	20	30	78	67	72	19	21	27	3	11	2
* C4	7	14	16	59	82	61	33	4	23	* 41	18	25	58	80	62	2	1	14
C5	11	24	11	68	66	67	21	10	22	3	5	9	49	72	61	48	23	31
C6	14	17	15	63	76	66	22	7	19	7	15	9	65	52	56	28	33	35
C7	11	17	14	64	80	65	25	4	21	12	15	13	63	57	61	25	28	26
* C8	14	25	12	73	73	64	13	2	24	11	8	8	62	70	71	26	22	21
* C9	6	16	17	72	80	58	22	4	25	13	7	17	60	70	60	26	23	23
C10	9	13	10	69	85	69	22	2	22	8	15	9	68	58	64	25	28	27
C11	17	13	13	63	73	66	21	15	21	9	12	12	71	73	66	20	15	23
C12	19	43	32	46	38	39	35	19	30	24	26	21	47	61	49	29	13	30
C13	16	42	26	58	49	50	26	9	24	4	12	15	61	83	58	34	5	27
C14	22	39	24	50	54	58	28	7	18	* 5	14	18	53	79	52	41	7	30
C15	10	16	17	37	67	37	52	17	45	6	2	8	41	78	57	53	20	35
D1	20	18	15	48	69	49	32	13	36	76	42	66	18	49	28	5	10	7

See pages 58 and 59 for survey questions.

NA - Information not provided.

APPENDIX D. GENERAL DIMENSIONS OF NEW FIRMS STUDY: CONSTITUENT ITEMS
 SURVEY SECTION III - STARTUP PROBLEMS

All Values in Percent

QUESTION NUMBER	MAJOR PROBLEM			MINOR PROBLEM			NONE			FULLY SOLVED			PARTIALLY SOLVED			NOT SOLVED		
	WF - White Female			Min - Minority			WM - White Male			WF - White Female			Min - Minority			WM - White Male		
	WF	MIN	WM	WF	MIN	WM	WF	MIN	WM	WF	MIN	WM	WF	MIN	WM	WF	MIN	WM
D2	21	24	15	47	66	57	32	10	28	79	59	71	17	37	25	4	4	4
D3	8	3	7	39	59	36	53	38	57	76	33	57	21	67	26	4	0	16
* D4	7	3	4	29	87	34	64	11	62	66	40	44	34	60	56	0	0	0
D5	20	20	11	41	63	49	40	18	41	46	29	50	48	63	42	6	8	8
D6	5	5	5	55	80	51	40	15	44	46	49	52	53	49	43	2	1	5
* D7	5	6	11	36	76	38	58	19	51	53	55	38	47	41	56	0	4	5

See pages 58 and 59 for survey questions.

NA - Information not provided.

Appendix E

GENERAL DIMENSIONS OF NEW FIRMS STUDY: CONSTITUENT ITEMS

Among the data collected from those initiating new firms were five inventories related to an evaluation of or emphasis on different topics or issues. Included were:

• Infrastructure importance	20 items
• Start-up problems	43 items
• Current management focus	25 items
• Competitive strategy	14 items
• Existing, and proposed government services	31 items

It may be that the responses to such inventories reflect a smaller number of more general dimensions. If so, multiple-item indicators may be constructed to represent these dimensions.

A smaller set of more general dimensions not only facilitates analysis, by reducing the number of things for consideration, but may lead to more reliable indicators; more reliable indicators are those for which the same result occurs upon repeated measurements.

Factor analysis is a technique designed to assess the extent to which the same pattern of responses is reflected in two or more items. It is used to determine both the number of general dimensions and the items to be included within each dimension.

The results of the factor analysis for these five inventories are reproduced in Tables E.1-E.5. The general dimensions are ranked (from left to right) by the average value of the constituent items. Standard deviations (dispersion) are provided, as well as are estimated reliabilities; the latter cannot be computed for single-item dimensions, however.

All factor analyses and reliability estimates were computed using the appropriate programs from the SPSS-X omnibus statistical package. (See *SPSS-X User's Guide*, 2nd ed. [New York: McGraw-Hill, 1986].)

