



Availability Analysis and Disparity Study for the Arizona Department of Transportation

FINAL REPORT

Submitted to:

**Mr. Tom Moore
Arizona Department of Transportation
Civil Rights Office
1135 North 22nd Avenue
MailDrop 154A
Phoenix, AZ 85009**

Submitted by:



OF AMERICA, INC.

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March 16, 2009

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EXECUTIVE SUMMARY

E.0 EXECUTIVE SUMMARY

In July 2007, MGT of America, Inc. (MGT), was retained to conduct a Disadvantaged Business Enterprise Disparity Study for Arizona Department of Transportation (ADOT) to determine whether there was a compelling interest to justify a disadvantaged business enterprise (DBE) program for ADOT. MGT found that minority, women and disadvantaged business enterprises (M/W/DBEs) were substantially underutilized as prime contractors in construction and construction-related professional services. African American, Hispanic American and Asian-owned firms were under-utilized as construction subcontractors. The study provides factual predicate evidence for the selective use of project goals for African American, Hispanic American and Asian American construction subcontractors.

More detailed findings and recommendations, along with associated best practices are located in **Chapter 9.0** of this report.

FINDING E.1: M/W/DBE Prime Utilization and Availability

Over the current study period (July 1, 2001, through June 30, 2007) in the relevant market, the following took place:

- Seven M/W/DBEs won 27 prime construction contracts for \$31.3 million on ADOT projects (1.28 percent of the total).
- Eighteen M/W/DBEs won 65 prime architecture and engineering (A&E) contracts for \$36.5 million on ADOT projects (14.15 percent of the total).

M/W/DBEs constituted 8.6 percent of ADOT prime construction bidders and 24.03 percent of ADOT prime A&E vendors. Disparity existed for all M/W/DBE prime contractors, except for Asian American A&E prime contractors.

FINDING E-2: M/W/DBE Subcontractor Utilization and Availability

Over the current study period in the relevant market, the following took place:

- One hundred and five M/W/DBEs construction subcontractors won 1,236 construction subcontracts for \$191.6 million on ADOT projects (23.9 percent of the total). Certified DBEs averaged 8.34 percent of construction subcontracts on federally subsidized projects.
- Six M/W/DBEs won 9 A&E subcontracts for \$1.1 million on ADOT projects (44.9 percent of total A&E subcontracts).

M/W/DBEs constituted 15.6 percent of construction subcontractors and 27 percent of A&E subcontractors.

FINDING E-3: M/W/DBE Utilization on Non-Goal Projects

ADOT does not place goals on state-funded projects and on certain federally-funded projects. Sixty-seven M/W/DBE construction subcontractors won \$22.1 million, 18.49 percent of ADOT spending on state-funded projects over the study period. Sixty-three M/W/DBE construction subcontractors won \$49.4 million, 26 percent of ADOT spending on federally-funded projects without DBE goals over the study period.

ADOT suspended the use of race conscious project goals in January 2006 following the Ninth Circuit decision in *Western State Paving v. Washington DOT*. M/W/DBE subcontractor spending in percentage terms did fall significantly in 2007, the first year of the suspension of DBE project goals. M/W/DBE construction subcontractor spending averaged \$33.2 million, 24.9 percent of total spending with subcontractors on federally subsidized projects, from 2002 through 2006.¹ In the FY2007 M/W/DBE subcontractors won \$25.5 million in subcontracts, 18.9 percent of total spending with subcontractors on federally subsidized projects. The biggest drop came for Native American-owned firms that fell from an average of 8.8 percent to about 0.1 percent in FY2007. Certified DBE construction subcontractor utilization on federally subsidized projects fell from an average of 9.49 percent on subcontracts in the relevant market to 2.06 percent in FY2007.

FINDING E-4: Disparities in Census Measures of Firm Sales and Availability

Using data from the 2002 *Survey of Business Owners*, substantial disparities were found between the availability of construction and professional services firms owned by women and minorities with paid employees and their sales. For both construction and professional services firms, sales per firm for each ethnic/gender group were generally between 30 and 60 percent of the market place average.

FINDING E-5: Disparities in Self-Employment and Revenue Earnings

In general, findings from the U.S. Bureau of the Census Public Use Micro Sample (PUMS) 2000 data for the state of Arizona indicated that there were statistically significant disparities in entry into and earnings from self-employment by women and minorities after controlling for education, age, wealth, and other variables.

RECOMMENDATION E-1: DBE Project Goal Setting

The evidence supporting the immediate restoration of race- and gender conscious DBE project goals in construction is mixed. There was still disparity for certain groups of minority construction subcontractors during the study period. Since the suspension of DBE goals, there has been a decline in M/W/DBE construction subcontractor utilization. Moreover, there is presented in Chapter 7.0, considerable statistical and anecdotal evidence of barriers in the private sector markets associated with race and gender after controlling for capacity variables. However, there was also evidence during the study period of utilization of M/W/DBEs on state-funded contracts and federally-funded

¹ Based on **Exhibit 4-10** in **Chapter 4.0**.

construction projects without DBE goals. A summary of the relevant disparity evidence follows at the end of this executive summary.

ADOT should closely monitor DBE construction subcontractor utilization. ADOT should consider selectively placing race-conscious goals on projects, particularly large projects where there is demonstrated availability. On construction projects that are procured through a request for proposal (RFP) process and are not purely low bid, ADOT should request bidders' history in contracting with DBEs.

This study recommends a DBE goal of 8.0 percent with 4.9 percent being achieved through race neutral means and 3.1 percent through race conscious means. This DBE goal covers construction and A&E. African American, Hispanic American and Asian American construction firms should be eligible for race conscious goals for construction projects. African American, Hispanic American, Native American, Asian American and Nonminority Women owned A&E firms should be eligible for race conscious goals for A&E.

RECOMMENDATION E-2: Small Business Program

ADOT should consider establishing a small contractors program. A strong small business program is central to maintaining a narrowly tailored program to promote DBE utilization. Guidance on small business programs can be found in features of other small business programs around the United States, including:

- Setting aside contracts up to \$500,000 for small business.
- Modifying prequalification requirements for small contracts.
- Lowering bid bonds to a specific amount, rather than a percentage.
- Providing bid preferences to small businesses in bidding on contracts.
- Setting small businesses goals on formal and informal contracts.
- Setting department goals for small businesses.
- Access to low cost insurance on small contracts.
- Making small businesses utilization a part of department performance review.

Summary of Disparity Evidence

Exhibit E-1 below summarizes disparities found in chapters 4, 5, 6 and 7. The table also indicates where capacity is controlled for either (1) econometrically, (2) through controls for contract size, (3) through controls for prime versus subcontractor status, (4) through controls for bidder availability, or (5) through demonstrated capacity on goal projects. **Exhibit E-1** provides the core of the factual predicate for the participation of African American, Hispanic American and Asian American firms in race-conscious DBE goals for construction. **Exhibit E-2** provides a summary of disparity information for A&E.

**EXHIBIT E-1
SUMMARY TABLE OF DISPARITY EVIDENCE
CONSTRUCTION
ADOT 2008 DISPARITY STUDY**

	African Americans	Hispanic Americans	Asian Americans	Native Americans	Women
ADOT Goal Projects Analysis					
Prime Contractor Disparity (bidder availability)	No Availability	Yes	No Availability	Yes	Yes
Disparity Small Prime Contracts (<\$1 million)	No Availability	Yes	No Availability	Yes	Yes
Disparity in Dollar Value of Construction Subcontracts	Yes	Yes	Yes	No	No
Disparity in Number of Construction Subcontracts	Yes	No	Yes	No	No
Regression Analysis on ADOT Construction Vendor Earnings (controlling for capacity variables)	Yes	Yes	Not statistically significant	Not statistically significant	Yes

Source: 2008 ADOT Disparity Study **Chapters 4.0, 5.0, and 7.0.**

**EXHIBIT E-1 (Continued)
SUMMARY TABLE OF DISPARITY EVIDENCE
CONSTRUCTION
ADOT 2008 DISPARITY STUDY**

	African Americans	Hispanic Americans	Asian Americans	Native Americans	Women
Non Goal Projects Analysis					
Disparity in Dollar Value of Construction Subcontracts (State Funded Projects)	Yes	Yes	Yes	No	No
Disparity in Dollar Value of Construction Subcontracts (Federal Projects With No DBE Goals)	Yes	No	Yes	No	No
Disparity For Census Construction Firms with Paid Employees in marketplace (Census Dollars)	Yes	Yes	Yes	Yes	Yes
Disparity in Entry into Construction Self Employment (controlling for capacity variables)	Yes	Yes	Not statistically significant	Yes	Yes
Disparity in Earnings From Construction Self Employment (controlling for capacity variables)	Yes	Yes	Not statistically significant	Not statistically significant	Yes
Disparity for Prime Contractors in Phoenix Private Marketplace (Reed Construction, Dollars, relative to goal projects)	Yes	Yes	Yes	Yes	Yes
Disparity for Subcontractors in Phoenix Private Marketplace (Building Permits, Dollars, relative to goal projects)	Yes	Yes	Yes	Yes	Yes
Disparity in Small Business Credit (controlling for capacity variables)	Yes	Not statistically significant	Not statistically significant	Not statistically significant	Not statistically significant

Source: 2008 ADOT Disparity Study **Chapters 4.0, 5.0, 6.0, and 7.0.**

**EXHIBIT E-2
SUMMARY TABLE OF DISPARITY EVIDENCE
A&E
ADOT 2008 DISPARITY STUDY**

	African Americans	Hispanic Americans	Asian Americans	Native Americans	Women
ADOT Goal Projects Analysis					
Prime A&E Disparity (bidder availability)	Yes	Yes	No	Yes	Yes
Disparity Small Prime Contracts (<\$1 million)	Yes	Yes	Yes	Yes	Yes
Disparity in Dollar Value of A&E Subcontracts	Yes	No	No	No	Yes
Disparity in Number of A&E Subcontracts	Yes	No	No	No	No
Non Goal Projects Analysis					
Disparity For Suspension Period	Yes	Yes	Yes	Yes	Yes
Disparity For Census A&E Firms with Paid Employees in M(Census Dollars)	Yes	Yes	Yes	Yes	Yes
Disparity in Entry into A&E Self Employment (controlling for capacity variables)	Yes	Yes	Yes	Yes	Yes
Disparity in Earnings From A&E Self Employment (controlling for capacity variables)	Yes	Yes	Not statistically significant	Not statistically significant	Yes
Disparity in Small Business Credit (controlling for capacity variables)	Yes	Not statistically significant	Not statistically significant	Not statistically significant	Not statistically significant

Source: 2008 ADOT Disparity Study **Chapters 4.0, 5.0, 6.0, and 7.0.**

1.0 INTRODUCTION

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1.1 Background

In July 2007, the State of Arizona's Department of Transportation contracted with MGT to conduct a disparity and availability study. The purpose of the disparity study was to determine whether minority-owned and disadvantaged business enterprises (DBEs) were underutilized in ADOT's transportation design and construction programs.

Governmental entities like ADOT have authorized disparity studies in response to the 1995 Supreme Court Case of *Adarand Constructors, Inc v. Pena*.¹ The (*Adarand*) decision determined whether there is a compelling interest for remedial procurement programs. The (*Adarand*) decision also determined that federal DBE programs should be examined by the same strict scrutiny standard used for state and local programs. Also, recommendations resulting from the disparity study are used to narrowly tailor any resulting program to specifically address findings of underutilization attributable to unfair business practices.

This report is also motivated by the decision of the Ninth Circuit Court of Appeals in *Western States paving*, which ruled that the State of Washington DOT DBE program was not narrowly tailored "as applied." Subsequent to this ruling the Federal Highway Administration (FHWA) issued guidance to FHWA grant recipients on the information needed in light of the *Western States Paving* decision.

1.2 Overview of Study Approach

MGT followed a carefully designed work plan that allowed study team members to fully analyze availability, utilization, and disparity with regard to DBE participation. Our approach has been tested in over 110 disparity studies and proven reliable to meet our objectives. The final work plan included the following major tasks:

- Conducting a legal review.
- Establishing data parameters.
- Reviewing policies, procedures, and programs.
- Conducting market area and utilization analyses.
- Determining the availability of qualified firms.
- Analyzing the utilization and availability data for disparity and statistical significance.
- Conducting a telephone survey, one on one interviews, focus groups, and a public hearing.

¹ *Adarand v. Pena*, 790 F. Supp.240, 16 F.3d 1537 (10th Cir.(1996), cert. granted, 63 U.S.L.W. 3213 (U.S. Oct. 4, 1996) (No.63-12), 115 S. Ct. 2097 (1995).

- Conducting a statistically valid regression analysis.
- Conducting disparity analyses of the relevant private market.
- Collecting and analyzing anecdotal information.
- Identifying narrowly tailored race- and gender-based remedies.
- Preparing the final report for this study.

1.3 Report Organization

In addition to this introductory chapter, this report consists of:

- **Chapter 2.0** – an overview of controlling legal precedents that impact remedial procurement programs.
- **Chapter 3.0** – a review of the ADOT's procurement policies and procedures and an analysis of its DBE program and race- and gender-neutral efforts.
- **Chapter 4.0** – a description of the methodology used to determine ADOT's relevant market area and a statistical analysis of vendor utilization by ADOT and the availability of firms for procurement activities.
- **Chapter 5.0** – a discussion of the levels of disparity for prime contractors and subcontractors and a review of the multivariate analysis.
- **Chapter 6.0** – a statistical analysis of disparity in small business credit markets.
- **Chapter 7.0** – an analysis of the presence of disparity in the private sector and its effect on the ability of firms to win procurement contracts from ADOT.
- **Chapter 8.0** – an analysis of anecdotal data collected from the telephone survey and personal interviews.
- **Chapter 9.0** – a summary of the findings presented in previous chapters as well as conclusions, commendations, and recommendations.

We recommend reading the report in its entirety to understand the basis for the recommendations presented in **Chapter 9.0**.

2.0 LEGAL BACKGROUND

2.0 LEGAL BACKGROUND

2.1 Introduction

This chapter provides legal background for the study. The material that follows does not constitute legal advice to the State of Arizona on minority business programs, disadvantaged business enterprise (DBE) programs, affirmative action, or any other matter. Instead, it provides a context for the statistical and anecdotal analysis that appears in subsequent chapters of this report.

The Supreme Court decision in *City of Richmond v. J.A. Croson Company*¹ and later cases have established and applied the constitutional standards for an affirmative action program. This chapter identifies and discusses those decisions, summarizing how courts evaluate the constitutionality of race-specific and gender-specific programs. Decisions of the Ninth Circuit, which includes the state of Arizona, offer the most directly binding authority, but where those decisions leave issues unsettled, the review considers decisions from other circuits.

By way of a preliminary outline, the courts have determined that an affirmative action program involving governmental procurement of goods or services must meet the following standards:

- A remedial race-conscious program is subject to strict judicial scrutiny under the Equal Protection Clause of the Fourteenth Amendment to the United States Constitution.
 - Strict scrutiny has two basic components: a compelling governmental interest in the program and narrow tailoring of the program.
 - To survive the strict scrutiny standard, a remedial race-conscious program must be based on a compelling governmental interest.
 - * “Compelling interest” means the government must prove past or present racial discrimination requiring remedial attention.
 - * There must be a specific “strong basis in the evidence” for the compelling governmental interest.
 - * Statistical evidence is preferred and possibly necessary as a practical matter; anecdotal evidence is permissible and can offer substantial support, but it probably cannot stand on its own.
 - Program(s) designed to address the compelling governmental interest must be narrowly tailored to remedy the identified discrimination.
 - * “Narrow tailoring” means the remedy must fit the findings.

¹ *Richmond v. Croson*, 488 U.S. 469 (1989).

- * The evidence showing compelling interest must guide the tailoring very closely.
- * Race-neutral alternatives must be considered first.
- A lesser standard, intermediate judicial scrutiny, applies to programs that establish gender preferences.
 - * To survive the intermediate scrutiny standard, the remedial gender-conscious program must serve important governmental objectives and be substantially related to the achievement of those objectives.
 - * The evidence does not need to be as strong and the tailoring does not need to be as specific under the lesser standard.
- An even lower standard, the rational relationship test, applies to race neutral programs that apply preferences to small business.
 - * Small business is not a “suspect classification” and small business programs need only be rationally related to the promotion of small business development.

2.2 An Overview of the Applicable Case Law

The discussion in this review will attend closely to the most relevant decisions in the area of government contracting. Justice O’Connor, distinguishing her majority opinion on affirmative action in law school admissions from her opinions in government contracting cases, wrote:

Context matters when reviewing race-based governmental action under the Equal Protection Clause. . . . Not every decision influenced by race is equally objectionable and strict scrutiny is designed to provide a framework for carefully examining the importance and the sincerity of the reasons advanced by the governmental decisionmaker for the use of race in that particular context.²

Further, some caution must be exercised in relying upon opinions of the federal district courts, which make both findings of fact and holdings of law. As to holdings of law, the district courts are ultimately subject to rulings by their circuit courts. As to matters of fact, their decisions depend heavily on the precise record before them, in these cases frequently including matters such as evaluations of the credibility and expertise of witnesses. Such findings are not binding precedents outside their districts, even if they may indicate the kind of evidence and arguments that might succeed elsewhere.

Finally, the ways in which state and local governments participate in federal DBE programs is a specialized issue distinct from that of supporting municipal programs, even if the same kinds of evidence and same levels of review apply. In *Adarand Constructors, Inc. v. Peña*,³ the Supreme Court did decide that federal DBE programs should be examined by the same strict scrutiny standard that *Croson* mandated for state and local programs. Nevertheless,

² *Grutter v. Bollinger*, 539 U.S. at 327

³ *Adarand Constructors, Inc. v. Peña*, 515 U.S. 200 (1995).

cases considering federal DBE programs have many important distinctions from cases considering municipal programs, particularly when it comes to finding a compelling governmental interest.

Thus, the majority of this review will be based on decisions of the federal circuit courts applying *Croson* and *Adarand* to state and local programs designed to increase participation by DBEs in government contracting. That is not a large body of case law. While other cases are useful as to particular points, only a handful of circuit court cases have reviewed strictly local DBE programs and given clear, specific, and binding guidance on the adequacy of a complete factual record including thorough, local disparity studies with at least some statistical analysis.

2.3 Standards of Review for Race-Specific and Gender-Specific Programs

2.3.1 Race-Specific Programs: The Croson Decision

Croson established the framework for testing the validity of programs based on racial discrimination. In 1983, the Richmond City Council adopted a Minority Business Utilization Plan (the Plan) following a public hearing in which seven citizens testified about historical societal discrimination. In adopting the Plan, the Council also relied on a study indicating that “while the general population of Richmond was 50 percent African American, only 0.67 percent of the city’s prime construction contracts had been awarded to minority businesses in the five-year period from 1978 to 1983.”⁴

The evidence before the Council also established that a variety of state and local contractor associations had little or no minority business membership. The Council relied on statements by a Council member whose opinion was that “the general conduct of the construction industry in this area, the state, and around the nation, is one in which race discrimination and exclusion on the basis of race is widespread.”⁵ There was, however, no direct evidence of racial discrimination on the part of the city in its contracting activities, and no evidence that the city’s prime contractors had discriminated against minority-owned subcontractors.⁶

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

J.A. Croson Company, a non-MBE mechanical plumbing and heating contractor, filed a lawsuit against the City of Richmond, alleging that the Plan was unconstitutional because it violated the Equal Protection Clause of the Fourteenth Amendment. After a considerable record of litigation and appeals, the Fourth Circuit struck down the Richmond Plan and the Supreme Court affirmed this decision.⁷ The Supreme Court determined that strict scrutiny was the appropriate standard of judicial review for MBE programs, so that a race-conscious program must be based on a compelling governmental interest and be narrowly tailored to

⁴ *Croson*, 488 U.S. at 479-80.

⁵ *Id.* at 480.

⁶ *Id.*

⁷ *Id.* at 511.

achieve its objectives.⁸ This standard requires a firm evidentiary basis for concluding that the under-utilization of minorities is a product of past discrimination.

2.3.2 Gender-Specific Programs

The Supreme Court has not addressed the specific issue of a gender-based classification in the context of a woman-owned business enterprise (WBE) program. *Croson* was limited to the review of an MBE program. In evaluating gender-based classifications, the Court has used what some call “intermediate scrutiny,” a less stringent standard of review than the “strict scrutiny” applied to race-based classifications. Intermediate scrutiny requires that classifying persons on the basis of sex “must carry the burden of showing an ‘exceedingly persuasive justification’ for the classification.”⁹ The classification meets this burden “only by showing at least that the classification serves ‘important governmental objectives and that the discriminatory means employed; are ‘substantially related to the achievement of those objectives.’”¹⁰

Several federal circuit courts have applied intermediate scrutiny to WBE programs and yet have found the programs to be unconstitutional.¹¹ Indeed, one court has questioned the concept that it might be easier to establish a WBE program than it is to establish an MBE program.¹² Nevertheless, in *Coral Construction v. King County*, the Ninth Circuit upheld a WBE program under the intermediate scrutiny standard.¹³ Even using intermediate scrutiny, the court in *Coral Construction* noted that some degree of discrimination must be demonstrated in a particular industry before a gender-specific remedy may be instituted in that industry. As the court stated, “The mere recitation of a benign, compensatory purpose will not automatically shield a gender-specific program from constitutional scrutiny.”¹⁴ In *Monterrey Mechanical* the Ninth Circuit also cited the “exceedingly persuasive” standard in striking down a university contracting goals program for minorities and women.¹⁵ In *Western States Paving* the Ninth Circuit stated that although the gender-conscious elements of the DBE regulations were subject to intermediate scrutiny, the race-conscious element met the standard of strict scrutiny; therefore, both race and gender elements of the program were discussed under the same strict scrutiny standard.¹⁶

⁸ For government contracting programs, courts have yet to find a compelling governmental interest for affirmative action other than remedying discrimination in the relevant marketplace. In other arenas diversity has served as a compelling government interest for affirmative action. For example, the Ninth circuit upheld race-based admission standards at an experimental elementary school in order to provide a more real world education experience. *Hunter v. Regents of Univ. of California*, 190 F.3d 1061 (9th Cir. 1999). The Ninth Circuit in *Western States Paving* did not consider any other compelling interests for the DBE program outside of remedying discrimination and its effects. *Western State Paving v. Washington DOT*, 407 F.3d 983 (9th Cir. 2005).

⁹ *Mississippi University for Women v. Hogan*, 458 U.S. 718, 724 (1982) (quoting *Kirchberg v. Feenstra*, 446 U.S. 142, 150 (1981)); see also *United States v. Virginia*, 518 U.S. 515, 531 (1996), *Nguyen v. U.S.*, 533 U.S. 53, 60 (2001).

¹⁰ *Mississippi Univ. for Women*, *supra*, at 724 (quoting *Wengler v. Druggists Mut. Ins. Co.* (1980)); see also *Virginia*, *supra*, at 533, *Nguyen*, *supra*, at 60.

¹¹ See, e.g., *Engineering Contractors Ass’n of South Florida, Inc. v. Dade County*, 122 F.3d 895 (11th Cir. 1997); *Builders Ass’n of Greater Chicago v. County of Cook*, 256 F.3d 642 (7th Cir. 2001).

¹² *Builders Ass’n of Greater Chicago*, 256 F.3d at 644.

¹³ *Coral Construction v. King County*, 941 F.2d 910 (9th Cir. 1991), cert. denied, 502 U.S. 1033 (1992). The Tenth Circuit, on the second appeal in *Concrete Works of Colorado v. City of Denver (Concrete Works IV)*, approved the constitutionality of a WBE program based on evidence comparable to that supporting an MBE program that the court also upheld in the same decision. Unlike *Coral Construction*, however, *Concrete Works IV* offered no independent guidance on the level of evidence required to support a WBE program.

¹⁴ *Coral Construction*, 941 F.2d at 932.

¹⁵ *Monterrey Mechanical v. Wilson*, 125 F.3d 702, 712 (9th Cir. 1997); see also *AGCC v. City and County of San Francisco*, 813 F.2d 922, 940 (9th Cir. 1987).

¹⁶ *Western State Paving v. Washington DOT*, 407 F.3d at n.4.

2.3.3 Adarand and Federally Funded Projects

As noted above, federal DBE programs are now governed by the constitutional standards set in the 1995 Supreme Court case of *Adarand Constructors, Inc. v. Peña (Adarand III)*.¹⁷ *Adarand III* involved a challenge to the United States Department of Transportation (USDOT) DBE program under which prime contractors could be awarded financial bonuses for subcontracting with DBEs. Without ruling on the merits of the case, the Court overturned its prior decision in *Fullilove v. Klutznick*,¹⁸ in which the Court had adopted intermediate scrutiny standard for congressionally mandated race-conscious programs. The Supreme Court in *Adarand* decided that federal DBE programs should be examined by the same strict scrutiny standard used for state and local programs.¹⁹ At the same time, the Court restated the principal that “strict in theory” is not “fatal in fact.”

In January 1999, USDOT published its final DBE rule in Title 49, Code of Federal Regulations, Part 26 (49 CFR 26) that addressed the *Adarand* decisions. In the last round of the *Adarand* litigation, the Court of Appeals in the Tenth Circuit upheld the revised USDOT DBE program as modified by the new regulations in 49 CFR 26 in *Adarand v. Slater*. The Court reaffirmed that Congress had found a compelling interest for the DBE program. *Adarand v. Slater* was appealed to the U.S. Supreme Court which in turn dismissed the writ of certiorari as improperly granted.²⁰ More significantly, the Tenth Circuit ultimately found the new DBE regulations to be narrowly tailored.

These results are still standing after four cases upholding the federal DBE program. In *Sherbrooke Sodding v. Minnesota Department of Transportation*,²¹ (combined with *Gross Seed v. Nebraska Department of Roads*²²), *Western States Paving v. Washington Department of Transportation*,²³ and *Northern Contracting v. Illinois Department of Transportation*,²⁴ federal appeals courts in the Eighth, Ninth, and Seventh Circuits have found the current DBE regulations to be narrowly tailored to serve a compelling governmental interest.

2.4 To Withstand Strict Scrutiny, an MBE/DBE Program Must Be Based on Evidence Showing a Compelling Governmental Interest

Croson identified two necessary factors for establishing racial discrimination sufficiently to demonstrate a compelling governmental interest in establishing an M/WBE program. First,

¹⁷ *Adarand v. Peña*, 790 F.Supp. 240, 16 F.3d 1537 (10th Cir. 1996), cert. granted, 63 U.S.L.W. 3213 (U.S. Oct. 4, 1996) (No. 63-12), 115 S.Ct. 2097 (1995).

¹⁸ 448 U.S. 448 (1980).

¹⁹ Upon remand the District Court ruled in favor of *Adarand*. The District Court found that while there was a compelling government interest for the program, the program was not narrowly tailored. In March of 1999, the Tenth Circuit vacated the District Court ruling as moot because *Adarand* had become certified as a DBE. In January of 2000, the U.S. Supreme Court vacated the Appeals Court decision on mootness and remanded the case for a ruling on the merits of *Adarand v. Slater*, 120 S.Ct. 722 (2000).

²⁰ *Adarand v. Mineta*, U.S. Supreme Court, per curiam, November 27, 2001.

²¹ *Sherbrooke Sodding v. MDOT*, 345 F.3d 964 (8th Cir. 2003).

²² *Gross Seed v. Nebraska Department of Roads*, 345 F.3d 968 (8th Cir. 2003); cert denied, 158 L.Ed. 2d 729 (2004).

²³ *Western States Paving v. Washington DOT*, 407 F. 3d 983 (9th Cir. 2005).

²⁴ *Northern Contracting v. Illinois DOT*, Case No. 05-3981 (7th Cir. 2007).

there needs to be identified discrimination in the relevant market.²⁵ Second, “the governmental actor enacting the set-aside program must have somehow perpetuated the discrimination to be remedied by the program,”²⁶ either actively or at least passively with the “infusion of tax dollars into a discriminatory industry.”²⁷

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

The Ninth Circuit in *Western States Paving* cited the following evidence that Congress considered in finding a factual predicate supporting the federal DBE program:

- Minority business ownership percentage does not reflect the percentage of the population.
- MBEs have gross receipts that are on average approximately one-third those of firms owned by non-minorities.
- MBEs own 9 percent of all businesses, but receive only 4.1 percent of federal contracting dollars.
- WBEs constitute almost a third of all small businesses but receive less than 3 percent of federal contracting dollars.
- Majority-owned construction firms receive more than 50 times as many loan dollars per dollar of equity capital as Black firms with the same borrowing characteristics.
- After many state and local governments stopped their M/WBE programs there was a significant drop in M/WBE utilization in the construction industry.
- The U.S. Department of Justice study *The Compelling Interest for Affirmative Action in Federal Procurement: A Preliminary Survey* found discrimination by trade unions, financial lenders, prime contractors, business networks, suppliers, bonding companies, and an “old boys network.”²⁸

The Ninth Circuit also concurred with the ruling of the federal circuit in *Rothe Development Corporation v. United States Department of Defense* (as well as the Eighth Circuit in *Sherbrooke Sodding*) that Congress did not need to possess evidence of discrimination in every state to enact the federal DBE program.²⁹

²⁵ *Croson*, 488 U.S. at 492, 509-10.

²⁶ *Coral Construction*, 941 F.2d at 918.

²⁷ *Id.* at 922.

²⁸ *Western States Paving*, 407 F. 3d at 992.

²⁹ *Id.* (citing *Rothe Dev. Corp. v. United States Dep’t of Def.*, 262 F.3d 1306, 1329 (Fed. Cir. 2001)).

2.5 The Governmental Entity or Agency Enacting an MBE Program Must Be Shown to Have Actively or Passively Perpetuated the Discrimination

In *Croson*, the Supreme Court stated, “It is beyond dispute that any public entity, state or federal, has a compelling interest in assuring that *public* dollars, drawn from the tax contributions of all citizens, do not serve to finance the evil of *private* prejudice.”³⁰ *Croson* provided that the government “can use its spending powers to remedy private discrimination, if it identifies that discrimination with the particularity required by the Fourteenth Amendment.”³¹ The government agency’s active or passive participation in discriminatory practices in the marketplace may show the compelling interest. Defining passive participation, *Croson* stated, “Thus, if the city could show that it had essentially become a ‘passive participant’ in a system of racial exclusion practiced by elements of the local construction industry, we think it clear that the city could take affirmative steps to dismantle such a system.”³²

In *Western States Paving* the Ninth Circuit affirmed that “The federal government has a compelling interest in ensuring that its funding is not distributed in a manner that perpetuates the effects of either public or private discrimination within the transportation contracting industry.”³³ The Ninth Circuit quoted the Tenth Circuit’s assertion in *Adarand v. Slater* that “The Constitution does not obligate Congress to stand idly by and continue to pour money into an industry so shaped by the effects of discrimination that the profits to be derived from congressional appropriations accrue exclusively to the beneficiaries, *however personally innocent*, of the effects of racial prejudice.”³⁴ However, the Ninth Circuit did not have before it any evidence of private sector discrimination in *Western States Paving*.

The Tenth Circuit’s ruling in *Adarand*, however, noted two barriers that demonstrated a link between “public funds for construction contracts and the channeling of those funds due to private discrimination”: (1) discriminatory barriers to the formation of DBE subcontractors, and (2) barriers to fair competition between minority and nonminority subcontractors.³⁵ The first barrier was supported by evidence of behavior by prime contractors, unions, lenders, and bonding companies. Evidence for the second barrier showed that “informal, racially exclusionary business networks dominate the subcontracting construction industry,” exemplified by family-run firms with long-standing relationships with majority subcontractors. In *Adarand v. Slater* the Tenth Circuit also favorably cited evidence of capital market discrimination as relevant in establishing the factual predicate for the federal DBE program.³⁶ The same circuit court, in *Concrete Works IV*, also found that barriers to business formation were relevant insofar as this evidence demonstrated that M/WBEs were “precluded from the outset from competing for public construction contracts.”³⁷ Along related lines, the court also

³⁰ *Coral Construction*, 941 F.2d at 922 (citing *Croson*, 488 U.S. at 492) (emphasis added).

³¹ See *Croson*; see generally I. Ayres and F. Vars, “When Does Private Discrimination Justify Public Affirmative Action?” 98 *Columbia Law Review* 1577 (1998).

³² *Croson*, 488 U.S. at 492.

³³ *Western States Paving*, 407 F. 3d at 991 (emphasis added).

³⁴ 228 F.3d at 1176 (emphasis added).

³⁵ *Adarand v. Slater*, 228 F.3d at 1169.

³⁶ *Id.* at 1169-70.

³⁷ *Concrete Works IV*, 321 F.2d at 977. The district court had rejected evidence of credit market discrimination as adequate to provide a factual predicate for an M/WBE program. *Concrete Works v. Denver*, 86 F.Supp. 2d 1042 (D Co. 2000) (*Concrete Works I*).

found a regression analysis of census data to be relevant evidence showing barriers to M/WBE formation.³⁸

2.6 Anecdotal Evidence of Discrimination in Disparity Studies

Most disparity studies present anecdotal evidence along with statistical data. The Supreme Court in *Croson* discussed the relevance of anecdotal evidence and explained, “Evidence of a pattern of individual discriminatory acts can, if supported by appropriate statistical proof, lend support to a local government’s determination that broader remedial relief is justified.”³⁹ Washington DOT introduced no anecdotal evidence of discrimination in *Western States Paving*. Washington DOT did have the DBE affidavits required by 49 CFR 26.67(a) attesting to the social and economic disadvantage of the DBE owners, but the Ninth Circuit ruled that those affidavits spoke to general societal discrimination and not discrimination within the transportation construction industry in the state of Washington.

Although *Croson* did not expressly consider the form or level of specificity required for anecdotal evidence, the Ninth Circuit has addressed both issues in earlier cases. In *Coral Construction*, the Ninth Circuit addressed the use of anecdotal evidence alone to prove discrimination. Although King County’s anecdotal evidence was extensive, the court noted the absence in the record of any statistical data in support of the program. Additionally, the court stated, “While anecdotal evidence may suffice to prove individual claims of discrimination, rarely, if ever, can such evidence show a *systemic pattern of discrimination necessary for the adoption of an affirmative action plan*.”⁴⁰ The court concluded, by contrast, that “the combination of convincing anecdotal and statistical evidence is potent.”⁴¹

Regarding the appropriate form of anecdotal evidence, the Ninth Circuit in *Coral Construction* noted that the record provided by King County was “considerably more extensive than that compiled by the Richmond City Council in *Croson*.”⁴² The King County record contained affidavits of at least 57 minority or female contractors, each of whom complained in varying degrees of specificity about discrimination within the local construction industry, including the inability to obtain contracts for private sector work. The *Coral Construction* court stated that the M/WBE affidavits “reflected a broad spectrum of the contracting community” and the affidavits “certainly suggested that ongoing discrimination may be occurring in much of the King County business community.”⁴³

In *AGCC II*, the Ninth Circuit discussed the specificity of anecdotal evidence required by *Croson*.⁴⁴ Seeking a preliminary injunction, the contractors contended that the evidence presented by the City of San Francisco lacked the specificity required by both an earlier appeal in that case⁴⁵ and by *Croson*. The court held that the city’s findings were based on substantially more evidence than the anecdotes in the two prior cases, and “they [were] clearly based upon dozens of specific instances of discrimination that are laid out with

³⁸ *Concrete Works IV*, 321 F.2d. at 977.

³⁹ *Croson*, 488 U.S. at 509.

⁴⁰ *Coral Construction*, 941 F.2d at 919 (emphasis added).

⁴¹ *Id.* See also *AGCC II*, 950 F.2d at 1414.

⁴² *Coral Construction*, 941 F.2d at 917.

⁴³ *Id.* at 917-18.

⁴⁴ *AGCC II*, 950 F.2d at 1414

⁴⁵ *AGCC I*, 813 F.2d 922.

particularity in the record, as well as significant statistical disparities in the award of contracts.”⁴⁶ The anecdotal evidence included evidence of harassment of M/WBEs by entity personnel and of M/WBEs being told they were unqualified when they were later found to be qualified by third parties.

The court also ruled that the city was under no burden to identify specific practices or policies that were discriminatory.⁴⁷ Reiterating the city’s perspective, the court stated that the city “must simply demonstrate the existence of past discrimination with specificity; there is no requirement that the legislative findings specifically detail each and every instance that the legislative body had relied upon in support of its decision that affirmative action is necessary.”⁴⁸

2.7 To Withstand Strict Scrutiny, an MBE Program Must Be Narrowly Tailored to Remedy Identified Discrimination

The discussion of compelling interest in the court cases has been extensive, but narrow tailoring may be the more critical issue. Many courts have held that even if a compelling interest for the M/WBE program can be found, the program has not been narrowly tailored.⁴⁹ Nevertheless, the federal courts in general and the Ninth Circuit in particular have found that the DBE program established pursuant to the current federal regulations (49 CFR, Part 26) issued under the Transportation Equity Act (TEA-21) (1998) has been narrowly tailored to serve a compelling interest.⁵⁰ The Ninth Circuit in particular has identified the following elements of narrow tailoring: “the efficacy of alternative remedies; the flexibility and duration of the relief, including the availability of waiver provisions; the relationship of the numerical goals to the relevant labor market; and the impact of the relief on the rights of third parties.”⁵¹ Each of these elements will be considered in turn.

2.7.1 Race-Neutral Alternatives

Concerning race-neutral alternatives, the Supreme Court in *Croson* concluded that a governmental entity must demonstrate that it has evaluated the use of race-neutral means to increase minority business participation in contracting or purchasing activities.⁵² As the Ninth Circuit stated in *Coral Construction*, “Among the various narrow tailoring requirements, there is no doubt that consideration of race-neutral alternatives is among the most important.”⁵³ There is little if any chance for a plan to succeed without addressing this requirement. As noted above, race neutral means are subject only to the rational relationship test.

⁴⁶ *AGCC II*, 950 F.2d. at 1416. This evidence came from 10 public hearings and “numerous written submissions from the public.”

⁴⁷ *Id.* at 1410.

⁴⁸ *Id.* at 1416.

⁴⁹ See, e.g., *Contractors Ass’n of Eastern Pennsylvania, Inc.*, 91 F.3d at 605; *Engineering Contractors Ass’n of South Florida, Inc.*, 122 F.3d at 926-929; *Verdi v. DeKalb County School District*, 135 Fed. Appx 262, 2005 WL 38942 (11th Cir. 2005).

⁵⁰ *Adarand v. Slater*, 228 F.3d 1147; *Sherbrooke Turf*, 345 F.3d 963; *Western States Paving v. Washington DOT*, 407 F.3d 983 (9th Cir. 2005); *Northern Contracting v. Illinois DOT*, Case No. 05-3981 (7th Cir. 2007).

⁵¹ *Western States Paving*, 407 F. 3d at 993 (citing *U.S. v. Paradise*, 480 U.S. 149, 171 (1987)).

⁵² *Croson*, 488 U.S 507.

⁵³ *Coral Construction*, 941 F.2d at 922.

Strict scrutiny does not mandate that every race-neutral measure be considered and found wanting, but does “require serious, good faith consideration of workable race-neutral alternatives.”⁵⁴ In applying this principle in the *Coral Construction* case, the Ninth Circuit did not require King County to challenge state laws restricting its ability to alter bonding requirements. Nevertheless, the Ninth Circuit found it important that King County had adopted a number of race-neutral measures to help overcome discrimination.⁵⁵

In *Western States Paving* the Ninth Circuit found that this prong of narrow tailoring was satisfied for two reasons. First, race-conscious remedies are only to be used in those jurisdictions where “discrimination or its effects are a problem.”⁵⁶ The Ninth Circuit found this result in the two-step goal-setting process in the federal DBE regulations. Second, race-conscious remedies are only to be used when race-neutral means have proven inadequate.⁵⁷

2.7.2 Flexibility and Duration of the Remedy

The Ninth Circuit found flexibility in the new DBE rules because: (1) “TEA-21 regulations explicitly prohibit the use of quotas”; (2) when race-conscious contracting goals are employed, “prime contractors can meet that goal either by subcontracting the requisite amount of work to DBEs or by demonstrating good faith efforts to do so”; and (3) a state “cannot be penalized by the federal government for failing to attain its DBE utilization goal as long as it undertakes good faith compliance efforts.”⁵⁸

Other factors that have impressed other circuits as to the flexibility of the federal DBE program include: (1) setting aspirational, not mandatory, goals; and (2) using overall aspirational goals as simply a framework for setting local contract goals, if any, based on local data.⁵⁹

With respect to program duration, the Supreme Court wrote in *Adarand v. Peña* that a program should be “appropriately limited such that it will not last longer than the discriminatory effects it is designed to eliminate.”⁶⁰ The Ninth Circuit noted the limits in the revised DBE program, stating that “TEA-21 comports with this [durational] requirement because it is subject to periodic reauthorization by Congress.”⁶¹

Other appellate courts have noted several possible mechanisms for limiting program duration in the revised DBE regulations: (1) the decertification of DBEs that achieve certain levels of success, or mandatory review of DBE certification at regular, relatively brief periods; and (2) a state “may terminate its DBE program if it meets its annual overall goal through race-neutral means for two consecutive years.”⁶² Governments thus have some duty to

⁵⁴ *Grutter v. Bollinger*, 539 U.S. 306, 339 (2003); see also *Adarand III*, 515 U.S. at 237-38, *Coral Construction*, 941 F.2d at 923

⁵⁵ *Coral Construction*, 941 F.2d at 923.

⁵⁶ *Western States Paving*, 407 F. 3d at 995.

⁵⁷ *Id.* at 990 (citing 49 CFR 26.51(a)).

⁵⁸ *Western States Paving*, 407 F. 3d at 994 (citing 49 C.F.R. § 26.43(a), § 26.53(a) and § 26.47(a)). See also *Sherbrooke Turf, Inc.*, 345 F.3d at 972 (“the DBE program has substantial flexibility”).

⁵⁹ *Sherbrooke Turf, Inc.*, 345 F.3d at 972.

⁶⁰ *Sherbrooke Turf, Inc., Adarand*, 345 F.3d at 972, 515 U.S. at 238 (internal quotations and citations omitted); see also *Grutter*, 123 S. Ct. at 2346.

⁶¹ *Western States Paving*, 407 F. 3d at 994.

⁶² *Adarand v. Slater*, 228 F.3d at 1179, 1180. *Sherbrooke Turf*, at 972 (citing 49 C.F.R. § 26.51(f)(3)).

ensure that they update their evidence of discrimination regularly enough to review the need for their programs and to revise programs by narrowly tailoring them to fit the fresh evidence.⁶³

2.7.3 Relationship of Goals to Availability

Narrow tailoring under the *Croson* standard requires that remedial goals for contracting programs be in line with measured business availability. Merely setting percentages without a carefully selected basis in statistical studies of business availability, and not population availability as the City of Richmond did in *Croson* itself, has played a strong part in decisions finding other programs unconstitutional.⁶⁴

By contrast, the Ninth Circuit in *Coral Construction* noted with approval that King County set its percentages individually on large contracts according to the number of available MBEs and had chosen a relatively low percentage (5%) for contracts of under \$10,000—which percentage in turn was not absolute, but subject to further fact-specific considerations under a “bid preference” plan. Further, King County had carefully limited preferences for instances where it had evidence of discrimination against particular racial groups.⁶⁵

More significantly, the Seventh, Eighth, Ninth, and Tenth Circuits have approved the goal-setting process for the USDOT DBE program, as revised in 1999.⁶⁶ The approved USDOT DBE regulations require that goals be based on one of several methods for measuring DBE availability. The Ninth Circuit noted that:

*The [TEA-21] regulations do not establish a mandatory nationwide standard for minority participation in transportation contracting... The TEA-21 regulations instead provide for each State to establish a DBE utilization goal that is based upon the proportion of ready, willing, and able DBEs in the State’s transportation contracting industry. This provision ensures that each State sets a minority utilization goal that reflects the realities of its own labor market.*⁶⁷

Moreover, the approved DBE regulations use built-in mechanisms to ensure that DBE goals are not set excessively high relative to DBE availability. For example, the approved DBE goals are to be set aside if the overall goal has been met for two consecutive years by race-neutral means. The approved DBE contract goals also must be reduced if overall goals have been exceeded with race-conscious means for two consecutive years. The Seventh and Eighth Circuit courts found these provisions to be narrowly tailored, particularly when implemented according to local disparity studies that carefully calculate the applicable goals.⁶⁸

⁶³ *Rothe*, 262 F.3d at 1324 (commenting on the possible staleness of information after 7, 12, and 17 years).

⁶⁴ See, e.g., *Builders Ass’n of Greater Chicago*, 256 F.3d at 647.

⁶⁵ *Coral Construction*, 941 F.2d at 924.

⁶⁶ *Adarand v. Slater*, 228 F.3d at 1182; *Sherbrooke Turf*, 345 F.3d at 972. *Western States*, 407 F.3d at 995. In *Northern Contractors* the plaintiff forfeited its right to challenge the narrow tailoring the federal regulations themselves on appeal. *Northern Contractors*, at 720.

⁶⁷ *Western States Paving*, 407 F. 3d at 994 (citing 49 C.F.R. § 26.41(b)-(c), § 26.45(b)). See also *Sherbrooke Turf, Inc.*, 345 F.3d at 972 (“DOT has tied the goals for DBE participation to the relevant labor markets.”).

⁶⁸ *Sherbrooke Turf, Inc.*, 345 F.3d at 973, 974.