Table E.1. INFRASTRUCTURE IMPORTANCE DIMENSIONS

	LAND AND SPACE						
	: INFRASTRUCTURE						
	: LOCAL GOVERNMENT						
			LABOR	ACCESS			
				R&D, TRAINING	AND EDUCATION		TAXES
Land availability	X						
Land purchase/rental cost	X						
Building space availability	X						
Building space expenditures	X						
Infrastructure		X					
Transportation		X					
Energy costs		X					
Energy reliability		X					
Zoning and land use			X				
Local regulations			X				
Local govt. support for business			X				
Labor costs				X			
Availability of skilled workers				X			
Access to customers					X		
Access to suppliers					X		
Capital availability					X		
Educ. and training opportunities						X	
Access to R & D facilities						X	
Taxes							X
Number of items	4	4	3	2	3	2	1
Standard deviation	.64	.60	.62	.66	.46	.67	.64
Mean importance (very = 2)	1.07	1.20	1.17	1.37	1.58	.85	1.59
Reliability	.78	.80	.64	.55	.46	.67	---

Table E.3. CURRENT MANAGEMENT FOCUS DIMENSIONS

	PLANNING	FINANCIAL CONTROL	MARKETING	PRINCIPAL INVOLVEMENT	PRODUCT/SERVICE	EXPERIENCE	BUSINESS EXPERIENCE
Formal business and marketing plans	X						
Use, modify, and update plans	X						
Set goals, follow-up to see attained	X						
Accurate forecasts of operations	X						
Communicate goals to personnel	X						
Have a sound financial control system		X					
Generate adequate cash flows		X					
Accurately forecast cash flow needs		X					
Have a sound cash flow position		X					
Have strong support from investors		X					
Face the next years with confidence		X					
Market niche for products/services		X					
Ability to sell through marketing/ads			X				
Aggressively sell products/services			X				
Program of new product development			X				
Willing to take necessary risks				X			
High levels of energy & motivation				X			
Have close customer contacts				X			
Work together as a cohesive team				X			
Provide quality products and services					X		
Prod/Serv with competitive advantage					X		
Produce prod/serv on time, w/in budget					X		
Clearly know your industry and market						X	
Have technical experience in key areas						X	
Have well-rounded business experience							X
Number of variables	5	6	4	4	3	2	1
Average emphasis (none = 5)	2.96	2.47	2.45	1.88	1.82	1.86	2.16
Standard deviation	.97	.88	.83	.65	.66	.77	.96
Reliability	.87	.81	.75	.73	.66	.75	---

Table E.2. START-UP PROBLEM DIMENSIONS

	PRODUCTS AND MARKETS									
	EMPLOYEES	PLANNING	FINANCING	ACCOUNTING	ACCESS	INFRASTRUCTURE	SITE	GOVT		
Understand industry trends	X									
Analyze competition	X									
Find competitive advantages	X									
Develop follow-on product/service	X									
Provide after-sale follow-up	X									
Assess customer needs	X									
Effective selling techniques	X									
Write ad copy, select media	X									
Provide customer service	X									
Pricing products/services	X									
Deliver on time/within budget	X									
Motivate/compensate personnel		X								
Coordinating tasks among units		X								
Finding qualified executives		X								
Finding qualified technical staff		X								
Finding qualified employees		X								
Minimizing start-up team conflict		X								
Preparing a business plan			X							
Using/updating a business plan			X							
Set goals/priorities for personnel			X							
Measuring performance against plans			X							
Clarifying goals			X							
Implementing plans/strategy			X							
Obtaining equity financing				X						
Obtaining debt financing				X						
Establishing a banking relationship				X						
Secure financing to operate new firm				X						
Develop accounting/control system					X					
Managing capital					X					
Managing cash flow					X					
Collecting accounts receivable					X					
Selecting an accountant or lawyer					X					
Access to customers/clients						X				
Access to suppliers/vendors						X				
Access to employees						X				
Appropriate transportation structure							X			
Appropriate infrastructure							X			
Identifying/selecting a site								X		
Locate suitable rental space								X		
Obtaining liability insurance									X	
Coping with regulations										X
Number of items	11	6	6	4	5	3	2	2	2	2
Average severity (major = 3)	2.00	1.93	1.91	2.03	2.00	1.65	1.50	1.85	1.97	
Standard deviation	.38	.53	.47	.64	.46	.52	.57	.64	.56	
Reliability	.77	.82	.92	.83	.74	.83	.85	.96	.57	

Table E.4. COMPETITIVE STRATEGY DIMENSIONS

	Technology			
	Products	Marketing	Service	
More contemporary, attractive products	X			
Utilize new/advanced technology	X			
Develop new/advanced technology	X			
Better service		X		
Quality products/services		X		
Customize product/service to clients		X		
Lower prices			X	
More effective marketing/advertising			X	
Fast response to changes in markets			X	
Serve those missed by others			X	
Superior location/customer convenience				X
Better, more attractive facilities				X
Number of variables	3	3	4	2
Average emphasis (high = 4)	2.69	1.63	2.36	2.58
Standard deviation	.83	.61	.64	.91
Reliability	.68	.64	.56	.72