2.7.4 Burden on Third Parties

Narrow tailoring also requires specific efforts to minimize the burden of the program on third parties. The Ninth Circuit found that while rejecting bids of nonminority males in favor of higher bids by DBEs was a burden, such a burden sharing by innocent parties was permissible.⁶⁹ Moreover, the new DBE regulations limited the burden on third parties by allowing the certification of nonminority males and by excluding minorities and women with a high personal net worth.⁷⁰ The USDOT DBE regulations have also sought to reduce the program burden on non-DBEs by avoiding DBE concentration in certain specialty areas.⁷¹

2.7.5 Selection of Groups for Inclusion in a Program

Narrow tailoring also involves limiting the number and type of beneficiaries of the program. As noted above, there has to be evidence of discrimination to justify a group-based remedy, and over-inclusion of uninjured individuals or groups can endanger the entire program.⁷² Federal DBE programs have succeeded in part because regulations covering DBE certification do not provide blanket protection to minorities.⁷³

In *Croson*, the Supreme Court criticized the City of Richmond's inclusion of "Spanish-speaking, Oriental, Indian, Eskimo, or Aleut persons" in its affirmative action program.⁷⁴ These groups had not previously participated in city contracting, and "the random inclusion of racial groups that, as a practical matter, may never have suffered from discrimination in the construction industry in Richmond suggests that perhaps the city's purpose was not in fact to remedy past discrimination."⁷⁵ To evaluate availability properly, data must be gathered for each racial group in the marketplace.

The Ninth Circuit also made this point in *Western States Paving*, stating that, "even when discrimination is present within a State, a remedial program is only narrowly tailored if its application is limited to those minority groups that have actually suffered discrimination."⁷⁶ Consequently, there needs to be separate findings for each group included in a program.

2.8 "As Applied" Challenge in Western States Paving

The Washington DOT DBE program was struck down not in *Western States Paving* because the federal DBE program had no factual program and not because the federal DBE program lacked narrow tailored program features. Instead, the Ninth Circuit ruled that the Washington DOT DBE program was not narrowly tailored "as applied."⁷⁷ While a state does not have to independently provide a factual predicate for its DBE program the Ninth Circuit found that, "it cannot be said that TEA-21 is a narrowly tailored remedial measure unless its

⁶⁹ *Western States Paving*, 407 F. 3d at 995.

⁷⁰ *Sherbrooke Turf, Inc.*, 345 F.3d at 974 (citing 49 C.F.R. § 26.67(d), (b).

⁷¹ 49 CFR, Section 26, Part 33.

⁷² See, e.g., *Builders Ass'n of Greater Chicago*, 256 F.3d at 647.

⁷³ *Sherbrooke Turf*, 345 F.3d 963, 972-73.

⁷⁴ *Id.*, 488 U.S. at 506.

⁷⁵ *Id.*

⁷⁶ *Western States Paving*, 407 F. 3d at 998. see also *Monterey Mechanical Co. v. Wilson*, 125 F.3d at 704.

⁷⁷ The Ninth Circuit distinguished a previous case which did not involve an "as applied" challenge to the federal DBE program. *Milwaukee County Pavers Ass'n v. Fiedler*, 922 F.2d 419 (7th Cir. 1991). The Seventh Circuit disagreed with the Ninth Circuit's reading of *Milwaukee County Pavers*. See *Northern Contracting*, at fn 4.

application is limited to those States in which the effects of discrimination are actually present.”⁷⁸ In effect, while Washington DOT was not required to produce a separate factual predicate for a DBE program, it was still required to produce a factual predicate (of sorts) to justify race-conscious elements in the local implementation of its DBE program.

While Washington DOT conceded that it had no studies of discrimination in highway contracting, it argued that there was evidence of discrimination in the fact that DBEs received 9 percent of subcontracting dollars on state-funded projects where there were no DBE goals and 18 percent of federal funded projects where there were DBE goals. But the Ninth Circuit stated that, “even in States in which there has never been discrimination, the proportion of work that DBEs receive on contracts that lack affirmative action requirements will be lower than the share that they obtain on contracts that include such measures because minority preferences afford DBEs a competitive advantage.”⁷⁹

In contrast, the Eighth Circuit in *Sherbrooke Turf* and the Tenth Circuit in *Adarand v. Slater* found that a decline in DBE utilization following a change in or termination of a DBE program was relevant evidence of discrimination in subcontracting.⁸⁰ The Tenth Circuit stated that while this evidence “standing alone is not dispositive, it strongly supports the government’s claim that there are significant barriers to minority competition in the public subcontracting.”⁸¹

The Ninth Circuit also dismissed the disparity between the proportion of DBE subcontractors and the proportion of DBE dollars on state-funded contracts, because “DBE firms may be smaller and less experienced than non-DBE firms (especially if they are new businesses started by recent immigrants) or they may be concentrated in certain geographic areas of the State, rendering them unavailable for a disproportionate amount of work.”⁸² The Ninth Circuit quoted the DC Circuit in *O’Donnell* to the effect that:

*Minority firms may not have bid on . . . construction contracts because they were generally small companies incapable of taking on large projects; or they may have been fully occupied on other projects; or the District’s contracts may not have been as lucrative as others available in the Washington metropolitan area; or they may not have had the expertise needed to perform the contracts; or they may have bid but were rejected because others came in with a lower price.*⁸³

The Ninth Circuit noted further that “if this small disparity has any probative value, it is insufficient, standing alone, to establish the existence of discrimination against DBEs.” The Ninth Circuit contrasted this minor disparity with the Ninth Circuit’s decision in *Associated General Contractors of California, Inc. v. Coalition for Economic Equity (AGCCII)* where “discrimination was likely to exist where minority availability for prime contracts was 49.5 percent but minority dollar participation was only 11.1 percent.”⁸⁴

⁷⁸ *Western States Paving*, 407 F. 3d at 998.

⁷⁹ *Western States Paving*, 407 F. 3d at 1000.

⁸⁰ *Sherbrooke Turf*, 345 F.3d at 973.

⁸¹ *Adarand v. Slater*, 228 F.3d at 1174; see also *Concrete Works IV*, 321 F.3d at 985.

⁸² *Western States Paving*, at 1001.

⁸³ *Id.* (quoting *O’Donnell Constr. Co.*, 963 F.2d at 426).

⁸⁴ *Western States Paving*, at 1001. (Quoting *Associated Gen. Contractors of Cal., Inc. v. Coalition for Econ. Equity*, 950 F.2d 1401, 1414 (9th Cir. 1991).

The Ninth Circuit also observed that Washington DOT's "oversimplified statistical evidence is entitled to little weight, however, because it does not account for factors that may affect the *relative capacity* of DBEs to undertake contracting work."⁸⁵ (emphasis added) Simply relying on the numerical percentage of DBEs is inadequate to assess disparity. This emphasis of factoring in business capacity was reinforced in a recent case, *Rothe Development Corp v. Department of Defense*, in front of the Federal Circuit involving the Federal 1207 small, disadvantaged business (SDB) program. The *Rothe* decision criticized elements of factual predicate studies used to support the 1207 program that did not factor the size and capacity of firms in evaluating disparity.⁸⁶

2.9 Small Business Procurement Preferences

Small business procurement preferences have existed since the 1940s. The first small business program had its origins in the Smaller War Plants Corporation (SWPC), established during World War II.⁸⁷ The SWPC was created to channel war contracts to small business. In 1947, Congress passed the Armed Forces Procurement Act, declaring that "it is the policy of Congress that a fair proportion of the purchases and contracts under this chapter be placed with small business concerns."⁸⁸ Continuing this policy, the 1958 Small Business Act requires that government agencies award a "fair proportion" of procurement contracts to small business concerns.⁸⁹ The regulations are designed to implement this general policy.⁹⁰

Section 8(b)(11) of the Small Business Act authorizes the Small Business Administration (SBA) to set aside contracts for placement with small business concerns. The SBA has the power:

*to make studies and recommendations to the appropriate Federal agencies to insure that a fair proportion of the total purchases and contracts for property and services for the Government be placed with small-business enterprises, to insure that a fair proportion of Government contracts for research and development be placed with small-business concerns, to insure that a fair proportion of the total sales of Government property be made to small-business concerns, and to insure a fair and equitable share materials, supplies, and equipment to small-business concerns.*⁹¹

Every acquisition of goods and services anticipated to be between \$2,500 and \$100,000 is set aside exclusively for small business unless the contracting officer has a reasonable expectation of fewer than two bids by small businesses.⁹²

⁸⁵ *Western States Paving*, at 1000.

⁸⁶ *Rothe Development Corp v. Department of Defense*, 2008-1017 (Fed Cir 2008), at 34.

⁸⁷ See, generally, Thomas J. Hasty III, "Minority Business Enterprise Development and the Small Business Administration's 8(a) Program: Past, Present, and (Is There a) Future?" *Military Law Review* 145 (Summer 1994): 1-112.

⁸⁸ 10 U.S.C. § 2301 (1976).

⁸⁹ 15 USC 631(a).

⁹⁰ See 32 C.F.R. §§ 1-701.1 to 1-707.7.

⁹¹ 15 U.S.C. § 637(b)(11).

⁹² *Federal Acquisition Regulations* 19.502-2.

There has been only one constitutional challenge to the long-standing federal small business enterprise (SBE) programs. In *J.H. Rutter Rex Manufacturing v. United States*,⁹³ a federal vendor unsuccessfully challenged the Army's small business set-aside as in violation of the due process clause of the Fifth Amendment to the U.S. Constitution, as well as the Administrative Procedures Act and the Armed Forces Procurement Act.⁹⁴ The court held that classifying businesses as small was not a "suspect classification" subject to strict scrutiny. Instead the court ruled:

*Since no fundamental rights are implicated, we need only determine whether the contested socioeconomic legislation rationally relates to a legitimate governmental purpose... Our previous discussion adequately demonstrates that the procurement statutes and the regulations promulgated there under are rationally related to the sound legislative purpose of promoting small businesses in order to contribute to the security and economic health of this Nation.*⁹⁵

A large number of state and local governments have maintained small business preference programs for many years.⁹⁶ No district court cases were found overturning a state and local small business preference program. One reason for the low level of litigation in this area is that there is no significant organizational opposition to SBE programs. There are no reported cases of Associated General Construction (AGC) litigation against local SBE programs. And the legal foundations that have typically sued M/WBE programs have actually promoted SBE procurement preference programs as a race-neutral substitute for M/WBE programs.

There has been one state court case in which an SBE program was struck down as unconstitutional. The Cincinnati SBE program called for maximum practical M/WBE participation and required bidders to use good faith efforts requirements to contract with M/WBEs up to government-specified M/WBE availability. Failure to satisfy good faith effort requirements triggered an investigation of efforts to provide opportunities for M/WBE subcontractors. In *Cleveland Construction v. Cincinnati*,⁹⁷ the state court ruled that the Cincinnati SBE program had race and gender preferences and had deprived the plaintiff of constitutionally protected property interest without due process of law. The city acknowledged that it had not offered evidence to satisfy strict scrutiny, because it felt that it had been operating a race-neutral program.

2.10 Conclusions

As summarized earlier, when governments develop and implement a DBE program that is sensitive to race and gender, they must understand the case law that has developed in the federal courts. These cases establish specific requirements that must be addressed so that such programs can withstand judicial review for constitutionality and prove to be just and fair.

⁹³ 706 F.2d 702 (5th Cir. 1983), *cert denied*, 464 U.S. 1008 (1983).

⁹⁴ Administrative Procedures Act, 5 U.S.C. §§ 552(a)(1)(E) (1976) and the "fair proportion" language of the Armed Forces Procurement Act, 10 U.S.C. § 2301 et seq. (1976), and the Small Business Act, 15 U.S.C. § 631 et seq. (1976).

⁹⁵ *J. H. Rutter Rex Manufacturing*, at 706 F.2d at 730 (emphasis added). See also *Dandridge v. Williams*, 397 U.S. 471 (1970).

⁹⁶ For example, Florida started a small business preference program in 1985 (FL St Sec. 287); Minnesota in 1979 (Mn Stat 137.31); New Jersey, in 1993 (N.J.S.A 52:32-17).

⁹⁷ *Cleveland Construction v Cincinnati*, Case No. A0402638 (Ct Comm Pleas, Hamilton County, Ohio 2005).

Under the developing trends in the application of the law in the Ninth Circuit, local governments must engage in specific fact-finding processes to compile a thorough, accurate, and specific evidentiary foundation to determine whether there is in fact discrimination sufficient to justify race- and gender-conscious elements of a DBE plan. Race neutral methods must be considered first. Further, local governments must continue to update this information and revise their programs accordingly.

**3.0 REVIEW OF CONTRACTING
POLICIES, PROCEDURES,
AND PROGRAMS**

3.0 REVIEW OF CONTRACTING POLICIES, PROCEDURES, AND PROGRAMS

This chapter focuses on policies and procedures used by the Arizona Department of Transportation (ADOT), to purchase goods and services. It provides a brief description of the procurement and contracting environment in which disadvantaged business enterprises (DBEs) operate, as well as background for the data analysis and foundations for the report recommendations. Finally, we discuss the remedial efforts undertaken by ADOT and various agencies with regard to procurement in the categories of construction; Professional Services; Other Services; and Goods and Supplies.

Our review is presented in 18 sections. **Section 3.1** describes the methodology used to conduct the review of contracting policies, procedures, and programs. **Sections 3.2** through **3.9** present a brief summary of the purchasing policies and procedures, and **Sections 3.10** through **3.18** cover programs to assist disadvantage, small, minority,- and woman-owned, and disadvantaged businesses (DBEs/SM/WBEs).

3.1 Methodology

This section discusses the steps taken to summarize ADOT's contracting and purchasing policies, procedures, and programs; race- and gender-based programs; and race- and gender-neutral programs. Our review focused on elements of the purchasing process, including remedial programs that might impact DBE utilization. The analysis included the following steps:

- Collection, review, and summarization of ADOT contracting and purchasing policies currently in use. Discussions with managers about the changes that contracting and purchasing policies underwent during the study period and their effects on the remedial programs.
- Development of questionnaires administered to key ADOT contracting and purchasing staff and officials to determine how existing contracting and purchasing policies have been implemented. Interviews were conducted with ADOT management and staff regarding the application of policies, discretionary use of policies, exceptions to written policies and procedures, and impact of policies on key users.
- Review of applicable ADOT ordinances, regulations, resolutions, and policies that guide the remedial programs. This included discussing with both ADOT personnel and program participants the operations, policies, and procedures of the remedial programs and any remedial policy changes over time.

Finally, MGT collected and reviewed copies of previous studies of minority business development conducted in the geographic region and performed a comprehensive review of race- and gender-neutral programs.

In all, nine interviews were conducted with current ADOT staff and local agencies during July through September of 2007. ADOT documents collected and reviewed for this portion of the study are itemized in **Exhibit 3-1**.

**EXHIBIT 3-1
DOCUMENTS REVIEWED DURING POLICY AND PROCEDURE REVIEW**

Index	Description
	Procurement Documents
1.	Arizona Department of Transportation, Fiscal Years, 2007-2011, Strategic Plan
2.	Arizona Department of Transportation, Advertisement for Bids Special Provisions Bidders Documents, May 2003
3.	State of Arizona, Purchase Order Terms and Conditions, Revised 01/11/02.
4.	Arizona Department Of Transportation, Intermodal Transportation Division Rules For Pre-qualification Of Contractors (R17-3-201 Thru R17-3-204)
5.	ADOT, Application For Contractor Pre-qualification, Revised March 14, 2003
6.	Arizona Department of Transportation, Engineering Consultants Section, Instructions and Information for Filing Application for Consultant Pre-qualification, 2006-2007
7.	Arizona Department of Transportation, Engineering Consultants Section, Consultant Pre-qualification Package, 2006-2007
8.	ADOT, Engineering Consultant Contract and Joint Project Agreement Award and Administration Procedures, September 1993
9.	Arizona Department of Administration, Finance Division, Registration of Vendors, March 16, 1992
10.	Arizona Department of Transportation, Standard Specification for Road and Bridge Construction, 2000
	DBE/M/WBE Documents
11.	ADOT, Disadvantaged Business Enterprise FY 2003
12.	AZ DOT, Desert News, June 2007
13.	Engineering Consultants Section, Information Bulletin No. 01-05, DBE Participation, March 26, 1997
14.	Engineering Consultants Section, Information Bulletin No. 01-05, Disadvantaged Business Enterprise (DBE), March 30, 2001
15.	Engineering Consultants Section, Information Bulletin No. 01-04, Contract language revision – Participation by Disadvantaged Business Enterprise (DBE), March 30, 2001
16.	Memorandum, Lisa Wormington, DBE Program, January 3, 2006
17.	Engineering Consultants Section, Information Bulletin No. 06-03, Change in DBE Commitment Requirements, May 15, 2006
18.	Engineering Consultants Section, Information Bulletin No. 01-05, Disadvantaged Business Enterprise (DBE), May 15, 2006
19.	State of Arizona, Governor's Office of Equal Opportunity, 2007 Annual Report, March 30, 2007
20.	Executive Order 2007- 21, Contracting With Small, Women- and Minority-Owned Businesses (Supersedes Executive Orders 2000-04, 2003-09, 2004-29), September 7, 2007
21.	Executive Order 2004-29, December 17, 2004
22.	Executive Order 2004-12, Governor's Council on Small Business, May 18, 2003
23.	Disadvantaged Business Enterprise Supportive Services Funds, Fiscal Year 2005, Work Statement
24.	DBE/SS Work Statement Fiscal Year 2006
25.	DBE/SS Work Statement Fiscal Year 2007
26.	DBE/SS Accomplishment Report, FHWA Headquarters Office Of Civil Rights, FY 2006
27.	ADOT, Mentor-Protégé Development Plan Agreement, July 14, 2003
28.	Premier Engineering Corporation/Stantec Consulting, Mentor-Protégé Agreement, September 28,2006

3.2 Authorization and Delegation of Responsibility

3.2.2 Governing Rules

ADOT non-construction procurement of materials and services (professional and non-professional) and construction /reconstruction of state facilities are subject to the Arizona Procurement Code (APC). Four areas of ADOT procurement are exempt from the APC:

- Transportation facility construction, reconstruction, and design (including highways, bridges, rest areas, and airport facilities).
- Contracts for sole source creative works and the Arizona Highway magazines.
- Expert witness agreements.
- Motor vehicle division third party authorizations.

3.2.1 ADOT Procurement Office

The ADOT Procurement Office handles purchases made by ADOT.¹ The ADOT Procurement office is responsible for Invitations for Bids, Requests for Proposals, and Requests for Qualifications (IFBs, RFPs, and RFQs). All purchases of \$5,000 and more must be processed through procurement. ADOT is composed of ten engineering districts: Flagstaff, Globe, Holbrook, Kingman, Phoenix construction, Phoenix maintenance, Prescott, Safford, Tucson, and Yuma. ADOT had a program total of \$2.97 billion in funding for FY 2006, of which \$364.6 million came from the highway fund, \$2.0 billion from non-appropriated funds and \$523.4 million from federal funds.²

3.3 Purchasing Policies

3.3.1 Informal Solicitations

ADOT has the discretion to purchase items costing less than \$5,000 using petty cash (under \$50), purchase order draft (under \$500), or a decentralized purchase order (under 5,000). For purchases from 5,000 through \$4,999 ADOT requires three quotes and must comply with the Small Business Rule and the Contracting with Small Women and Minority Owned Business Executive Order 2004-29.³ Purchases over \$50,000 must be submitted to ADOT Procurement to determine the most appropriate purchasing method. (State law requires the rotation of small vendors and the solicitation of quote from at least one small, women- or minority-owned business enterprise for purchases less than \$50,000.⁴)

¹ The Arizona Department of Administration, State Procurement Office (now known as Enterprise Procurement System), is the central procurement authority for the state of Arizona.

² Arizona Department of Transportation, Fiscal Years, 2007-2011, Strategic Plan, at 6.

³ Executive Order 2004-29 (December 17, 2004), directs Arizona Executive Branch agencies to promote the use of women- or minority-owned small business enterprises as subcontractors and suppliers.

⁴ ARS § 41-2535, Administrative Rule R2-7-D303.

3.3.2 Formal Solicitations

Formal solicitations are required for non-contract procurements in excess of \$50,000. Formal solicitations are conducted by Procurement. The most common formal solicitation methods are IFBs and RFPs.

3.3.3 Public Notice

The State SPIRIT system provides for distribution of Request for Proposals (RFPs), Invitation for Bids (IFBs), and Request for Quotations (RFQs). Notices of IFB and RFP are sent to registered vendors on the SPIRIT Web site prospective bidders list. (The State SPIRIT system also provides for submission of proposals, bids, and quotations, only on State Procurement Office (SPO) or some Strategic Contract Center (SCC) contracts (these are only done through the SPIRIT system) distribution of contract award results, evaluation reports and competitor submissions.) SPIRIT issued its first solicitation in February 2004. By 2004 there were 6,500 vendors registered in Spirit.

Information on solicitations is available on the ADOT procurement Web site. The ADOT Civil Rights Office also distributes the plan holders list to DBEs.

3.3.4 Cooperative Procurement

Strategic Contract Center Contracts can be used by state agencies and local governments in the state of Arizona. In the state of Arizona there is a Cooperative Purchasing Partnership including over 400 higher education institutions, counties, cities, school districts and certain not-for-profit organizations.

3.3.5 Sole Source Procurement

Under the Arizona Procurement Code a contract may be awarded as a sole source with a written determination that there is only one source for the required material, service or construction item. Cost or pricing data in connection with a sole source award may also be required.⁵

3.4 Construction

Arizona law allows the ADOT to award construction projects through five project delivery methods:

- Competitive bidding
- Competitive sealed proposals
- Design-build contracts⁶
- Construction manager-at-risk⁷
- Job-order contracting⁸

⁵ ARS § 41-2536. R2-7-338.

⁶ ARS § 28-7363.A.

⁷ ARS § 28-7366.A.1.

⁸ ARS § 28-7366.A.2.

ADOT has generally employed a lowest responsible bidder process to award construction contracts to prime contractors.⁹ Change orders are permitted that do not change the scope of work and do not exceed 10 percent of the contract amount, or \$50,000, whichever is greater.¹⁰

Design-build is a construction process where a single source has responsibility for design and construction of a project. In the first phase of a design-build process an ADOT selection team, half of whom are registered architects or engineers, issue and review a Request for Qualifications. From the RFQ respondents the ADOT selection committee compiles a short list. In the second phase ADOT issues RFPs to the short list of three to five design build teams. The selection committee then scores the proposals. ADOT then awards the contract to the “responsive and responsible design build team whose adjusted score is the lowest.”¹¹ ADOT has used design-build for over six years for about ten projects in total.

Construction management at-risk is similar to design-build in the sense that the construction manager, selected on the basis of qualifications, acts as the general contractor during construction, and assumes the risk of subcontracting the work and project completion. With job order contracting ADOT hires out a certain type of work on competitive basis, such as traffic signals and guard rail. There is a price list of activities, as well as a multiplier for different counties.

For construction manager at risk and job order contracting ADOT also issues RFQs and compose a short list of three to five firms. After interviews a final list is created based on “demonstrated competence and qualifications only.”¹² ADOT then negotiates with the highest ranked firm. Construction manager at risk solicitations are limited to a single project.¹³ For job order contracts firms submit separate technical and cost proposals, which are scored separately. ADOT then awards the contract to the “responsive and responsible offeror whose proposal receives the highest score.”¹⁴ Job order contracts can be issued for up to five years.¹⁵ ADOT has used job order contracting for some construction projects, particularly those involving emergencies.

3.5 Professional Services

Outside consultants are used when the workload of ADOT requires it or specialized expertise is needed. The standard ADOT process for solicitation of consultants is to advertise Statement of Qualifications, including e-distribution on the consultant information page, review submissions for format compliance, conduct the selection panel meeting and approve the selections, receive the consultants cost proposal, conduct the final negotiations and execute the final contract. ADOT consultant selection factors may include, but are not limited to: project understanding and approach, project team, firm

⁹ ARS § 28-6923.H.

¹⁰ ARS § 28-6923.K.

¹¹ ARS § 28-7365.G.3.

¹² ARS § 28-7366.C.2(d).

¹³ ARS § 28-7366.C.4.

¹⁴ ARS § 28-7366.F.9.

¹⁵ ARS § 28-7367.A.

capabilities, location of work and DBE participation.¹⁶ Prime architecture and engineering (A&E) firms are required to adhere to the state DBE policy.¹⁷

There are four types of contracts for consultants: costs not exceed limitations plus a fixed fee, lump sum, cost per unit of work, and specific rates of compensation. For On Call contracts ADOT negotiates specific billing rates for contracts that are an initial year plus two years for design (or one year plus one year for Construction Administration). Design task orders are not to exceed \$200,000 per task and \$1 million per year. Construction Administration task orders are not to exceed \$3 million per task in construction costs and \$1 million per year per contract. A waiver is required to exceed these limits.

3.6 Bonding and Insurance

3.6.1 Bonding

The state of Arizona requires performance bonds and payment bond on contracts to perform public work over \$50,000 for highways, bridges, and other transportation projects.¹⁸ Bonds must be equal to the contract amount. ADOT bid security is 10 percent of the offeror's bid amount.¹⁹

3.6.2 Insurance

Contractors must file a certificate of insurance prior to contract execution. Contractors are required to maintain the following minimum insurance coverage until contract obligations with ADOT are fulfilled:

- General liability insurance with a minimum combined single limit of \$1,000,000 per occurrence.
- Comprehensive Automobile liability insurance with a combined single limit of bodily injury and property of \$1,000,000.
- Workers compensation with a minimum limit of \$100,000.²⁰

Professional services contracts typically include, but are not limited to, commercial general liability (\$1,000,000), commercial automobile liability, workers compensation, professional liability, and valuable papers coverage.²¹ Architects and Engineering are required to have professional liability insurance of \$1,000,000 for each claim.

¹⁶ ADOT, Engineering Consultant Contract and Joint Project Agreement Award and Administration Procedures, September 1993, Section 1.10

¹⁷ ADOT, Engineering Consultant Contract and Joint Project Agreement Award and Administration Procedures, September 1993, Section 4.39.

¹⁸ Arizona Department of Transportation, *Standard Specification for Road and Bridge Construction*, 2000, Section 103.07, Requirement of Contract Bonds.

¹⁹ ARS § 28-6923.E.

²⁰ Arizona Department of Transportation, *Standard Specification for Road and Bridge Construction*, 2000, Section 107.14, Insurance.

²¹ ADOT, Engineering Consultant Contract and Joint Project Agreement Award and Administration Procedures, September 1993, Section 1.26, 4.13.

DOT DBE staff reported that insurance requirements are an important issue with DBEs. For general state procurement vendors need \$1 million in insurance coverage even for \$200,000 contracts. On construction prime contractors typically want all subcontractors to insure the whole subcontract for whole life of the project. Subcontractor language is location in the Insurance module.

3.7 Vendor Registration and Pre-qualification

Arizona Procurement is required to maintain a vendors list.²² Vendors can register for free with SPIRIT. Vendor registration includes identification of M/WBE status. The SPIRIT online directory allows for a search of firms by certification number by name, NAICS Code, NIGP code, certification type, location and capability description.

(Prime engineering consultants pre-qualify bi-annually and subconsultants are encouraged to pre-qualify.²³ Consultants are asked to submit their Affirmative Action and DBE policy as part of their pre-qualification package.²⁴)

Prime construction bidders must be pre-qualified for ADOT construction projects.²⁵ In general subcontractors for ADOT construction projects do not have to be pre-qualified.²⁶ Bidders must apply for pre-qualification fifteen days before bid opening. ADOT pre-qualification expires 15 months after the end of the firm's fiscal year.²⁷ The following information is considered for pre-qualification:

1. Key personnel and their work experience.
2. Organizational structure.
3. History of past or current projects and contracts.
4. Company affiliations.
5. Equipment owned or controlled.
6. Any applicable licenses.
7. Type of work requested.
8. Individuals authorized to act on behalf of the contractor.
9. Any pre-qualification or bidding disputes with a government agency, and
10. Financial condition.²⁸

Based on financial statement pre-qualification limits for contractors are set at levels of \$300,000 for compiled financial statements, \$1.5 million for reviewed financial

²² R2-7-312. Prospective Vendors Lists.

²³ ADOT, Engineering Consultant Contract and Joint Project Agreement Award and Administration Procedures, September 1993, Section 1.06.

²⁴ Arizona Department of Transportation, Engineering Consultants Section, Instructions and Information for Filing Application for Consultant Pre-qualification, 2006-2007.

²⁵ Arizona Department of Transportation, *Standard Specification for Road and Bridge Construction*, 2000, Section 102.02, Pre-qualification of Bidders

²⁶ OAR 734-010-0240(6).

²⁷ Arizona Department Of Transportation, Intermodal Transportation Division Rules For Pre-qualification Of Contractors, § R17-3-202.C.

²⁸ Arizona Department Of Transportation, Intermodal Transportation Division Rules For Pre-qualification Of Contractors, § R17-3-202.A.

statements and in excess of \$1.5 million for examined financial statements.²⁹ ADOT classifies construction firms as follows:

- Inexperienced firms: Firms that have no experience in transportation construction. These firms have a maximum pre-qualification amount of \$300,000.
- New firms: New firms that have officers with experience in positions of responsibility for transportation construction. The maximum pre-qualification amount for new firms is five times the firm's net worth.
- Unknown firms: Firms that have experience as contractors but have not completed an ADOT transportation construction contract as a contractor at any time. The maximum pre-qualification amount for unknown firms is the greater of: (a) five times the firm's net worth, or (b) the amount of the largest transportation construction project it successfully completed for another agency.
- Known firms: Firms that have successfully completed at least one ADOT transportation construction contract within the past five years. The maximum pre-qualification amount for new firms is ten times the firm's net worth, or unlimited, if the firm's net worth exceeds \$100 million.³⁰

ADOT may reduce the pre-qualification amount or disqualify a construction firm if the firm:

- Falsifies a document or misrepresents any material fact submitted to ADOT to the Department.
- Fails to enter into a contract with ADOT.
- Defaults on a previous contract with any public agency.
- Has an unsatisfactory work performance record with the ADOT.
- Fails to provide notification to the Board, within 30 calendar days of occurrence, of any change in ownership, officers or partners, bankruptcy, court supervised reorganization, or the entry of a judgment.³¹

3.8 Bidder Responsibility

Bidders may be found non-responsible for:

- Anti-competitive acts.

²⁹ Arizona Department Of Transportation, Intermodal Transportation Division Rules For Pre-qualification Of Contractors, § R17-3-202.E.

³⁰ Arizona Department Of Transportation, Intermodal Transportation Division Rules For Pre-qualification Of Contractors, § R17-3-202.D, F.

³¹ Arizona Department Of Transportation, Intermodal Transportation Division Rules For Pre-qualification Of Contractors, § R17-3-2023.A.

- Lack of competency and equipment.
- Incomplete work.
- Failure to pay.
- Failure to comply with ADOT qualification regulations.
- Contract default.
- Unsatisfactory performance.
- Making false and fictitious statements or documents.
- Lack of proper contractor's license.
- Lack of sufficient ability or integrity to complete the contract.³²

3.9 Vendor Relations

3.8.1 Vendor Debarment

ADOT reserves the right to disqualify contractors, suppliers or subcontractors for cause from consideration for contract award. Causes for suspension from bidding include:

- The person, officer, director, employee or agent has been convicted of:
 - Unlawful restraint of trade.
 - Knowingly and willfully concealing a material fact.
 - Making false, fictitious, or fraudulent statements.
 - Misrepresentation or false statements in a bond application.
 - Misrepresentation or false statements in a pre-qualification application.³³

ADOT staff reported that no firm has been disbarred under these rules to date.

3.10 Prompt Payment

It is Arizona state policy to make progress payments on highway construction contracts fourteen days after certified estimates of work have been performed.³⁴ Interest begins after the due date for payment of the contractor.³⁵ ADOT is mandated under state law to require contractors on its highway construction contracts to pay their subcontractors and suppliers within seven days of receipt of progress payments, unless otherwise agreed in writing, to the extent of each subcontractors or supplier interest in the progress payment. A diversion of payment from a subcontractor received may be grounds for disciplinary action against the contractor.³⁶ Contractors are to pay subcontractors and suppliers interest beginning on the eighth day after the receipt of periodic or final payment by the

³² Arizona Department of Transportation, *Standard Specification for Road and Bridge Construction*, 2000, Section 103.03, Responsibility.

³³ Arizona Department of Transportation, *Standard Specification for Road and Bridge Construction*, 2000, Section 102.03, Suspension from Bidding. A person who has been convicted of violation of ARS 34-252 cannot contract with ADOT for three years.

³⁴ ARS § 28-6924.A.1.

³⁵ ARS § 28-6924.A.4.

³⁶ ARS § 28-6924.A.2.

contractor. Prompt payment is also required under the federal regulations.³⁷ ADOT staff reported no DBE complaints since the prompt policy was instituted.

3.11 Remedial Programs

3.11.1 Historical Background

ADOT has maintained a DBE program since program inception in the 1970s. Following the *Adarand* decision and the revised U.S. DOT DBE regulations the updated ADOT DBE program was approved in February 2000.³⁸ DBE utilization has also become one of the 28 key performance measures used by ADOT to gauge its organizational effectiveness and accountability in 2005.³⁹ Following the appeals court decision of the Ninth Circuit in *Western States Paving*, ADOT ended its race-conscious elements of its DBE goals program in January 2006.⁴⁰ ADOT data on DBE spending is presented in **Exhibit 3-2** below.

**EXHIBIT 3-2
ADOT DBE SPENDING
DOLLAR AND PERCENTAGE UTILIZATION
FFY 2000 THROUGH FFY 2008**

	DBE CONTRACTING VOLUMES	DBE PERCENTAGE UTILIZATION
FFY 2000	\$28,187,413	9.01%
FFY 2001	\$45,902,083	8.41%
FFY 2002	\$27,875,544	9.5%
FFY 2003	\$35,040,647	7.78%
FFY 2004	\$41,393,059	9.06%
FFY 2005	\$36,184,839	11.10%
FFY 2006	\$36,621,050	5.44%
FFY 2007	\$10,538,046	1.83 %
FFY 2008	\$7,471,653	1.43%

Source: ADOT DBE Goal Submissions, DBE Accomplishment Reports

There is no DBE or M/WBE program for state-funded ADOT contracts.

3.12 DBE Goal Setting

3.12.1 DBE Aspirational Goal Setting

ADOT annual aspirational goals have been approved by U.S. DOT as being in line with federal regulations. The 2003 ADOT DBE goal was 9 percent with 2.5 percent being

³⁷ ARS § 28-6924.A.5.

³⁸ Disadvantaged Business Enterprise (DBE) Program Document, September 8, 1999.

³⁹ See, e.g., Arizona Department Of Transportation, *Annual Performance Progress Report (APPR) for Fiscal Year 2005-06 2007-09*, Budget Form 107BF04c, September 29, 2006, at 58.

⁴⁰ Memorandum, Lisa Wormington, DBE Program, January 3, 2006; Engineering Consultants Section, Information Bulletin No 06-03, Change in DBE Commitment Requirements, May 15, 2006.

race-neutral. The DBE goal was based on ADOT contractor lists. DBE Consultants were 19.23 percent, DBE prequalified prime contractors were 5.46 percent, and DBE subcontractor/suppliers were 15.51 percent of the ADOT lists. These percentages were then weighted by their shares in ADOT spending resulting in an 8.89 percent DBE goal. Volume of spending with DBEs from FY 2000 through FY 2002 averaged 8.87 percent. This figure was then rounded to 9 percent based on DBE applications, as well as anticipated changes in federal aid spending. Using a similar approach the proposed FFY 2009 ADOT DBE was 7.38 percent, and was entirely race-neutral.

3.12.2 DBE Project Goal Setting

The ADOT DBE program has been a subcontractor goals program, with no race-conscious set-asides, bid preferences, or mandatory joint ventures for DBE prime contractors during the study period.⁴¹ All DBE project goals are set out of the ADOT Office of Civil Rights (OCR).

DBE goal setting begins with review of a detailed estimate provided by ADOT Contracts & Specifications. Of particular concern are location, nature of the work, and project size (as DBEs are reluctant to travel for small projects). Next ADOT identifies where there are available DBEs by bid items, such as guardrail, signage fencing and rebar. ADOT then factors in the best bid amount and then divide that amount in half, to grant primes more flexibility.

Currently ADOT does not have set DBE goals for A&E contracts, but points have been given in the past for DBE utilization. In 2001, DBE participation in the Statement of Qualifications package was reduced from 10 percent to 6 percent and the bonus for DBE design participation was reduced from 5 percent to 3 percent.⁴² Bonus points were then applied only to projects with costs in excess of \$1 million. The point system for A&E contracts was also ended following the Western States Paving decision.

3.12.3 Good Faith Efforts Requirements

ADOT good faith efforts requirements in its program document follow the federal regulations. ADOT has a process for administrative reconsideration for firms that fail to meet good faith efforts requirements. More recently bids submitted to ADOT have satisfied the DBE goal, making good faith efforts submissions unnecessary. Prime contractors have been asked to call if the DBE project goal is unreasonable, and in some instances ADOT has lowered the DBE project goal in response to the concerns of primes. ADOT has also given workshops on good faith efforts submissions to facilitate program compliance.

In a few isolated instances ADOT has rejected the low bidder for failure to satisfy good faith efforts requirements and made the award to the second low bidder. One such rejection was taken to Superior Court, but such action has not happened in over ten years.

⁴¹ Arizona state law does permit the limiting of competition for goods and services that cost \$50,000 or less to firms owned and controlled by persons "disadvantaged by reason of race, color, religion, sex, national origin, age or physical or mental disability." ORS § 279A.100(3),(1).

⁴² Engineering Consultants Section, Information Bulletin No. 01-05, Disadvantaged Business Enterprise (DBE), May 15, 2006.

3.13 DBE Reporting

ADOT has not conducted a disparity study previously. ADOT Civil Rights has used data from the ADOT FAST system to track DBE spending during the study period. ADOT tracked DBE prime and subcontractor construction spending, in dollar and percentage terms. ADOT has tracked both DBE and non-DBE subcontractor utilization.

ADOT Civil Rights did not track most of ADOT's DBE design work through the late 1990s because generally no federal dollars were involved. Consequently there was no tracking of DBE utilization in A&E, and the information was not submitted to ADOT Civil Rights. The only time federal dollars were involved was on design build projects. Engineering Consultants Section has its own tracking system for engineering and design projects, which is not linked to the FAST system, or to Contracts and Specifications.

3.14 DBE Certification

The Arizona Department of Transportation and the cities of Phoenix (including the Phoenix airport) and Tucson are the sole entities certifying Disadvantaged Business Enterprises in Arizona. The Arizona Department of Transportation, city of Phoenix, and the city of Tucson are also members of the Arizona Unified Certification Program (UCP). The UCP was established on November 1, 2004.

The state of Arizona also forged a partnership with the Arizona Department of Transportation, the city of Phoenix, and the city of Tucson to create an integrated business directory. SBEs, DBEs and M/WBEs certified with the ADOT, the city of Phoenix, or the city of Tucson are automatically be listed in the Arizona Steps Up Directory. The state of Arizona provides the Steps Up database as a reference source for state procurement staff, and the public, to locate S/D/M/WBEs that seek to do business with the state UCP members. The Steps Up directory is posted on the state Web site which is linked to ADOT Web site.⁴³

As of January 2008, there were 910 certified DBEs in the Steps Up directory, of which 335 (36.8 percent) were owned by women and 63.9 percent were owned by minorities (**Exhibit 3-3**). The largest minority group was Hispanic owned firms, 26.7 percent. There were 386 certified MBEs, 245 certified WBEs and 487 certified SBEs in the database. There were 116 construction DBEs and 85 A&E DBEs. There were 602 DBEs sourced from the city of Phoenix and 304 from ADOT. About three to five firms graduate per year, more for the personal net worth limit than for average gross income.

⁴³ www.azdot.gov/azdbe/DBE_search.aspx.

**EXHIBIT 3-3
ADOT
NUMBER OF CERTIFIED DBES
BY ETHNIC/GENDER GROUP
2008**

ETHNIC/GENDER GROUP	NUMBER	PERCENT
African American	195	21.4%
Hispanic American	243	26.7%
Asian pacific American	72	7.9%
Native American	41	4.5%
Asian sub continent American	21	2.3%
Nonminority Female	335	36.8%
Other	3	0.3%
Total	910	

Source: SPIRIT, January 2008.

3.15 The Civil Rights Office

The ADOT DBE program is part of the ADOT Civil Rights Office (CRO). The Civil Rights Office is composed of following programs: Americans with Disabilities Act, Contract Compliance (including On-the-Job Training), DBE, Equal Employment Opportunity Counselor, Highway Construction Pre-Apprenticeship Program, Nondiscrimination program, and the Title VI program.

There is not currently a DBE advisory committee. At one time ADOT brought together the AGC and DBEs informally to discuss the annual DBE goal. This process was discontinued in 2005.

3.16 Office of Equal Opportunity and Equity in State Contracting

The Governor's Office of Equal Opportunity has existed since 1975 to provide a compliance monitoring of Arizona State agencies. However, procurement is a small part of its annual report. The Governor's Equity in State Contracting Executive Oversight Review Team provides some direction for state procurement equity. Arizona Steps Up is an effort of the Governor's Equity in State Contracting Initiative. The Governor's Equity in State Contracting Community Consultants Group, composed of representatives from Arizona's business community, provides stakeholder input.

3.17 Nondiscrimination in Contracting

Arizona State law does not contain an express commercial nondiscrimination provision that forbids discrimination in subcontracting. The state of Arizona does have legal

provisions covering nondiscrimination in employment by contractors and subcontractors on state projects.⁴⁴

3.18 Small Business Enterprise

There is no small contractors program at ADOT. The state has a small business set aside insofar as state law restricts, where practicable, procurements of less than \$50,000 to small businesses.⁴⁵ As noted above, state law also provides for bidder rotation of small vendors and for the regular solicitation of new suppliers.⁴⁶ Arizona Executive branch agencies are required to train staff in the Executive Order and include the Executive Order content in agency purchasing manuals. All Executive Branch agencies are to track and report quotations, solicitations, and awards greater than \$5,000. The Arizona Department of Administration is required to provide a report to the Governor's Office beginning September 30, 2008.

The state has also established a Governor's Council on Small Business, chaired by the Small Business Advocate at the State Department of Commerce. The Council is mandated to focus on:

- a) Streamlining the licensing and permitting process so that small business owners have a more effective, efficient and customer-friendly method of obtaining requisite authorization to conduct business in Arizona;*
- b) Increasing buyer awareness of the products and services available throughout Arizona and identifying new sales opportunities for Arizona companies domestically as well as internationally;*
- c) Continuing to actively assist with the formation, vendor registration and expansion of small, minority- and women-owned businesses throughout Arizona; and*
- d) Understanding and responding to the small business community's concerns on issues impacting their ability to run a successful enterprise -- such as employee benefits, quality of workforce, bonds, taxes, etc.⁴⁷*

3.19 Financial Assistance Programs

3.19.1 ADOT

ADOT does not maintain a lending assistance program for small or DBE firms. The ADOT's Supportive Services Program manager has proposed a short-term lending and bond program to the U.S. DOT for DBEs. This program has not been approved at this time but is being modified and being discussed with two bonding companies. There are

⁴⁴ Executive Order 99-4 amending Executive Order 75-5.

⁴⁵ Arizona Revised Statutes § 41-2535. APC R2-7-335.

⁴⁶ Executive Order 2007- 21.

⁴⁷ Executive Order 2004-12, Governor's Council on Small Business, May 18, 2003.

number of other loan programs maintained by the state of Arizona and other nonprofit organizations, which are discussed below. Some of these programs are not listed because they focus on manufacturing, retail, or other business areas to the exclusion of businesses that operate in the transportation contracting area.

3.19.2 Other Loan Programs

The U.S. Small Business Administration (SBA) maintains the 504 Loan Program, the 7A Loan Guarantee Program, the SBA's Community Express program and the SBA's Pre-qualification program. The 504 Program, available through Southwest Business Financing Corporation, is for the acquisition of fixed assets only, such as real estate and equipment. SBA 504 loans range from \$250,000 to \$1,500,000. The 7A Guaranty Program provides lines of credit or term loans for most business purposes. SBA 7A loans range from \$50,000 to \$2,000,000. The Community Express Program targets MBEs in low and moderate income neighborhoods with a high concentration of minority residents. The program provides an 85 percent guarantee for loans of less than \$150,000 and a 75 percent guarantee for loans ranging from \$150,000 to \$250,000.

The City of Phoenix Expansion Assistance and Development (EXPAND) Program supplies additional collateral for business expansion loans. EXPAND works with a conventional commercial loans and SBA loans. EXPAND provides collateral dollars up to 25 percent of approved loan amount (up to 50 percent in a Phoenix Enterprise Community). There is a maximum loan of \$150,000 under the EXPAND program.

3.20 Bonding and Insurance Assistance

At present, ADOT does not maintain a bonding assistance program. Bond waivers are discouraged, however, because of the need to build bonding capacity. ADOT is contemplating a bond training program. To date, ADOT has sent contractors to the city of Phoenix bonding class.

3.21 Management and Technical Assistance (M&TA)

3.21.1 ADOT

DBE Supportive Services. ADOT's DBE supportive services was contracted out to an outside consultant from 1986 through 2003. The most recent supportive services consultant was Applied Business. ADOT currently handles DBE supportive service within the Civil Rights Office. After assuming the M&TA responsibilities ADOT surveyed DBEs to seek out desired technical assistance. DBEs responded with requests for training assistance in the areas of marketing, business plan, preparation, bidding and estimating, bonding and cost management.