Table E.5. EXISTING AND PROPOSED GOVERNMENT SERVICES DIMENSIONS

	TRAINING AND EDUCATION						
	: TECHNOLOGY AND GROWTH						
	: : BUSINESS DEVELOPMENT						
	: : : CAPITAL FINANCING						
	: : : : SITE LOCATIONS						
	: : : : : ENERGY						
	: : : : : :						
	: : : : : :						
Retraining of existing employees	X						
Training new employees	X						
Entrepreneurial training	X						
General business management development	X						
Marketing skills development	X						
Finance skill development	X						
Personnel management skill development	X						
Knowledge of government regulations	X						
Skills in labor-management relations	X						
Federal procurement assistance		X					
Developing foreign export markets		X					
Working capital financing		X					
Venture, seed capital financing		X					
Joint R&D project development		X					
Applying company R&D in new markets		X					
New technology for productivity gain		X					
Engineering, scientific skill development		X					
Small-business development centers			X				
AVTI small-business programs			X				
Community College Small Business Programs			X				
Land acquisition financing				X			
Building construction financing				X			
Infrastructure financing				X			
Machinery, equipment financing				X			
Tourism market development					X		
New site locations within a county					X		
New site locations within Minnesota					X		
Small business incubator sites					X		
Energy development opportunities						X	
Energy audits/conservation projects						X	
Number of variables	9	8	3	4	4	2	
Average interest (high = 2)	1.27	.77	1.12	.89	.59	.56	
Standard deviation	.83	.70	.98	.85	.67	.83	
Reliability	.90	.84	.89	.77	.63	.75	

Appendix E.

The following is a complete list of all individual problem items. Comparisons are made, both for initial problem severity and eventual problem resolution, across minority/gender status of the start team. For problem severity, a higher score reflects higher initial severity. For problem resolution, a higher score indicates that the problem is still not fully solved. The astericks indicate the significance level associated with a particular item.

* .001 < p. < .05
** .000 < p. < .001

Average Initial Problem Severity

	All Industries			Contract Potential		
	White Females	Minor-ities	White Males	White Females	Minor-ities	White Males
Understand industry trends	1.93	2.11	2.01	1.83	2.04	2.01
Analyze competitors	2.07	2.08	2.16	1.96	2.17	2.19*
Find competitive advantage	2.12	2.13	2.25	2.01	2.21	2.29*
Develop follow-on services	2.07	1.94	2.09	1.91	2.10	2.08
Provide follow-up services	1.87	1.99	1.86	1.82	2.08	1.82
Assess customer needs	2.02	2.22	1.93	1.81	2.24	1.98
Effective sales techniques	2.01	2.34	2.14*	1.92	2.30	2.20*
Writing ad copy	2.05	2.16	2.01	1.85	2.20	1.81
Provide customer service	1.75	2.10	1.86*	1.65	2.27	1.78*
Pricing	1.89	2.33	2.12**	2.09	2.43	2.11
Deliver on time/in budget	1.82	2.08	2.02*	1.89	2.27	2.01
Obtain equity financing	1.97	1.91	2.26**	2.22	2.09	2.24
Obtain debt financing	1.91	2.13	2.20*	2.19	2.23	2.20
Establish bank relationship	1.87	1.90	1.94	1.90	2.02	1.97
Develop acctng. system	2.00	2.31	2.09	2.11	2.46	2.17
Managing capital	1.97	1.92	1.94	2.10	1.84	1.99
Managing cash flow	2.11	2.06	2.20	2.34	1.97	2.28
Accounts receivable	1.99	2.36	2.11*	2.04	2.49	2.20
Adequate financing	1.99	2.16	2.20	2.23	2.15	2.21
Real estate financing	1.69	1.86	1.87	1.93	2.14	1.83
Liability insurance	1.94	2.02	2.05	1.74	2.17	2.05 *
Cope with govt regulations	2.07	2.02	2.03	1.79	1.98	2.01
Good union relations	1.04	1.69	1.55	1.09	1.64	1.63
Selecting lawyer/acct.	1.77	1.88	1.77	1.81	2.03	1.82
Motivating personnel	1.74	2.10	1.93*	1.60	2.03	1.91 *
Coordinating tasks	1.89	2.14	1.88	1.80	2.02	1.86
Prepare business plan	1.92	2.10	1.95	1.96	2.14	1.96
Using business plan	1.85	2.13	1.93	1.90	2.11	1.94
Set goals for personnel	2.00	2.23	1.89*	1.97	2.12	1.86
Measure outcome-vs-plan	1.84	2.12	1.91	1.88	2.07	1.93
Clarify goals	1.87	2.11	1.88	1.93	2.11	1.89
Implement plans	1.96	1.98	1.92	2.05	1.85	1.88
Find qualified mgrs.	1.84	2.24	2.02	1.75	2.25	1.96
Find qualified profs.	1.91	2.34	2.02	1.92	2.32	1.94
Find qualified emps.	1.94	2.31	2.06	1.89	2.32	2.03
Min. start-team conflict	1.58	1.99	1.72	1.59	2.02	1.63
Identify suitable site	1.87	2.05	1.79	1.89	2.18	1.93
Locate rental space	1.89	2.14	1.87	1.90	2.22	1.99
Appropriate transportation	1.55	1.64	1.50	1.55	1.89	1.55
Appropriate infrastructure	1.43	1.92	1.42*	1.41	2.01	1.40
Access to customers	1.80	2.02	1.70	1.75	1.98	1.66
Access to suppliers	1.65	1.90	1.61	1.59	1.88	1.66
Access to employees	1.50	1.87	1.60	1.42	1.93	1.56