ADOT DBE supportive services has focused on DBE identification, pre-qualification, and certification assistance. ADOT Civil Rights Office has five consultants that help contractors with bidding and estimating. The objective has been: increasing the total number of DBEs utilized; and assistance with estimating, bidding, immediate and long-term business management, recordkeeping, and financial accounting capabilities; and bonding and financial assistance. Training is both class room and one-to-one. There is

also a free plans checkout service, and mediation services. ADOT has provided DBEs with information on ADOT policies (including payment policies), historical cost, prime contractors, ADOT specifications, supply sources, financing, and bonding.

Highway Construction Pre-Apprenticeship Program. ADOT has organized a Highway Construction Pre-Apprenticeship Program which provides six weeks of a full day pre-employment training class in highway construction trades, leading to employment in the skilled trades in highway construction. The ADOT Pre-Apprenticeship Program has provided hands-on experiences in a wide variety of trades, OSHA and Flagging Certification to people, including several tribes, in Arizona. The Pre-Apprenticeship Program targets women and minorities, thereby expanding the pipeline for employment of women and minorities in highway construction. However, the program is open to all, regardless of race, gender or lack of previous construction experience.

Mentor-Protégé. ADOT has had a mentor-protégé program in place for over ten years. There are two active mentor-protégé agreements, one started in 2007. The other agreement has been in place since 2004. Another mentor-protégé agreement expired in 2007. Under one mentor-protégé arrangement, an engineering firm sought assistance with project accounting, marketing databases, information technology infrastructure, cash flow procedures, topographical surveying, project management and staff utilization.

3.21.2 Other Business Development Assistance Programs

A number of business organizations and local centers also support business development in ADOT and the Phoenix metro area.

Phoenix. The city of Phoenix assist firms with general business and marketing, financing and loan packaging, business needs assessment and human resource planning.

Procurement Technical Assistance Center The National Procurement Technical Assistance Program (PTAP) was started in 1985 to assist businesses selling to the U.S. Department of Defense (DOD). PTAP assists with market research, identifying business codes, Web site registering, bid matching, specifications, marketing, support documentation, ecommerce and networking assistance and the federal acquisition regulations. There are several PTAP programs in Arizona.

One PTAP is the National Center, which provide free technical assistance to American Indian owned small businesses and tribal companies. The National Center also provides procurement learning for American Indian Nation and Societies (PLAINS) and marketing and procurement Services (MPSP). The National Center is part of the national network of American Indian Procurement Technical Assistance Centers (AIPTAC), part of an agreement with the U.S. Department of Defense and the Defense Logistics Agency. National Center services include bid matching, technical and marketing assistance and resource information. National Center consulting expertise, delivered through Management Consulting Services, includes strategic planning, group facilitation business development planning, project management, marketing, and database management.

Native American Business Enterprise Center (NABEC). The Native American Business Enterprise Center is operated through an agreement with the Minority Business Development Agency. NABEC provides business consulting services and technical

assistance to Native Americans. Assistance includes market research and assistance, financial analysis, loan packaging preparation, procurement assistance, procurement assistance, minority certification assistance, and business plan development.

Small Business Development Center (SBDC). The Arizona SBDC was formed in 1988 and reached its present size of eleven centers in 2004. The network also has two satellite offices and a state wide office.

The Arizona SBDC Network assists start-up, growth of small business expansion in the areas of business structure, management, issues. The SBDC Network program provides publications and free counseling primarily through its network of SBDCs. The SBDCs provide business planning, financial statement analysis, market feasibility, financing assistance, SBA loan assistance, micro loan funds access, employee training, operations assessment and marketing strategy. There are three Arizona providers of the FastTrac program for new and existing businesses.

In 2003, the most recent year for which data is available, SBDC centers served 3,641 clients, including 206 business expansions and 283 business startups. The SBDC network's annual budget was about \$3.1 million in 2003, from the U.S. Small Business Administration. Participating community colleges and workshop and seminar fees provide modest additional money. The Arizona SBDC network is does not receive direct state aid.

SCORE Business Resource Center. The SCORE Business Resource Center (BRC) in Phoenix provides a business resource library, internet access, computer resources and audio visual aids for entrepreneurs and small business owners.

3.21.3 Major Business Development Partnerships

ADOT has engaged in a number of partnerships with business development organizations in the state of Arizona. A list of these partnerships and the dollar commitment involved in presented in **Exhibit 3-4** below.

**EXHIBIT 3-4
ADOT BUSINESS DEVELOPMENT PARTNERSHIPS**

RESOURCE AGENCY	PROGRAM CONTRIBUTION
US Department of Commerce	Participates in a multi-agency state contracting workshop, encourages DBE certification.
AZ State Procurement Office	Participates in a multi-agency state contracting workshop, encourages DBE certification.
AZ Governor's Office of Equal Opportunity	Participates in a multi-agency state contracting workshop, encourages DBE certification.
Associated Minority Contractors of America	Hosted a number of events, explained program, one of the sponsors for ADOT's annual DBE Conference.
National Center for American Indian Enterprise Dev.	Marketed DBE Outreach Program to Native Americans, assisted with certification.
AZ Associated General Contractors	Explained program to general contractors, encouraged DBE utilization. (One of the sponsors for the Annual DBE Conference)
Phoenix Black Chamber of Commerce	Explained program, hosted certification workshops.
AZ Small Business Development Center Network	Key host of contracting workshops, marketed the DBE program, assisted in certification.
AZ Small Business Association	Hosted two contracting workshops, assisted in marketing DBE program.
American Indian Chamber of Commerce of Arizona	Marketed DBE Outreach Program to Native Americans, assisted with certification.
Tucson Hispanic Chamber of Commerce	Marketed DBE Outreach Program to Hispanic population, assisted with certification.
AZ Hispanic Chamber of Commerce	Marketed DBE Outreach Program to Hispanic population, assisted with certification.
American Council of Engineering Co. of AZ	Encourages utilization of DBE firms on highway design.
Grand Canyon Minority Supplier Development Council	Marketed DBE Outreach Program to minority population in the southeast,

Source: DBE/SS Workstatement Fiscal Year 2006.

3.22 Outreach

ADOT's and the state of Arizona's DBE outreach efforts have included:

- Funding the ADOT DBE supportive services, discussed above.
- (UCP) Maintaining the ADOT Web site, which has the following information: mission, program certification, supportive services, resource documents, resource links, vendor outreach, information on race-neutral programs, contracts, the procurement code, links to certification forms and information, plan holders list and links to extensive ADOT contracting information, AGC newsletter, DBE directory, prime [contractor] corner, DBE certification, and the DBE newsletter
- Publishing the quarterly ADOT DBE newsletters, Desert News, providing information about the transportation construction industry, business advice, listing of recently certified DBEs, forthcoming highway projects, networking opportunities and training events.
- Hosting Networking Matchmaking events for DBEs and prime contractors in Phoenix and Tucson.
- Sponsoring or hosting certification and state contracting workshops around the state and New Mexico. In FY 2007 there were 16 such workshops (24 in FY 2006) with an estimated attendance of 320. These events are typically hosted by a service organization, such as an Arizona Small Business Development Center, a Chamber of Commerce, the Navajo Nation Division of Economic Development Center, or an Economic Development Office.
- Participating in multi-agency state contracting workshops started in 2004, which have included the State Procurement Office, ADOT, the State Department of Commerce, and Governor's Office for Equal Opportunity. Workshop topics have included certification, doing business with the state and Qualifying for Bonding & Liability Insurance
- Holding pre-bid conferences.
- Placing bid information on SPIRIT, the ADOT Web site and construction exchanges.
- Holding an annual conference for DBE firms.
- Publishing a DBE Directory.
- Attending meetings of the Grand Canyon Minority Supplier Development Council, the Minority Business Development Center, the Arizona Hispanic Chamber of Commerce and the American Indian Chamber of Commerce.
- Sending primes lists of DBE's on both state aid and federal aid ADOT projects.

**4.0 RELEVANT MARKET AREA,
UTILIZATION, AND
AVAILABILITY ANALYSES**

4.0 RELEVANT MARKET AREA, UTILIZATION, AND AVAILABILITY ANALYSES

This chapter presents the results of our analysis of the Arizona Department of Transportation's (ADOT) procurement activity occurring between the fiscal years of July 1, 2001, and June 30, 2007. In this chapter we define ADOT's relevant market areas and analyze the utilization of firms by ADOT in comparison to the availability of firms to do business with ADOT. The results of the analyses ultimately determine whether minority-, woman-, or nonminority-owned businesses were underutilized or overutilized in these procurements.

This chapter consists of the following sections:

- 4.1 Methodology
- 4.2 Construction
- 4.3 Architecture and Engineering
- 4.4 Professional Services
- 4.5 Other Services
- 4.6 Goods and Supplies
- 4.7 Summary

4.1 Methodology

This section presents the methodology for the collection of data and analysis of market areas, utilization, and availability of minority-, woman-, and nonminority-owned firms for this study. The descriptions of business categories and minority- and woman-owned and disadvantaged business enterprise (M/W/DBE) classifications are also presented in this section. In addition, the procedures for determining the geographical market areas, utilization, and availability of firms are presented herein.

4.1.1 Business Categories

ADOT's relevant market area, utilization, and availability of M/W/DBEs were analyzed for five business categories: construction, architecture and engineering, professional services, other services, and goods and supplies. A description of each business category follows.

Construction

Construction refers to any construction-related services, including but not limited to:

- General building contractors engaged primarily in the construction of commercial buildings.
- Heavy construction such as airport runways, bridges, sewers, and roadways.
- Light maintenance construction services such as carpentry work; electrical work; installation of carpeting; air-conditioning repair, maintenance, and installation; plumbing; and renovation.

- Other related services such as water-lining and maintenance, asbestos abatement, drainage, dredging, grading, hauling, landscaping (for large construction projects such as boulevards and highways), paving, roofing, and toxic waste cleanup.

Architecture and Engineering

This business category encompasses all services performed by a:

- State-licensed architect.
- Professional engineer.
- Firm owned by parties with such designations.

Professional Services

This business category includes:

- Financial services.
- Legal services.
- Medical services.
- Educational services.
- Other professional services.

Other Services

Other services include:

- Janitorial and maintenance services.
- Uniformed guard services.
- Computer services.
- Certain job shop services.
- Graphics, photographic services.
- Landscaping.
- Other nontechnical professional services.

Goods and Supplies

This business category includes:

- Office goods.
- Medical supplies.
- Miscellaneous building materials.
- Computers.

Certain purchases were excluded from analysis in this study. Examples include:

- Administrative items such as utility payments, leases for real estate, insurance or banking transactions.
- Salary and fringe benefits, payments for food, parking, or conference fees.
- Government entities including nonprofit local organizations, state agencies, and federal agencies.

4.1.2 M/W/DBE Classifications

In this study, businesses classified as M/W/DBEs are firms at least 51 percent owned and controlled by members of one of five groups: African Americans, Hispanic Americans, Asian Americans, Native Americans, and nonminority women. These groups were defined according to the United States (U.S.) Census Bureau as follows:

- **African Americans:** U.S. citizens or lawfully admitted permanent residents having an origin in any of the black racial groups of Africa.
- **Hispanic Americans:** U.S. citizens or lawfully admitted permanent residents of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish or Portuguese cultures or origins regardless of race.
- **Asian Americans:** U.S. citizens or lawfully admitted permanent residents who originate from the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands.
- **Native Americans:** U.S. citizens or lawfully admitted permanent residents who originate from any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.
- **Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white females. Minority women were included in their respective minority category.

The M/W/DBE determinations reflected in this report were based on the source data discussed below in **Section 4.1.3**. If the business owner classification was unclear in the source data, MGT of America, Inc., (MGT), conducted additional research to determine the proper business owner classification. This additional research included requesting assistance from cognizant ADOT representatives to identify the proper business owner classification. Firms that were identified in the source data as non-M/W/DBEs and firms for which there was no indication of M/W/DBE classification in the source data were considered to be nonminority-owned firms in the analysis conducted for this study.

4.1.3 Collection and Management of Data

Hard-copy and electronic procurement data within the study period for all business categories were manually collected onsite at ADOT agencies by MGT and Classique, LLC., a local Phoenix, AZ, management consulting firm.

Contract and Subcontract Data Collection

Using the electronic data provided by ADOT and the manual data collected onsite, MGT developed a master list of ADOT's procurement activity during the study period. The master list was comprised of databases obtained from ADOT's Civil Rights Office, the Construction Department, the Purchasing Department, and the Architecture and Engineering Department. This data contained both prime contracts and subcontracts. The following electronic files were provided by ADOT agencies:

- **Civil Rights UCP Vendor List:** an excel file containing a list of vendors from the State of Arizona's UCP list.

- Engineering Contract Summary with detail as of 07-28-07: an excel file containing a detailed summary of engineering contracts throughout the study period.
- Engineering Contract List - All FY03 to FY07: an excel file including active, pending, closeout, and closed contracts.
- Engineering FY02 Executive Summary – Excel Rough Copy: an excel spreadsheet containing a summary of the 2002 fiscal year engineering report.
- Engineering FY03 to FY07 Executive Summary: an excel spreadsheet containing a summary of the 2003 through 2007 fiscal years engineering reports.
- Engineering FY03 to FY07 Executive Summary – Excel Rough Copy: an excel spreadsheet containing a summary of the 2003 through 2007 fiscal years engineering reports.
- Engineering mailing list as of 08-02-07: an excel file containing a mailing list of Engineers utilized by ADOT.
- Arizona Department of Transportation Vendor List: a list of all the vendors providing services for ADOT.
- Construction Payments: an excel file containing payment history on ADOT construction contracts
- Construction Subcontractors: an excel file containing subcontract data for ADOT construction contracts during the study period.
- Contractor's List: an excel file containing a list of contractors that provides services to ADOT.
- FY02 - Construction Contracts: an excel spreadsheet that contains ADOT construction contracts let during the 2002 fiscal year.
- FY03 - Construction Contracts: an excel spreadsheet that contains ADOT construction contracts let during the 2003 fiscal year.
- FY04 - Construction Contracts: an excel spreadsheet that contains ADOT construction contracts let during the 2004 fiscal year.
- FY05 - Construction Contracts: an excel spreadsheet that contains ADOT construction contracts let during the 2005 fiscal year.
- FY06 - Construction Contracts: an excel spreadsheet that contains ADOT construction contracts let during the 2006 fiscal year.
- FY07 - Construction Contracts: an excel spreadsheet that contains ADOT construction contracts let during the 2007 fiscal year.
- Disparity Study Contractor Addresses: an excel spreadsheet containing the addresses of contractors utilized by ADOT.

- Office of Civil Right's DBE mailing list: an excel file containing a list of Disadvantaged Business Enterprises.
- PQ Primes 061507: an excel file containing pre-qualified firms.
- Engineering Consultant mailing list.
- All Construction bids FY02 – FY07: an excel spreadsheet containing all construction bids for the study period.

Data from the electronic files listed above were combined to create the master file of ADOT's procurement activity for the study period. Each electronic list provided the following data that we used for analysis:

- Name of firm awarded the contract.
- Award amount of the contract.
- Award date of the contract.
- A description of the contract from which the business category of the procurement could be derived.

Once collected and entered or transferred into the MGT database, the data were processed as follows:

- Exclusion of records not relevant to the study. Examples of procurement activity excluded from analysis include duplicate procurement records; contracts out of the time frame of the study; contracts awarded to nonprofits and government entities; and utility payments such as water, gas, and electricity.
- Identification of the county in which the vendor operated. To accomplish this, the ZIP code of the vendor was matched against an MGT ZIP code database of all United States counties.
- Identification of the prime contractor's business category.

The total number of procurement records analyzed for the study period is shown below in **Exhibit 4-1**. These numbers can be found in the relevant market area exhibits, for each perspective business category. The numbers equal the number of contracts total.

**EXHIBIT 4-1
ARIZONA DEPARTMENT OF TRANSPORTATION
NUMBER OF ANALYZED RECORDS
JULY 1, 2001, THROUGH JUNE 30, 2007**

BUSINESS CATEGORY	# OF RECORDS*
Construction	421
Architecture and Engineering	459
Professional Services	243
Other Services	120
Goods and Supplies	328

Source: Procurement activity compiled from ADOT's data.

Availability (Vendor) Data Collection

Determining the availability of firms is a critical element in developing disparity analyses. Therefore, MGT analyzes the availability of firms at the prime and subcontractor level.

For the purposes of this study, MGT defines prime contractors as firms that (1) have performed prime contract work for ADOT; (2) have bid on prime contract work for ADOT; (3) have registered as bidders with ADOT purchasing department; or (4) are included in ADOT's available vendors database. These firms are considered to be available because they have either performed or indicated their willingness to perform prime contract work for ADOT by registering with ADOT to be considered for contracting opportunities.

The following source agencies provided lists that were used to develop our master list of firms:

- The Arizona Department of Transportation's Civil Rights Office.
- The Arizona Department of Transportation's Procurement Group.
- The Arizona Department of Transportation's Transportation Services Group.
- The Arizona Department of Transportation's Construction Group Field Reports Section.
- The Arizona Department of Transportation's Engineering Consultants Section.

This process generated a listing of 5,472 entries. Employee names were identified and excluded from further analysis. We also excluded business listings for firms where there was incomplete data, such as address information. As a result, our availability analyses were based on a pool of 3,659 firms.

4.1.4 Market Area Methodology

In order to establish the appropriate geographic boundaries for the statistical analysis, the market areas were determined for each of the business categories by using the counties in the state of Arizona.

Overall Market Area

A United States county is the geographical unit of measure selected for determining market area. The use of counties as geographical units is based on the following considerations:

- The courts have accepted counties as a standard geographical unit of analysis in conducting equal employment opportunity and disparity analysis.
- County boundaries are externally determined and thus free from any researcher bias that might result from any arbitrary determinations of geographical units of analysis.
- Census and other federal and state data are routinely collected and reported by county.

The counties that constituted ADOT's overall market area were determined by evaluating the total dollars expended by ADOT in each business category. The results were then summarized by county according to the location of each firm that provided goods or services to ADOT.

Relevant Market Area

Next, relevant market area was determined for each business category using the counties in the state of Arizona. The first step was to sum the dollars awarded in each of the counties included in the state of Arizona. The counties were listed according to the number of firms awarded contract dollars, and then by the dollar amounts awarded. This process was repeated for each business category.

The data used to determine the overall and relevant market areas for ADOT business categories were as follows:

- Number of individual firms.
- Percentage of total firms.
- Number of contracts let.
- Percentage of total contracts let.
- Contracts awarded.
- Payments made.
- Percentage of total dollars.

4.1.5 Utilization Methodology

The prime level utilization analyses of construction, architecture and engineering, professional services, other services, and goods and supplies firms were based on information derived from ADOT procurement database for activity occurring between July 1, 2001, and June 30, 2007.

4.1.6 Availability Methodology

To evaluate disparate impact, if any, we must identify available M/W/DBEs in the relevant market area by each business category. This determination, referred to as *availability*, has been an issue in recent court cases. If the availability of minority- and

woman-owned firms is overstated or understated, a distortion of the disparity determination will result. This distortion occurs because the quantitative measure of disparity is a direct ratio between utilization and availability.

To determine availability, several methodologies have been used, including vendor data and bidder data. The use of vendor data is preferable because it considers firms that have expressed a desire and ability to provide goods and/or services to procuring entities. For this analysis, MGT used vendor data as the basis of the availability component.

MGT utilized several sources, as indicated previously in this chapter, to determine prime and subcontractor availability in order to develop the appropriate availability data within the relevant market area. All of the data were then compiled into the MGT Master Vendor Database for analysis.

As indicated earlier, there are over 3,600 individual firms in MGT's Master Vendor Database. **Exhibit 4-2** shows a summary of the total number of available firms in the database by business category. These numbers are reflected in the availability exhibits for each of the perspective business categories.

**EXHIBIT 4-2
ARIZONA DEPARTMENT OF TRANSPORTATION
AVAILABILITY OF FIRMS BY BUSINESS CATEGORY
JULY 1, 2001, THROUGH JUNE 30, 2007**

BUSINESS CATEGORY	TOTAL FIRMS*
Construction	198
Construction Subcontractors	781
Architecture and Engineering	412
Architecture and Engineering Subcontractors	587
Professional Services	315
Other Services	211
Goods and Supplies	269

Source: MGT's Master Vendor Database.

* Note: The availability analysis presented later in this chapter is based only on firms in the relevant market area, which is a subset of the "Total Firms." Vendors may be counted in more than one business category if their qualifications suggest multiple disciplines.

4.2 Federal Construction Contracts

This section presents the analysis of ADOT market area for the construction business category, as well as the utilization and availability of firms.

4.2.1 Relevant Market Area Analysis

ADOT spent close to \$2.7 billion on construction projects during the study period and used 87 firms on 421 contracts. Approximately \$2.4 billion (91.1%) of the construction prime contract dollars was within the relevant market area. The average construction contract overall was \$6.4 million, and the average construction contract in the relevant

market area was \$6.6 million. **Exhibit 4-3** shows the location of all firms used in the analysis of construction contracts, by county and dollar amount.

**EXHIBIT 4-3
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION
RELEVANT MARKET AREA ANALYSIS
JULY 1, 2001, THROUGH JUNE 30, 2007**

County, State	# of Contracts	% of Contracts	# of Firms	% of Firms	Dollars	% of Dollars	Cum% ²
MARICOPA, AZ	240	57.01%	46	52.87%	\$1,804,731,214.57	67.35%	67.35%
PIMA, AZ	55	13.06%	10	11.49%	\$152,235,926.00	5.68%	73.03%
YAVAPAI, AZ	34	8.08%	5	5.75%	\$116,910,956.14	4.36%	77.39%
YUMA, AZ	11	2.61%	2	2.30%	\$296,597,073.22	11.07%	88.46%
NAVAJO, AZ	21	4.99%	2	2.30%	\$49,463,887.40	1.85%	90.31%
COCHISE, AZ	2	0.48%	1	1.15%	\$10,046,822.15	0.37%	90.68%
GRAHAM, AZ	4	0.95%	1	1.15%	\$9,203,810.63	0.34%	91.03%
MOHAVE, AZ	1	0.24%	1	1.15%	\$1,522,635.24	0.06%	91.08%
GILA, AZ	1	0.24%	1	1.15%	\$191,729.50	0.01%	91.09%
SAN DIEGO, CA	7	1.66%	3	3.45%	\$27,628,477.00	1.03%	92.12%
MONTEZUMA, CO	5	1.19%	2	2.30%	\$6,345,012.35	0.24%	92.36%
SAUK, WI	6	1.43%	1	1.15%	\$155,168,364.43	5.79%	98.15%
COOK, IL	4	0.95%	1	1.15%	\$18,874,298.16	0.70%	98.85%
LINN, IN	4	0.95%	1	1.15%	\$7,028,450.00	0.26%	99.12%
DALLAS, TX	1	0.24%	1	1.15%	\$6,940,000.00	0.26%	99.38%
BLAINE, ID	2	0.48%	1	1.15%	\$4,380,500.55	0.16%	99.54%
MESA, CO	2	0.48%	1	1.15%	\$2,952,751.50	0.11%	99.65%
SAINT JOSEPH, IN	5	1.19%	1	1.15%	\$2,802,996.18	0.10%	99.75%
BERNALILLO, NM	2	0.48%	1	1.15%	\$1,906,701.00	0.07%	99.82%
STEARNS, MN	1	0.24%	1	1.15%	\$1,863,540.23	0.07%	99.89%
CUMBERLAND, PA	10	2.38%	1	1.15%	\$1,070,999.47	0.04%	99.93%
SACRAMENTO, CA	1	0.24%	1	1.15%	\$945,000.00	0.04%	99.97%
SALT LAKE, UT	1	0.24%	1	1.15%	\$497,490.75	0.02%	99.99%
NOVA SCOTIA	1	0.24%	1	1.15%	\$324,660.00	0.01%	100.00%
Total	421	100.00%	87	100.00%	\$2,679,633,296.47	100.00%	

Source: Arizona Department of Transportation's Construction Group Field Reports Section

¹Cumulative total of percentage of dollars in market area.

²Counties above the line are included in the relevant market area.

As shown in **Exhibit 4-3**, the relevant market area for the construction business category consisted of the state of Arizona. There were 369 contracts awarded to 69 firms in the relevant market area. **Appendix A** provides further detail about construction contracts.

4.2.2 Utilization Analysis

For firms located in the relevant market area, the following analysis was conducted:

- Utilization analysis of all M/W/DBE and non-M/W/DBE prime contractors by year for the study period.
- Utilization analysis of the number of contracts awarded and the individual firms awarded those contracts, according to race/ethnicity/gender classifications.

Relevant Market Area, Utilization, and Availability Analyses

- Utilization analysis of M/W/DBE subcontractors for each year of the study, according to race/ethnicity/gender classifications.

The utilization analysis of prime construction contractors in the relevant market area is shown in **Exhibit 4-4**. M/W/DBEs were awarded 1.3 percent of the total dollars expended by ADOT during the review period. Firms owned by nonminority women received \$31.3 million, which constituted the 1.3 percent.

**EXHIBIT 4-4
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION
UTILIZATION ANALYSIS OF PRIME CONTRACTORS
IN THE RELEVANT MARKET AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS AWARDED
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Dollars Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2002	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$7,785,051	2.74%	\$7,785,051	2.74%	\$276,727,124	97.26%	\$284,512,175
2003	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,317,614	0.39%	\$1,317,614	0.39%	\$333,300,489	99.61%	\$334,618,103
2004	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$3,459,617	0.83%	\$3,459,617	0.83%	\$415,344,130	99.17%	\$418,803,747
2005	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$4,926,384	1.18%	\$4,926,384	1.18%	\$412,086,026	98.82%	\$417,012,410
2006	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$7,117,460	1.29%	\$7,117,460	1.29%	\$545,358,531	98.71%	\$552,475,991
2007	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$6,720,394	1.55%	\$6,720,394	1.55%	\$426,761,236	98.45%	\$433,481,629
Total	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$31,326,519	1.28%	\$31,326,519	1.28%	\$2,409,577,535	98.72%	\$2,440,904,055

Source: MGT database of ADOT'S procurement activity from July 1, 2001, through June 30, 2007. Data provided by Construction Group Field Reports Section.

¹ Percent of total dollars awarded annually to prime contractors.

Nonminority women were most successful in winning contracts in 2002 based on the relative percentage of total prime contract dollar awards (2.7% of the total). By dollars awarded, nonminority women were most successful as prime contractors in the year 2002, compare to the other years of the study.

Exhibits 4-5 and **4-6** show the number of contracts awarded and prime construction firms utilized during the study period. **Exhibit 4-5** shows that 369 contracts were awarded in the relevant market area, with 92.7 percent of those contracts going to nonminority-owned firms, whereas M/W/DBEs received 7.3 percent of the contract awards—27 of the 369 contracts. **Exhibit 4-6** shows that seven M/W/DBE firms (10.1%) were awarded construction projects at the prime contractor level. In comparison, 62 non-M/W/DBEs were hired during the same period. The data in **Exhibits 4-5** and **4-6** also show that ADOT issued larger, bundled contracts to fewer firms during the study period. This observation is based on the fact that the average amount per prime construction contract in 2003 was \$4.4 million (\$334.6 million/77 contracts). By 2005, that average increased to \$6.5 million (\$417 million/64 contracts).

**EXHIBIT 4-5
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION
PRIME CONTRACTS AWARDED IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	3.28%	2	3.28%	59	96.72%	61
2003	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	3.90%	3	3.90%	74	96.10%	77
2004	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	4.29%	3	4.29%	67	95.71%	70
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	4.69%	3	4.69%	61	95.31%	64
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	8	16.33%	8	16.33%	41	83.67%	49
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	8	16.67%	8	16.67%	40	83.33%	48
Total Contracts	0	0.00%	0	0.00%	0	0.00%	0	0.00%	27	7.32%	27	7.32%	342	92.68%	369

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by Construction Group Field Reports Section.

¹ Percentage of total contracts.

**EXHIBIT 4-6
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION
NUMBER OF UTILIZED INDIVIDUAL PRIME CONTRACTORS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	4.00%	1	4.00%	24	96.00%	25
2003	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	5.88%	2	5.88%	32	94.12%	34
2004	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	7.69%	2	7.69%	24	92.31%	26
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	6.67%	2	6.67%	28	93.33%	30
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	4	17.39%	4	17.39%	19	82.61%	23
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	4	14.81%	4	14.81%	23	85.19%	27
Individual Firms Over Six Years²	0	0.00%	0	0.00%	0	0.00%	0	0.00%	7	10.14%	7	10.14%	62	89.86%	69

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by Construction Group Field Reports Section.

¹ Percentage of total firms.

² Individual Firms" counts a firm only once for each year it receives work. Because a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

Threshold Analysis

MGT analyzed the utilization of M/W/DBE and Non-M/W/DBE construction firms by examining contracts in the specific dollar ranges shown below:

- Contracts \$100,000 and under.
- Contracts between \$100,001 and \$1 million.
- Contracts over \$1 million.

As **Exhibit 4-7** illustrates, M/W/DBEs received 14 percent of the contracts awarded in amounts of \$100,000 or less. However, the analysis showed that as the contract dollar amount increased, the level of M/W/DBE participation decreased, such that in the higher dollar range—contracts of \$1 million or more—M/W/DBE participation dropped to less than 1 percent of the awarded contracts. Among M/W/DBEs, and based on percentage utilization, firms owned by nonminority women were more successful in winning construction contracts in all dollar categories.

**EXHIBIT 4-7
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION CONTRACT AWARDS BY THRESHOLD
JULY 1, 2001, THROUGH JUNE 30, 2007**

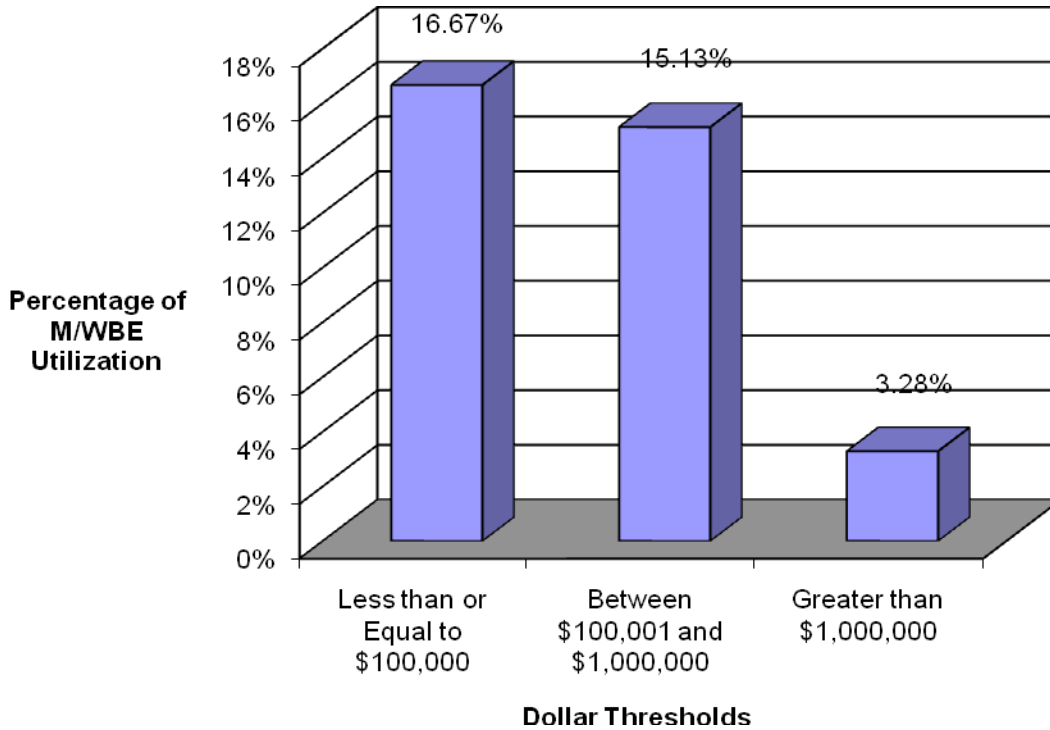
Threshold	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
Less than or Equal to \$100,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	16.67%	1	16.67%	5	83.33%	6
Between \$100,001 and \$1 million	0	0.00%	0	0.00%	0	0.00%	0	0.00%	18	15.13%	18	15.13%	101	84.87%	119
Greater than \$1 million	0	0.00%	0	0.00%	0	0.00%	0	0.00%	8	3.28%	8	3.28%	236	96.72%	244
Total	0	0.00%	0	0.00%	0	0.00%	0	0.00%	27	7.32%	27	7.32%	342	92.68%	369

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by Construction Group Field Reports Section.

¹ Percentage of total contracts awarded annually to prime contractors.

Exhibit 4-8 shows a graphical representation of the dollar ranges for the utilization of M/W/DBEs and illustrates how M/W/DBE firms fared as contract dollars rose. **Exhibit 4-9** presents the threshold analysis based on award totals in the respective categories, showing a percentage concentration of M/W/DBE participation on contracts of \$100,000 or less. However, as the dollar value of the awarded contracts increased, M/W/DBE participation decreased, to the extent that in the highest dollar range M/W/DBEs received 3.3 percent of the total dollars awarded.

**EXHIBIT 4-8
ARIZONA DEPARTMENT OF TRANSPORTATION
UTILIZATION OF PRIME CONSTRUCTION CONTRACTORS
WITHIN CONTRACT DOLLAR RANGES
JULY 1, 2001, THROUGH JUNE 30, 2007**



**EXHIBIT 4-9
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION CONTRACT AWARD AMOUNTS BY THRESHOLD
JULY 1, 2001, THROUGH JUNE 30, 2007**

Threshold	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
Less than or Equal to \$100,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$55,157	14.02%	\$55,157	14.02%	\$338,300	85.98%	\$393,456
Between \$100,001 and \$1 million	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$8,107,686	12.94%	\$8,107,686	12.94%	\$54,567,235	87.06%	\$62,674,921
Greater than \$1 million	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$23,163,677	0.97%	\$23,163,677	0.97%	\$2,354,672,001	99.03%	\$2,377,835,678
Total	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$31,326,519	1.28%	\$31,326,519	1.28%	\$2,409,577,535	98.72%	\$2,440,904,055

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by Construction Group Field Reports Section.

¹ Percentage of total contracts awarded annually to prime contractors.

Construction Subcontractor Analysis

MGT collected electronic subcontractor data from ADOT's Construction Department. This data was retrieved and analyzed to show M/W/DBE subcontractor participation on ADOT's construction projects during the study period. **Exhibits 4-10** through **4-12** show the construction subcontractor analysis.

Exhibit 4-10 shows that ADOT spent over \$801 million on construction subcontracting during the study period. M/W/DBEs received 23.9 percent of the overall dollars let on construction subcontracts. Of the M/W/DBEs, nonminority women were the more successful, receiving \$100.4 million (12.5%) of the total construction subcontract dollars. Nonminority women were followed by Native Americans who received \$53.6 million (6.7%), and Hispanic Americans, receiving \$37.4 million (4.7%). Overall, nonminorities were the most successful, receiving \$610.1 million (76.1%).

**EXHIBIT 4-10
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION
UTILIZATION ANALYSIS OF SUBCONTRACTORS
IN THE RELEVANT MARKET AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS AWARDED
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001 THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Total		Total Dollars Awarded ²
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	%	\$	% ¹	\$
2002	\$0.00	0.00%	\$2,883,393.68	3.81%	\$0.00	0.00%	\$11,223,070.33	14.82%	\$9,924,864.24	13.10%	\$24,031,328.25	31.73%	\$51,704,655.04	68.27%	\$75,735,983.29
2003	\$104,500.00	0.09%	\$3,848,204.93	3.44%	\$0.00	0.00%	\$6,801,144.72	6.09%	\$13,252,252.98	11.86%	\$24,006,102.63	21.48%	\$87,729,238.72	78.52%	\$111,735,341.35
2004	\$95,000.00	0.06%	\$8,866,008.10	6.04%	\$0.00	0.00%	\$4,388,235.68	2.99%	\$20,079,865.60	13.69%	\$33,429,109.38	22.79%	\$113,286,062.43	77.21%	\$146,715,171.81
2005	\$37,660.00	0.03%	\$10,682,021.87	7.99%	\$0.00	0.00%	\$18,506,067.25	13.84%	\$15,074,080.63	11.28%	\$44,299,829.75	33.14%	\$89,383,528.93	66.86%	\$133,683,358.68
2006	\$0.00	0.00%	\$6,999,308.73	3.52%	\$0.00	0.00%	\$12,578,249.34	6.32%	\$20,779,241.67	10.45%	\$40,356,799.74	20.29%	\$158,579,461.34	79.71%	\$198,936,261.08
2007	\$0.00	0.00%	\$4,071,023.22	3.02%	\$2,243.00	0.00%	\$148,233.00	0.11%	\$21,311,953.42	15.79%	\$25,533,452.64	18.92%	\$109,450,413.76	81.08%	\$134,983,866.40
Total	\$237,160.00	0.03%	\$37,349,960.53	4.66%	\$2,243.00	0.00%	\$53,645,000.32	6.69%	\$100,422,258.54	12.52%	\$191,656,622.39	23.90%	\$ 610,133,360.22	76.10%	\$801,789,982.61

Source: MGT database derived from prime contractor responses to verification report solicitations, and an estimated amount of subcontract dollars. Data provided by Construction Group Field Reports Section.

¹ Percentage of the total estimated subcontractor dollars awarded.

² Actual dollar amounts according to verification reports.

³ Calculated as estimated subcontract dollars less M/W/DBE subcontract dollars.

**EXHIBIT 4-11
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION
SUBCONTRACTS AWARDED IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Total		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	%	#	% ¹	#
2002	0	0.00%	62	11.85%	0	0.00%	11	2.10%	125	23.90%	198	37.86%	325	62.14%	523
2003	3	0.44%	67	9.78%	0	0.00%	19	2.77%	156	22.77%	245	35.77%	440	64.23%	685
2004	1	0.13%	91	12.25%	0	0.00%	7	0.94%	149	20.05%	248	33.38%	495	66.62%	743
2005	1	0.13%	63	7.89%	0	0.00%	15	1.88%	172	21.55%	251	31.45%	547	68.55%	798
2006	0	0.00%	56	8.28%	0	0.00%	9	1.33%	125	18.49%	190	28.11%	486	71.89%	676
2007	0	0.00%	35	7.54%	1	0.00%	1	0.22%	67	14.44%	104	22.41%	360	77.59%	464
Total Contracts	5	0.13%	374	9.62%	1	0.03%	62	1.59%	794	20.42%	1,236	31.78%	2,653	68.22%	3,889

Source: MGT database derived from prime contractor responses to verification report solicitations. Data provided by Construction Group Field Reports Section.

¹ Percentage of M/W/DBE subtotal of awards.

In **Exhibit 4-11** and **Exhibit 4-12** we also analyzed the distribution of M/W/DBE subcontracts awarded and subcontractors that were actually utilized by ADOT, according to electronic data, by race, ethnicity, and gender. ADOT let 3,889 subcontracts to 583 unique subcontractors. Of the 3,889 subcontracts let, 1,236 were let to 105 unique M/W/DBE firms. In terms of number of subcontracts, we noted that the level of activity in 2005 was greater than subcontract activity in other years of the study period. M/W/DBEs were more successful in 2002.

**EXHIBIT 4-12
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION
NUMBER OF UTILIZED INDIVIDUAL SUBCONTRACTORS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Total		Total Firms
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	%	#	% ¹	#
2002	0	0.00%	18	11.54%	0	0.00%	2	1.28%	22	14.10%	42	26.92%	114	73.08%	156
2003	2	0.87%	20	8.73%	0	0.00%	5	2.18%	30	13.10%	57	24.89%	172	75.11%	229
2004	1	0.50%	17	8.50%	0	0.00%	2	1.00%	31	15.50%	51	25.50%	149	74.50%	200
2005	1	0.39%	21	8.14%	0	0.00%	5	1.94%	37	14.34%	64	24.81%	194	75.19%	258
2006	0	0.00%	18	7.53%	0	0.00%	5	2.09%	29	12.13%	52	21.76%	187	78.24%	239
2007	0	0.00%	14	7.04%	1	0.00%	1	0.50%	22	11.06%	38	19.10%	161	80.90%	199
Individual Firms Over Six Years²	3	0.51%	46	7.89%	1	0.17%	8	1.37%	47	8.06%	105	18.01%	478	81.99%	583

Source: MGT database derived from prime contractor responses to verification report solicitations. Data provided by Construction Group Field Reports Section.

¹ Percentage of M/W/DBE subtotal.

² Individual Firms" counts a firm only once for each year it receives work. Because a firm could be used in multiple years, the individual Firms" for the entire study period may not equal the sum of all years.

4.2.3 Availability

The availability of construction firms was derived from the list of all firms that bid on ADOT contracts. However, the availability analysis is based only on firms that were located within the state of Arizona. As shown in **Exhibit 4-13**, M/W/DBEs accounted for 8.6 percent of construction contractors available to do business with ADOT. Nonminority women-owned firms were the larger group, accounting for 6.6 percent of the total M/W/DBE construction contractors. The data provided to us did not distinguish prime contractors from subcontractors.

**EXHIBIT 4-13
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION
AVAILABILITY OF PRIME BIDDERS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Subtotal		Non-Minority Firms		Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
	Total	0	0.00%	3	1.52%	0	0.00%	1	0.51%	13	6.57%	17	8.59%	181	

Source: ADOT's Bidder's List. Data provided by Construction Group Field Reports Section.

¹ Minority female firms are included in their respective minority classifications.

Exhibit 4-14 displays availability percentages for subcontractors, indicating that nonminority-owned firms accounted for 84.4percent of all construction subcontractors. For M/W/DBE subcontractor availability, by individual race/ethnicity/gender category Nonminority Women-owned firms 7.7 percent, Hispanic American firms 6.3 percent, Native American firms 1.2 percent, African American firms .38 percent, and Asian American firms 0.13 percent.

**EXHIBIT 4-14
ARIZONA DEPARTMENT OF TRANSPORTATION
AVAILABILITY OF SUBCONTRACTORS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		MWBE Subtotal		Nonminority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
	Total	3	0.38%	49	6.27%	1	0.13%	9	1.15%	60	7.68%	122	15.62%	659	

Source: MGT's Master Vendor Database. Data provided by Construction Group Field Reports Section.

¹ Minority men and women firms are included in their respective minority classifications.

4.2.4 Analyses of Bid Data

Exhibit 4-15(a) shows the results of data analysis of construction bids submitted during the study period. **Exhibits 15(a)** and **15(b)** show the bids submitted categorized by the race, ethnicity, and gender of the business owner of the bidding firm and a breakout by range classification of the submitted bids. Based on the analysis, M/W/DBEs submitted 9.8 percent of construction bids for work to be performed for ADOT. Most firms that submitted bids were prequalified by ADOT to bid on contracts of \$100,000 to \$1 million.

**EXHIBIT 4-15(a)
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION
ANALYSIS OF BID DATA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Number of Bids Submitted

	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
	Total	0	0.00%	4	0.11%	0	0.00%	2	0.06%	348	9.66%	354	9.83%	3,249	

Source: ADOT Bid Data. Data provided by Construction Group Field Reports Section.

**EXHIBIT 4-15(b)
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION
ANALYSIS OF BID DATA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Bids Submitted by Firm's Bid Range

Range ¹	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
	A	0	0.00%	0	0.00%	0	0.00%	0	0.00%	11	3.20%	11	3.15%	103	
B	0	0.00%	3	0.00%	0	0.00%	0	0.00%	247	71.80%	250	71.63%	1,378	41.64%	1,628
C	0	0.00%	1	0.00%	0	0.00%	0	0.00%	86	25.00%	87	24.93%	1,762	53.25%	1,849
Not Provided	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.29%	66	1.99%	67
Total	1	0.03%	4	0.00%	0	0.00%	0	0.00%	344	9.40%	349	9.54%	3,309	90.46%	3,658

Source: ADOT Bid Data. Data provided by Construction Group Field Reports Section.

¹ A – less than \$100,000; B – \$100,000 to \$1 million; C > \$1 million.

Note: The number of bids shown in the tables is not inclusive of all projects for which bids were submitted during the study period.

The data shown above represent only those projects on which bid information was available in the electronic data provided.

Exhibit 4-16 presents a comparison of the number of construction contracts awarded (see **Exhibit 4-5**) with the number of bids submitted by business owner classification. The exhibit shows that firms owned by nonminority women were most successful in winning contract awards than firms in other M/W/DBE business owner classifications. This determination is based on the finding where the respective ratio was greater than 1. The exhibit also shows that African American-, Hispanic American-, Asian American-, and Native American-owned firms were least likely to be contract winners during the study period.

EXHIBIT 4-16
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION
COMPARISON OF % CONTRACTS AWARDED TO BIDS SUBMITTED
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007

Business Owner Classification	% Contract Awards	% Bids	Ratio
African Americans	0.00%	0.00%	0.00
Hispanic Americans	0.00%	0.11%	0.00
Asian Americans	0.00%	0.00%	0.00
Native Americans	0.00%	0.06%	0.00
Nonminority Women	7.32%	9.66%	0.76
Non-M/WBEs	92.68%	90.17%	1.03

Source: Previous Charts.

4.3 Architecture and Engineering

This section presents the analysis for the architecture and engineering business category. This analysis is based on ADOT contract awards to firms providing architectural and engineering services. This section shows the results of the relevant market area determination as well as the utilization and availability analysis of M/W/DBEs and non-M/W/DBEs as architecture and engineering consultants.