Average Problem Resolution

	All Industries			Contract Potential		
	White Females	Minor-ities	White Males	White Females	Minor-ities	White Males
Understand industry trends	1.79	2.04	1.86	1.71	2.00	1.89
Analyze competitors	1.89	1.98	1.90	1.85	1.91	1.88
Find competitive advantage	1.92	1.94	1.98	1.93	1.84	1.95
Develop follow-on services	2.02	2.10	2.03	1.90	2.02	2.01
Provide follow-up services	1.75	1.84	1.81	1.70	1.76	1.76
Assess customer needs	1.76	1.85	1.73	1.71	1.88	1.69
Effective sales techniques	1.94	2.01	1.96	1.85	1.95	1.95
Writing ad copy	1.89	1.89	1.96	1.76	1.83	1.98
Provide customer service	1.58	1.87	1.75*	1.52	1.80	1.69
Pricing	1.69	1.94	1.76	1.52	1.77	1.66
Deliver on time/in budget	1.78	1.84	1.78	1.72	1.71	1.67
Obtain equity financing	1.71	1.92	1.88	2.00	1.89	1.80
Obtain debt financing	1.87	1.68	1.97	1.94	1.43	1.88
Establish bank relationship	1.58	1.45	1.58	1.59	1.29	1.59
Develop acctng. system	1.54	1.79	1.64	1.56	1.69	1.65
Managing capital	1.68	1.74	1.78	1.68	1.63	1.71
Managing cash flow	1.74	1.76	1.92*	1.85	1.59	1.90
Accounts receivable	1.92	2.08	2.05	2.13	2.04	2.10
Adequate financing	1.75	1.99	1.83	1.85	1.96	1.84
Real estate financing	1.69	1.80	1.80	1.85	1.90	1.94
Liability insurance	1.69	1.85	1.67	1.64	1.88	1.58
Cope with govt regulations	1.66	1.83	1.88	1.66	1.71	1.85
Good union relations	1.00	2.10	2.14	1.00	2.00	2.23
Selecting lawyer/acct.	1.26	1.42	1.30	1.41	1.40	1.28
Motivating personnel	1.61	1.83	1.89*	1.72	1.82	1.94
Coordinating tasks	1.56	1.83	1.78*	1.60	1.82	1.73
Prepare business plan	1.78	1.82	1.73	2.00	1.70	1.70*
Using business plan	1.86	1.87	1.87	2.11	1.75	1.88
Set goals for personnel	1.85	1.86	1.86	1.91	1.81	1.88
Measure outcome-vs-plan	1.87	1.84	1.94	2.15	1.74	1.98
Clarify goals	1.83	1.88	1.82	2.08	1.75	1.81
Implement plans	1.89	1.97	1.89	2.08	1.82	1.93
Find qualified mgrs.	1.94	2.13	1.91	1.93	2.01	1.95
Find qualified profs.	1.70	2.07	1.87	1.85	2.00	1.89
Find qualified emps.	1.64	2.07	1.89*	1.85	1.97	1.87
Min. start-team conflict	1.52	1.82	1.73	2.00	1.84	1.79
Identify suitable site	1.29	1.68	1.40	1.89	2.18	1.93
Locate rental space	1.25	1.46	1.33	1.90	2.22	1.99
Appropriate transportation	1.28	1.67	1.59	1.55	1.89	1.55
Appropriate infrastructure	1.34	1.60	1.56	1.41	2.01	1.40
Access to customers	1.60	1.78	1.57	1.75	1.98	1.66
Access to suppliers	1.56	1.52	1.53	1.59	1.88	1.66
Access to employees	1.47	1.49	1.67	1.42	1.93	1.56