4.3.1 Relevant Market Area Analysis

The data showed that ADOT let \$258.6 million in architecture and engineering contracts during the study period. Overall, 459 contracts were awarded to 108 individual firms. **Exhibit 17** shows the location of firms awarded architecture and engineering contracts by the respective firms' county of domicile and the dollar amount.

The relevant market area for the architecture and engineering business category consisted of the state of Arizona. Over 99 percent of the overall total spent on architecture and engineering contracts were awarded to firms in the relevant market area, which represented 457 contracts to 106 firms. **Appendix A** shows the architecture and engineering contracts which were included in the analysis.

**EXHIBIT 4-17
ARIZONA DEPARTMENT OF TRANSPORTATION
ARCHITECTURE AND ENGINEERING
RELEVANT MARKET AREA ANALYSIS
JULY 1, 2001, THROUGH JUNE 30, 2007**

County, State	# of Contracts	% of Contracts	# of Firms	% of Firms	Dollars	% of Dollars	Cum% ²
MARICOPA, AZ	418	91.07%	93	86.11%	\$228,300,565.61	88.30%	88.30%
PIMA, AZ	35	7.63%	10	9.26%	\$28,985,120.00	11.21%	99.51%
YUMA, AZ	1	0.22%	1	0.93%	\$628,453.00	0.24%	99.75%
GRAHAM, AZ	1	0.22%	1	0.93%	\$282,435.02	0.11%	99.86%
NAVAJO, AZ	2	0.44%	1	0.93%	\$120,000.00	0.05%	99.91%
ALLEGHENY, PA	1	0.22%	1	0.93%	\$188,725.08	0.07%	99.98%
ADAMS, CO	1	0.22%	1	0.93%	\$50,000.00	0.02%	100.00%
Total	459	100.00%	108	100.00%	\$258,555,298.71	100.00%	

Source: The Arizona Department of Transportation's Engineering Consultants Section.

¹ Counties above the line are included in the relevant market area.

² Cumulative total of percentage of dollars in market area.

4.3.2 Utilization Analysis

Exhibit 4-18 presents the utilization analysis of architecture and engineering prime consultants in ADOT's relevant market area and shows that M/W/DBEs received 14.2 percent of the awarded architecture and engineering contract dollars. Nonminority firms accounted for 85.9 percent of the architecture and engineering contracts granted during the six-year study period. Asian American-owned firms were the most successful M/W/DBE group, receiving almost \$26.9 million (10.4%) in architecture and engineering contracts. Hispanic American-owned firms received \$7.7 million, representing almost 3 percent of the total \$258.3 million spent in architecture and engineering contracts.

**EXHIBIT 4-18
ARIZONA DEPARTMENT OF TRANSPORTATION
ARCHITECTURE AND ENGINEERING
UTILIZATION ANALYSIS OF PRIME CONSULTANTS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Dollars Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2002	\$0	0.00%	\$758,050	1.64%	\$3,896,793	8.45%	\$100,000	0.22%	\$73,622	0.16%	\$4,828,465	10.47%	\$41,278,734	89.53%	\$46,107,199
2003	\$250,000	0.45%	\$450,000	0.81%	\$4,317,559	7.82%	\$0	0.00%	\$86,377	0.16%	\$5,103,936	9.24%	\$50,128,365	90.76%	\$55,232,301
2004	\$0	0.00%	\$3,210,020	11.07%	\$800,273	2.76%	\$172,530	0.59%	\$425,000	1.47%	\$4,607,823	15.89%	\$24,392,539	84.11%	\$29,000,362
2005	\$0	0.00%	\$1,174,999	2.62%	\$3,706,000	8.27%	\$721,010	1.61%	\$125,000	0.28%	\$5,727,009	12.78%	\$39,082,216	87.22%	\$44,809,225
2006	\$0	0.00%	\$1,488,997	5.92%	\$4,388,380	17.44%	\$0	0.00%	\$33,000	0.13%	\$5,910,377	23.48%	\$19,256,793	76.52%	\$25,167,170
2007	\$0	0.00%	\$602,640	1.04%	\$9,783,491	16.87%	\$0	0.00%	\$0	0.00%	\$10,386,131	17.91%	\$47,614,186	82.09%	\$58,000,317
Total	\$250,000	0.10%	\$7,684,706	2.97%	\$26,892,496	10.41%	\$993,540	0.38%	\$742,999	0.29%	\$36,563,741	14.15%	\$221,752,833	85.85%	\$258,316,574

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by Engineering Consultants Section.

¹ Percent of dollars awarded annually to prime consultants.

Exhibit 4-19 shows the utilization by the number of contracts let during the study period. Nonminority firms received 85.8 percent of the architecture and engineering contracts let by ADOT during the study period. Hispanic American-owned firms received 30 contracts; Asian American-owned firms were next receiving 22 of the 457 contracts awarded.

**EXHIBIT 4-19
ARIZONA DEPARTMENT OF TRANSPORTATION
ARCHITECTURE AND ENGINEERING
PRIME CONTRACTS AWARDED IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	0	0.00%	7	7.69%	6	6.59%	1	1.10%	2	2.20%	16	17.58%	75	82.42%	91
2003	1	1.20%	4	4.82%	3	3.61%	0	0.00%	1	1.20%	9	10.84%	74	89.16%	83
2004	0	0.00%	4	5.13%	4	5.13%	1	1.28%	3	3.85%	12	15.38%	66	84.62%	78
2005	0	0.00%	4	5.88%	3	4.41%	1	1.47%	2	2.94%	10	14.71%	58	85.29%	68
2006	0	0.00%	6	8.57%	4	5.71%	0	0.00%	1	1.43%	11	15.71%	59	84.29%	70
2007	0	0.00%	5	7.46%	2	2.99%	0	0.00%	0	0.00%	7	10.45%	60	89.55%	67
Total Contracts	1	0.22%	30	6.56%	22	4.81%	3	0.66%	9	1.97%	65	14.22%	392	85.78%	457

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by Engineering Consultants Section.

¹ Percentage of total contracts.

Exhibit 4-20 shows the distribution of individual architecture and engineering prime level consultants that performed work for ADOT during the study period.

**EXHIBIT 4-20
ARIZONA DEPARTMENT OF TRANSPORTATION
ARCHITECTURE AND ENGINEERING
NUMBER OF INDIVIDUAL PRIME CONSULTANTS
IN THE RELEVANT MARKET AREA
AWARDS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	0	0.00%	4	7.41%	4	7.41%	1	1.85%	2	3.70%	11	20.37%	43	79.63%	54
2003	1	2.17%	2	4.35%	2	4.35%	0	0.00%	1	2.17%	6	13.04%	40	86.96%	46
2004	0	0.00%	4	10.53%	1	2.63%	1	2.63%	3	7.89%	9	23.68%	29	76.32%	38
2005	0	0.00%	2	6.06%	1	3.03%	1	3.03%	1	3.03%	5	15.15%	28	84.85%	33
2006	0	0.00%	4	11.11%	1	2.78%	0	0.00%	1	2.78%	6	16.67%	30	83.33%	36
2007	0	0.00%	3	8.33%	1	2.78%	0	0.00%	0	0.00%	4	11.11%	32	88.89%	36
Individual Firms Over Six Years²	1	0.94%	6	5.66%	4	3.77%	2	1.89%	5	4.72%	18	16.98%	88	83.02%	106

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by Engineering Consultants Section.

¹ Percentage of Total Consultants.

² "Individual Firms" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the total firms for the entire study period may not equal the sum of all years.

Threshold Analysis

MGT further analyzed the utilization of M/W/DBE architecture and engineering firms by examining architecture and engineering awards in specific dollar ranges. The established ranges were:

- Contracts \$100,000 and under.
- Contracts between \$100,001 and \$1 million.
- Contracts over \$1 million.

Exhibit 4-21 presents the threshold analysis for architectural and engineering contracts awarded by ADOT during the study period. We show that 210 out of 457 ADOT architecture and engineering procurements were in the “less than or equal to \$100,000” range. In each threshold category, nonminority firms were more successful. M/W/DBE firms received 17.6 percent of the less than or equal to \$100,000 contracts and 12.1 percent of the contracts between \$100,001 and \$1 million in architecture and engineering contracts, as noted earlier in this section. Of the 457, the threshold analysis shows that M/W/DBEs received six of those contract awards in the highest of the dollar categories analyzed. **Exhibit 4-22** shows these numbers as a graphical representation.

**EXHIBIT 4-21
ARIZONA DEPARTMENT OF TRANSPORTATION
UTILIZATION OF ARCHITECTURE AND ENGINEERING CONSULTANTS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES
JULY 1, 2001, THROUGH JUNE 30, 2007**

Threshold	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
Less than or Equal to \$100,000	0	0.00%	20	9.52%	8	3.81%	1	0.48%	8	3.81%	37	17.62%	173	82.38%	210
Between \$100,001 and \$1 million	1	0.55%	10	5.49%	8	4.40%	2	1.10%	1	0.55%	22	12.09%	160	87.91%	182
Greater than \$1 million	0	0.00%	0	0.00%	6	9.23%	0	0.00%	0	0.00%	6	9.23%	59	90.77%	65
Total	1	0.22%	30	6.56%	22	4.81%	3	0.66%	9	1.97%	65	14.22%	392	85.78%	457

Source: MGT database of ADOT’s procurement activity from July 1, 2001, through June 30, 2007. Data provided by Engineering Consultants Section.

¹ Percentage of total dollars awarded annually to prime contractors.

**EXHIBIT 4-22
ARIZONA DEPARTMENT OF TRANSPORTATION
UTILIZATION OF ARCHITECTURAL AND ENGINEERING CONSULTANTS
WITHIN CONTRACT DOLLAR RANGES
JULY 1, 2001, THROUGH JUNE 30, 2007**

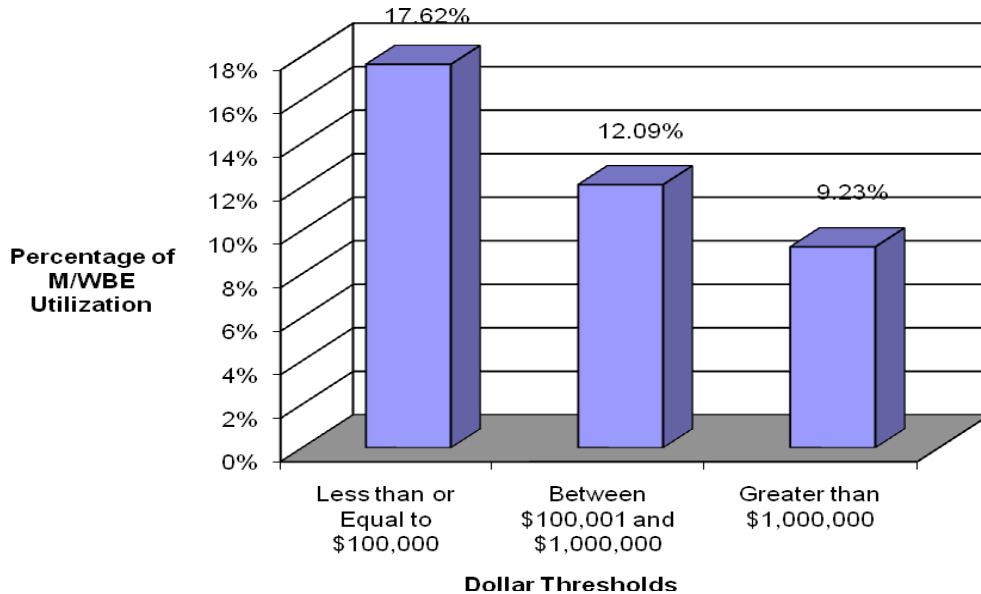


Exhibit 4-23 shows the dollar amounts awarded for the contracts in the respective dollar threshold categories for nonminority firms.

**EXHIBIT 4-23
ARIZONA DEPARTMENT OF TRANSPORTATION
ARCHITECTURAL AND ENGINEERING CONTRACT AWARD AMOUNTS BY
THRESHOLD AWARD
JULY 1, 2001, THROUGH JUNE 30, 2007**

Threshold	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
Less than or Equal to \$100,000	\$0	0.00%	\$1,274,666	9.42%	\$543,670	4.02%	\$100,000	0.74%	\$492,999	3.64%	\$2,411,335	17.83%	\$11,115,249	82.17%	\$13,526,584
Between \$100,001 and \$1 million	\$250,000	0.31%	\$6,410,040	7.96%	\$2,293,065	2.85%	\$893,540	1.11%	\$250,000	0.31%	\$10,096,645	12.54%	\$70,434,985	87.46%	\$80,531,630
Greater than \$1 million	\$0	0.00%	\$0	0.00%	\$24,055,761	14.65%	\$0	0.00%	\$0	0.00%	\$24,055,761	14.65%	\$140,202,598	85.35%	\$164,258,359
Total	\$250,000	0.10%	\$7,684,706	2.97%	\$26,892,496	10.41%	\$993,540	0.38%	\$742,999	0.29%	\$36,563,741	14.15%	\$221,752,833	85.85%	\$258,316,574

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by Engineering Consultants Section.

¹ Percentage of total contracts awarded annually to prime contractors.

Architecture and Engineering Subconsultants

Exhibit 4-24 shows the results of the analysis of the architectural and engineering subconsultant activity during the study period. MGT analyzed activity with subconsultants that performed work for prime consultants domiciled within the identified relevant market area for ADOT. The architecture and engineering subconsultant data used for this analysis were manually collected onsite within ADOT's Engineering Consultants Section. **Exhibit 4-24** shows that subconsultants performed \$2.5 million of subconsulting work on architectural and engineering projects. Based on data collected, M/W/DBEs received 44.4 percent of the subconsultant dollars for architecture and engineering services. Firms owned by nonminorities received 55.6 percent of the architectural and engineering subconsultant contracts during the study period.

According to the available data provided by ADOT, there was no consulting work performed on prime architecture and engineering contracts in the 2002, 2004, and 2005 fiscal years.

**EXHIBIT 4-24
ARIZONA DEPARTMENT OF TRANSPORTATION
ARCHITECTURE AND ENGINEERING
UTILIZATION ANALYSIS OF SUBCONSULTANTS
IN THE RELEVANT MARKET AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS AWARDED
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Total		Total Dollars Awarded ²
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	%	\$	% ¹	\$
2002	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00
2003	\$0.00	0.00%	\$282,734.00	27.82%	\$384,279.00	0.00%	\$145,622.00	14.33%	\$0.00	0.00%	\$812,635.00	79.96%	\$203,638.00	20.04%	\$1,016,273.00
2004	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00
2005	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00
2006	\$0.00	0.00%	\$55,182.00	9.71%	\$147,164.00	25.90%	\$24,788.00	4.36%	\$0.00	0.00%	\$227,134.00	39.98%	\$341,041.00	60.02%	\$568,175.00
2007	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$74,114.00	8.03%	\$74,114.00	8.03%	\$848,420.00	91.97%	\$922,534.00
Total	\$0.00	0.00%	\$337,916.00	13.48%	\$531,443.00	21.20%	\$170,410.00	6.80%	\$74,114.00	2.96%	\$1,113,883.00	44.43%	\$1,393,099.00	55.57%	\$2,506,982.00

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by Engineering Consultants Section.

¹ Percentage of subconsultant awards.

Exhibits 4-25 and **4-26** show the distribution of subconsultant awards and firms that performed work during the study period. **Exhibit 4-25** shows that eight architectural and engineering subcontracts were awarded to nonminority firms and nine were awarded to M/WBEs. **Exhibit 4-26** shows that five nonminority firms performed work for ADOT as architectural and engineering subconsultants, as well as two Hispanic American firms, two Asian American firms, one Native American firm, and one nonminority woman-owned firm.

**EXHIBIT 4-25
ARIZONA DEPARTMENT OF TRANSPORTATION
ARCHITECTURE AND ENGINEERING
SUBCONTRACTS AWARDED IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Total		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	%	#	% ¹	#
2002	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
2003	0	0.00%	2	40.00%	1	0.00%	1	20.00%	0	0.00%	4	80.00%	1	20.00%	5
2004	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
2006	0	0.00%	1	16.67%	1	16.67%	1	16.67%	0	0.00%	3	50.00%	3	50.00%	6
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	0.00%	2	0.00%	4	66.67%	6
Total Contracts	0	0.00%	3	17.65%	2	11.76%	2	11.76%	2	11.76%	9	52.94%	8	47.06%	17

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by Engineering Consultants Section.

¹ Percentage of total contracts awarded annually to prime consultants.

**EXHIBIT 4-26
ARIZONA DEPARTMENT OF TRANSPORTATION
ARCHITECTURE AND ENGINEERING
NUMBER OF INDIVIDUAL SUBCONSULTANTS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Total		Total Firms
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	%	#	% ¹	#
2002	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
2003	0	0.00%	2	40.00%	1	0.00%	1	20.00%	0	0.00%	4	80.00%	1	20.00%	5
2004	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
2006	0	0.00%	1	16.67%	1	16.67%	1	16.67%	0	0.00%	3	50.00%	3	50.00%	6
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.00%	1	0.00%	2	66.67%	3
Individual Firms Over Six Years²	0	0.00%	2	18.18%	2	18.18%	1	9.09%	1	9.09%	6	54.55%	5	45.45%	11

Source: MGT database of ADOT's procurement activity July 1, 2001, through June 30, 2007. Data provided by Engineering Consultants Section.

¹ Percentage of Total Firms.

² "Individual Firms" counts a firm only once for each year it receives work. Because a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

4.3.3 Availability

The availability of prime consultants is derived from MGT's Master Vendor Database. **Exhibit 4-27** shows the available architecture and engineering consultants that are located in the relevant market area. Of the 412 available architecture and engineering firms, 97 were M/W/DBEs and 315 were nonminority firms. Nonminority women had the greatest number of available firms among the M/W/DBE group, with 38, and Asian Americans were next, with 27. **Exhibit 4-28** shows the available architecture and engineering subconsultants.

**EXHIBIT 4-27
ARIZONA DEPARTMENT OF TRANSPORTATION
ARCHITECTURE AND ENGINEERING
AVAILABILITY OF PRIME CONSULTANTS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	6	1.46%	22	5.34%	27	6.55%	6	1.46%	38	9.22%	99	24.03%	313	75.97%	412

Source: MGT's Master Vendor Database. Data provided by Engineering Consultants Section.

¹ Minority male and female firms are included in their respective minority classifications.

**EXHIBIT 4-28
ARIZONA DEPARTMENT OF TRANSPORTATION
ARCHITECTURE AND ENGINEERING
AVAILABILITY OF SUBCONSULTANTS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		MWBE Subtotal		Nonminority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	9	1.53%	38	6.47%	39	6.64%	9	1.53%	64	10.90%	159	27.09%	428	72.91%	587

Source: MGT's Master Vendor Database. Data provided by Engineering Consultants Section.

¹ Minority male and female firms are included in their respective minority classifications.

4.4 Professional Services

This section presents MGT's analysis for the professional services business category. This analysis is based on ADOT contract awards to firms providing professional services. This section shows the results of the relevant market area determination as well as the utilization and availability analysis of M/W/DBEs and non-M/W/DBEs as professional service consultants.

4.4.1 Relevant Market Area Analysis

The data showed that ADOT let over \$84 million in professional service contracts during the study period. Overall, 243 contracts were awarded to 205 individual firms. **Exhibit 4-29**

Relevant Market Area, Utilization, and Availability Analyses

shows the location of firms awarded professional services contracts by the respective firms' county of domicile and the dollar amount.

The relevant market area for the professional services business category consisted of the state of Arizona, as shown in **Exhibit 4-29**. Approximately \$56.8 million (67.6%) of the \$84 million in total professional service awards were awarded to firms in the relevant market area, which represented 161 contracts to 132 firms. **Appendix A** shows the professional services contracts that were included in the analysis.

**EXHIBIT 4-29
ARIZONA DEPARTMENT OF TRANSPORTATION
PROFESSIONAL SERVICES
RELEVANT MARKET AREA ANALYSIS
JULY 1, 2001, THROUGH JUNE 30, 2007**

County, State	# of Contracts	% of Contracts	# of Firms	% of Firms	Dollars	% of Dollars	Cum% ²
MARICOPA, AZ	129	53.09%	108	52.68%	\$52,920,914.01	62.98%	62.98%
PIMA, AZ	23	9.47%	16	7.80%	\$2,288,490.81	2.72%	65.70%
MOHAVE, AZ	2	0.82%	2	0.98%	\$76,369.23	0.09%	65.80%
YAVAPAI, AZ	2	0.82%	2	0.98%	\$1,975.00	0.00%	65.80%
YUMA, AZ	1	0.41%	1	0.49%	\$1,454,648.26	1.73%	67.53%
GILA, AZ	1	0.41%	1	0.49%	\$65,963.01	0.08%	67.61%
NAVAJO, AZ	1	0.41%	1	0.49%	\$15,358.24	0.02%	67.63%
COCONINO, AZ	2	0.82%	1	0.49%	\$12,589.44	0.01%	67.62%
WAYNE, NY	1	0.41%	1	0.49%	\$10,770.00	0.01%	67.64%
VENTURA, CA	1	0.41%	1	0.49%	\$9,800.00	0.01%	67.65%
PALM BEACH, FL	1	0.41%	1	0.49%	\$9,399.37	0.01%	67.66%
RICHMOND (CITY), VA	1	0.41%	1	0.49%	\$7,771.50	0.01%	67.67%
FRANKLIN, OH	1	0.41%	1	0.49%	\$3,780.00	0.00%	67.67%
EAU CLAIRE, WI	1	0.41%	1	0.49%	\$2,636.50	0.00%	67.67%
FAIRFIELD, CT	1	0.41%	1	0.49%	\$1,836.96	0.00%	67.68%
ROUTT, CO	1	0.41%	1	0.49%	\$1,390.00	0.00%	67.68%
OGLE, IL	1	0.41%	1	0.49%	\$319.70	0.00%	67.68%
COOK, IL	6	2.47%	6	2.93%	\$2,823,302.61	3.36%	71.04%
DENVER, CO	6	2.47%	6	2.93%	\$1,017,760.11	1.21%	72.25%
SAN FRANCISCO, CA	7	2.88%	5	2.44%	\$2,462,634.26	2.93%	75.18%
PHILADELPHIA, PA	4	1.65%	4	1.95%	\$1,849,482.09	2.20%	77.38%
SALT LAKE, UT	3	1.23%	3	1.46%	\$3,864,483.76	4.60%	81.98%
SUFFOLK, MA	3	1.23%	2	0.98%	\$1,834,384.98	2.18%	84.16%
FULTON, GA	2	0.82%	2	0.98%	\$1,414,403.58	1.68%	85.85%
LOS ANGELES, CA	2	0.82%	2	0.98%	\$1,238,492.14	1.47%	87.32%
HARRIS, TX	5	2.06%	2	0.98%	\$650,121.87	0.77%	88.10%
DALLAS, TX	3	1.23%	2	0.98%	\$646,420.00	0.77%	88.86%
MONTGOMERY, MD	2	0.82%	2	0.98%	\$500,205.02	0.60%	89.46%
KING, WA	2	0.82%	2	0.98%	\$339,600.00	0.40%	89.86%
ARLINGTON, VA	2	0.82%	2	0.98%	\$304,130.82	0.36%	90.23%
ORANGE, CA	2	0.82%	2	0.98%	\$220,543.80	0.26%	90.49%
FAIRFAX, VA	2	0.82%	2	0.98%	\$39,552.69	0.05%	90.54%
CUYAHOGA, OH	1	0.41%	1	0.49%	\$2,217,799.29	2.64%	93.17%
ALAMEDA, CA	2	0.82%	1	0.49%	\$1,936,124.00	2.30%	95.48%
WASHINGTON, DC	1	0.41%	1	0.49%	\$1,476,350.10	1.76%	97.24%
ALEXANDRIA (CITY), VA	1	0.41%	1	0.49%	\$409,013.08	0.49%	97.72%
ALBANY, NY	1	0.41%	1	0.49%	\$264,615.24	0.31%	98.04%
CLAYTON, GA	1	0.41%	1	0.49%	\$253,394.81	0.30%	98.34%
WAYNE, MI	1	0.41%	1	0.49%	\$243,105.00	0.29%	98.63%
FLAGLER, FL	1	0.41%	1	0.49%	\$212,379.00	0.25%	98.88%
BRAZOS, TX	1	0.41%	1	0.49%	\$146,458.44	0.17%	99.06%
PROVIDENCE, RI	1	0.41%	1	0.49%	\$136,597.55	0.16%	99.22%
CHAMPAIGN, IL	2	0.82%	1	0.49%	\$121,084.05	0.14%	99.36%
PRINCE GEORGE'S, MD	1	0.41%	1	0.49%	\$109,626.00	0.13%	99.49%
GRANT, NM	1	0.41%	1	0.49%	\$99,775.48	0.12%	99.61%
JACKSON, MO	1	0.41%	1	0.49%	\$99,762.00	0.12%	99.73%
BOULDER, CO	1	0.41%	1	0.49%	\$53,630.09	0.06%	99.79%
ERIE, NY	1	0.41%	1	0.49%	\$49,776.00	0.06%	99.85%
EL PASO, CO	1	0.41%	1	0.49%	\$34,683.42	0.04%	99.89%
OTHER	3	1.23%	3	1.46%	\$73,376.14	0.09%	99.98%
Total	243	98.77%	205	100.00%	\$84,027,079.45	100.00%	

Source: The Arizona Department of Transportation's Procurement Group.

¹ Counties above the line are included in the relevant market area.

² Cumulative total of percentage of dollars in market area.

4.4.2 Utilization Analysis

Firms owned by nonminorities were utilized most often by ADOT on professional service projects during the study period. MGT noted that the percentage utilization for nonminority professional service firms was 86.8 percent or greater for each year of the study period.

Exhibit 4-30 presents the utilization analysis of professional services prime consultants in ADOT relevant market area and shows that M/W/DBEs received 7.6 percent (\$4.3 million) of the awarded professional services contract dollars. Firms owned by Hispanic Americans were the more successful M/W/DBE group, securing almost 4 percent (\$2.3 million) of the professional services contracts awarded during the six-year study period. Next, in order of percentage utilization, were firms owned by nonminority women, 3.4 percent of the professional services contract awards. As a group, M/W/DBEs were most successful in 2005, when the level of participation was 13.2 percent of the professional services contract dollars awarded that year. The least successful year was 2007 when there was no M/W/DBE participation on professional services contracts.

**EXHIBIT 4-30
ARIZONA DEPARTMENT OF TRANSPORTATION
PROFESSIONAL SERVICES
UTILIZATION ANALYSIS OF PRIME CONSULTANTS IN THE
RELEVANT MARKET AREA
CONSOLIDATED DOLLARS AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Dollars Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2002	\$0	0.00%	\$1,744,014	8.02%	\$42,156	0.19%	\$0	0.00%	\$53,769	0.25%	\$1,839,939	8.46%	\$19,902,923	91.54%	\$21,742,862
2003	\$0	0.00%	\$194,678	4.67%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$194,678	4.67%	\$3,977,978	95.33%	\$4,172,656
2004	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$729,450	10.16%	\$729,450	10.16%	\$6,446,902	89.84%	\$7,176,351
2005	\$41,967	1.28%	\$391,246	11.96%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$433,213	13.24%	\$2,837,594	86.76%	\$3,270,807
2006	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,132,269	6.47%	\$1,132,269	6.47%	\$16,374,098	93.53%	\$17,506,367
2007	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$2,967,264	100.00%	\$2,967,264
Total	\$41,967	0.07%	\$2,329,938	4.10%	\$42,156	0.07%	\$0	0.00%	\$1,915,487	3.37%	\$4,329,548	7.62%	\$52,506,760	92.38%	\$56,836,308

Source: MGT database of ADOT's procurement activity July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percent of total dollars awarded annually to prime contractors.

Exhibit 4-31 shows the utilization by the number of contracts let during the study period. M/W/DBE firms received 16 (9.9%) of the 161 professional services contracts let by ADOT. Hispanic American and nonminority women each received seven of the 16 professional services contracts let to M/W/DBEs. Both African American- and Asian American-owned firms received one contract. Nonminority firms received 90.1 percent (145 contracts) of the total 161 contracts let.

**EXHIBIT 4-31
ARIZONA DEPARTMENT OF TRANSPORTATION
PROFESSIONAL SERVICES
CONTRACT AWARDS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	0	0.00%	1	2.27%	1	2.27%	0	0.00%	2	4.55%	4	9.09%	40	90.91%	44
2003	0	0.00%	1	5.56%	0	0.00%	0	0.00%	0	0.00%	1	5.56%	17	94.44%	18
2004	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	10.71%	3	10.71%	25	89.29%	28
2005	1	3.13%	5	15.63%	0	0.00%	0	0.00%	0	0.00%	6	18.75%	26	81.25%	32
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	10.53%	2	10.53%	17	89.47%	19
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	20	100.00%	20
Total Contracts	1	0.62%	7	4.35%	1	0.62%	0	0.00%	7	4.35%	16	9.94%	145	90.06%	161

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of total contracts.

Exhibit 4-32 shows the distribution of individual professional services prime level consultants that performed work for ADOT during the study period. Nonminority professional service firms were utilized in significantly greater proportions than M/W/DBEs and accounted for 89.4 percent of contracted firms. The analysis of the number of firms utilized showed that nonminority women-owned firms were next in the succession of firms utilized at 5.3 percent.

**EXHIBIT 4-32
ARIZONA DEPARTMENT OF TRANSPORTATION
PROFESSIONAL SERVICES
NUMBER OF INDIVIDUAL PRIME CONSULTANTS IN THE
RELEVANT MARKET AREA
AWARDS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	0	0.00%	1	2.38%	1	2.38%	0	0.00%	2	4.76%	4	9.52%	38	90.48%	42
2003	0	0.00%	1	5.88%	0	0.00%	0	0.00%	0	0.00%	1	5.88%	16	94.12%	17
2004	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	10.71%	3	10.71%	25	89.29%	28
2005	1	3.70%	4	14.81%	0	0.00%	0	0.00%	0	0.00%	5	18.52%	22	81.48%	27
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	11.11%	2	11.11%	16	88.89%	18
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	18	100.00%	18
Individual Firms Over Six Years²	1	0.76%	5	3.79%	1	0.76%	0	0.00%	7	5.30%	14	10.61%	118	89.39%	132

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of Total Consultants.

² "Individual Firms" counts a firm only once for each year it receives work. Because a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

Threshold Analysis

Exhibit 4-33 presents the threshold analysis for professional services contracts awarded by ADOT during the study period. We show that 89 out of 161 ADOT professional services procurements were in the “less than or equal to \$100,000” range. In each threshold category, nonminority firms were predominant. However, two M/W/DBE firms received a professional services contract from ADOT in the “greater than \$1,000,000” category, and four of the total 62 contracts in the “between \$100,001 and \$1,000,000” category were awarded to M/W/DBEs. Previously, we observed that firms owned by Hispanic Americans and nonminority women were most successful among M/W/DBEs in winning professional services contracts from ADOT during the study period. The threshold analysis shows that most of those contract awards were in the lowest of the dollar categories analyzed. See **Exhibit 4-34** for a graphical representation of these numbers.

**EXHIBIT 4-33
ARIZONA DEPARTMENT OF TRANSPORTATION
UTILIZATION OF PROFESSIONAL SERVICES CONSULTANTS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES
JULY 1, 2001, THROUGH JUNE 30, 2007**

Threshold	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
Less than or Equal to \$100,000	1	1.12%	4	4.49%	1	1.12%	0	0.00%	4	4.49%	10	11.24%	79	88.76%	89
Between \$100,001 and \$1 million	0	0.00%	2	3.23%	0	0.00%	0	0.00%	2	3.23%	4	6.45%	58	93.55%	62
Greater than \$1 million	0	0.00%	1	10.00%	0	0.00%	0	0.00%	1	10.00%	2	20.00%	8	80.00%	10
Total	1	0.62%	7	4.35%	1	0.62%	0	0.00%	7	4.35%	16	9.94%	145	90.06%	161

Source: MGT database of ADOT’s procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of total dollars awarded annually to prime contractors.

**EXHIBIT 4-34
ARIZONA DEPARTMENT OF TRANSPORTATION
UTILIZATION OF PROFESSIONAL SERVICES CONSULTANTS
WITHIN CONTRACT DOLLAR RANGES
JULY 1, 2001, THROUGH JUNE 30, 2007**

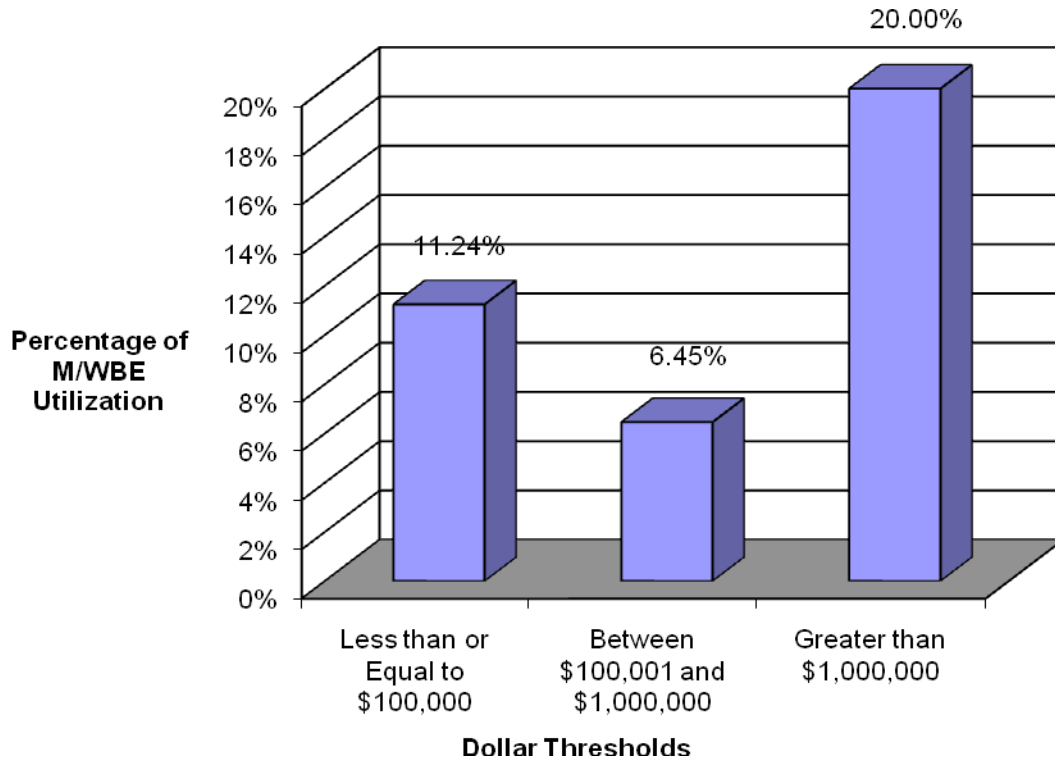


Exhibit 4-35 shows the dollar amounts awarded for the contracts in the respective dollar threshold categories.

**EXHIBIT 4-35
ARIZONA DEPARTMENT OF TRANSPORTATION
PROFESSIONAL SERVICES
CONTRACT AWARD AMOUNTS BY THRESHOLD AWARD
JULY 1, 2001, THROUGH JUNE 30, 2007**

Threshold	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
Less than or Equal to \$100,000	\$41,967	1.51%	\$240,537	8.66%	\$42,156	1.52%	\$0	0.00%	\$79,535	2.86%	\$404,195	14.56%	\$2,372,009	85.44%	\$2,776,204
Between \$100,001 and \$1 million	\$0	0.00%	\$345,387	1.54%	\$0	0.00%	\$0	0.00%	\$709,153	3.16%	\$1,054,540	4.69%	\$21,407,419	95.31%	\$22,461,959
Greater than \$1 million	\$0	0.00%	\$1,744,014	5.52%	\$0	0.00%	\$0	0.00%	\$1,126,799	3.57%	\$2,870,813	9.09%	\$28,727,332	90.91%	\$31,598,145
Total	\$41,967	0.07%	\$2,329,938	4.10%	\$42,156	0.07%	\$0	0.00%	\$1,915,487	3.37%	\$4,329,548	7.62%	\$52,506,760	92.38%	\$56,836,308

Source: MGT database of the ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of total contracts awarded annually to prime contractors.

4.4.3 Availability

The availability of professional service prime consultants was derived from MGT's Master Vendor Database. **Exhibit 4-36** shows the available professional services consultants that are located in the relevant market area.

Of the 315 available professional services consultants within the relevant market area, 42 firms were M/W/DBEs, with nonminority women representing 7.3 percent of available firms and Hispanic Americans representing 2.2 percent.

**EXHIBIT 4-36
ARIZONA DEPARTMENT OF TRANSPORTATION
PROFESSIONAL SERVICES
AVAILABILITY OF PRIME CONSULTANTS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	6	1.90%	7	2.22%	4	1.27%	2	0.63%	23	7.30%	42	13.33%	273	86.67%	315

Source: MGT's Master Vendor Database. Data provided by ADOT Procurement Group.

¹ Minority male and female firms are included in their respective minority classifications.

4.5 Other Services

The market area and utilization of other services procurements are examined in this section. Subcontractor analyses were not performed for other services vendors because this business category does not typically involve significant amounts of subcontract work.

4.5.1 Relevant Market Area Analysis

Exhibit 4-37 presents the relevant market area analysis for other services procurements by ADOT and the dollars spent, which were approximately \$34.6 million. **Appendix A** shows the other services procurements that were included in the analysis. The other services relevant market area consisted of the state of Arizona.

**EXHIBIT 4-37
ARIZONA DEPARTMENT OF TRANSPORTATION
OTHER SERVICES
RELEVANT MARKET AREA ANALYSIS
JULY 1, 2001, THROUGH JUNE 30, 2007**

County, State	# of Contracts	% of Contracts	# of Firms	% of Firms	Dollars	% of Dollars	Cum% ²
MARICOPA, AZ	66	55.00%	44	47.83%	\$22,347,822.72	64.63%	64.63%
PIMA, AZ	13	10.83%	12	13.04%	\$5,897,082.70	17.05%	81.68%
COCONINO, AZ	5	4.17%	5	5.43%	\$2,678,952.07	7.75%	89.43%
NAVAJO, AZ	3	2.50%	3	3.26%	\$168,356.62	0.49%	89.91%
GILA, AZ	2	1.67%	2	2.17%	\$520,722.76	1.51%	91.42%
YUMA, AZ	3	2.50%	2	2.17%	\$442,042.15	1.28%	92.70%
YAVAPAI, AZ	2	1.67%	2	2.17%	\$108,920.16	0.31%	93.01%
COCHISE, AZ	2	1.67%	2	2.17%	\$51,784.00	0.15%	93.16%
APACHE, AZ	2	1.67%	1	1.09%	\$127,460.18	0.37%	93.53%
PINAL, AZ	1	0.83%	1	1.09%	\$111,904.23	0.32%	93.85%
GRAHAM, AZ	1	0.83%	1	1.09%	\$109,096.63	0.32%	94.17%
GREENLEE, AZ	1	0.83%	1	1.09%	\$21,034.33	0.06%	94.23%
MOHAVE, AZ	1	0.83%	1	1.09%	\$5,006.17	0.01%	94.25%
LA PAZ, AZ	1	0.83%	1	1.09%	\$2,349.80	0.01%	94.25%
COOK, IL	5	4.17%	4	4.35%	\$273,385.27	0.79%	95.04%
DALLAS, TX	1	0.83%	1	1.09%	\$738,959.57	2.14%	97.18%
SALT LAKE, UT	1	0.83%	1	1.09%	\$483,628.14	1.40%	98.58%
BANNOCK, ID	3	2.50%	1	1.09%	\$258,924.89	0.75%	99.33%
ANGELINA, TX	1	0.83%	1	1.09%	\$121,180.00	0.35%	99.68%
SAN JUAN, UT	1	0.83%	1	1.09%	\$34,245.46	0.10%	99.78%
KANE, UT	1	0.83%	1	1.09%	\$20,200.00	0.06%	99.84%
OAKLAND, MI	1	0.83%	1	1.09%	\$17,223.36	0.05%	99.88%
LOS ANGELES, CA	1	0.83%	1	1.09%	\$16,453.71	0.05%	99.93%
SONOMA, CA	1	0.83%	1	1.09%	\$11,826.55	0.03%	99.97%
SAINT LOUIS CITY (CITY), MO	1	0.83%	1	1.09%	\$11,552.00	0.03%	100.00%
Total	120	100.00%	92	100.00%	\$34,580,113.47	100.00%	

Source: The Arizona Department of Transportation's Procurement Group.

¹ Counties above the line are included in the relevant market area.

² Cumulative total of percentage of dollars in market area.

4.5.2 Utilization Analysis

This section presents the utilization analysis of other services vendors, which includes an analysis of the number of contract awards and the number of individual firms utilized by race/ethnicity/gender classifications. The utilization analysis is presented in **Exhibit 4-38**. As shown, M/W/DBEs received 2.8 percent of the other services procurements made by ADOT during the study period.

**EXHIBIT 4-38
ARIZONA DEPARTMENT OF TRANSPORTATION
OTHER SERVICES
UTILIZATION ANALYSIS OF VENDORS IN THE RELEVANT MARKET AREAS
CONTRACT AWARDS AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Dollars Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2002	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$4,976,706	100.00%	\$4,976,706
2003	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$210,083	1.73%	\$210,083	1.73%	\$11,933,856	98.27%	\$12,143,939
2004	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$230,893	2.50%	\$230,893	2.50%	\$8,992,387	97.50%	\$9,223,279
2005	\$0	0.00%	\$44,166	1.84%	\$0	0.00%	\$0	0.00%	\$428,057	17.84%	\$472,223	19.68%	\$1,927,167	80.32%	\$2,399,391
2006	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$2,508,931	100.00%	\$2,508,931
2007	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,340,289	100.00%	\$1,340,289
Total	\$0	0.00%	\$44,166	0.14%	\$0	0.00%	\$0	0.00%	\$869,033	2.67%	\$913,199	2.80%	\$31,679,336	97.20%	\$32,592,535

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of total contracts awarded annually to prime consultants.

Of the M/W/DBE firms that provided other services to ADOT, nonminority women-owned firms were most utilized, receiving 2.7 of the dollars. African American-, Native American-, and Asian American-owned firms were not utilized as other services vendors.

Exhibit 4-39 shows the number of other services payments made to firms in the relevant market area during the study period. ADOT utilized nonminority firms for 97 (94.2%) of its 103 other services procurements during the study period. Contracts awarded to M/W/DBEs represented only 5.8 percent of the total contracts awarded by ADOT, with nonminority women (five contracts) being the more successful M/W/DBE group.

**EXHIBIT 4-39
ARIZONA DEPARTMENT OF TRANSPORTATION
OTHER SERVICES
NUMBER OF PAYMENTS MADE
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	22	100.00%	22
2003	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	9.09%	2	9.09%	20	90.91%	22
2004	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	13.33%	2	13.33%	13	86.67%	15
2005	0	0.00%	1	5.88%	0	0.00%	0	0.00%	1	5.88%	2	11.76%	15	88.24%	17
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	10	100.00%	10
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	17	100.00%	17
Total Contracts	0	0.00%	1	0.97%	0	0.00%	0	0.00%	5	4.85%	6	5.83%	97	94.17%	103

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of total payments made.

Exhibit 4-40 shows that there were only two individual M/W/DBE firms utilized out of a total of 78 vendors that provided other services to ADOT.

**EXHIBIT 4-40
ARIZONA DEPARTMENT OF TRANSPORTATION
OTHER SERVICES
NUMBER OF INDIVIDUAL PRIME VENDORS IN THE RELEVANT MARKET AREA
AWARDS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	17	100.00%	17
2003	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	5.00%	1	5.00%	19	95.00%	20
2004	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	8.33%	1	8.33%	11	91.67%	12
2005	0	0.00%	1	6.67%	0	0.00%	0	0.00%	1	6.67%	2	13.33%	13	86.67%	15
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	10	100.00%	10
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	16	100.00%	16
Individual Firms Over Six Years²	0	0.00%	1	1.28%	0	0.00%	0	0.00%	1	1.28%	2	2.56%	76	97.44%	78

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of total firms.

² "Individual Firms" counts a firm only once for each year it receives work. Because a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

Threshold Analysis

Exhibit 4-41 presents the threshold analysis for other services contracts awarded by ADOT during the study period. The exhibit shows that 52 out of 103 of ADOT's other services procurements were in the "less than or equal to \$100,000" range. In each threshold category, nonminority firms were predominant. No M/W/DBE vendor provided other services to ADOT in the "greater than \$1,000,000" category and only two of the total 103 contracts in the "less than or equal to \$100,000" category were awarded to M/W/DBEs. **Exhibit 4-42** presents a graphical representation of the threshold analysis.

**EXHIBIT 4-41
ARIZONA DEPARTMENT OF TRANSPORTATION
UTILIZATION OF OTHER SERVICES VENDORS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES
JULY 1, 2001, THROUGH JUNE 30, 2007**

Threshold	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
Less than or Equal to \$100,000	0	0.00%	1	1.92%	0	0.00%	0	0.00%	1	1.92%	2	3.85%	50	96.15%	52
Between \$100,001 and \$1 million	0	0.00%	0	0.00%	0	0.00%	0	0.00%	4	9.30%	4	9.30%	39	90.70%	43
Greater than \$1 million	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	8	100.00%	8
Total	0	0.00%	1	0.97%	0	0.00%	0	0.00%	5	4.85%	6	5.83%	97	94.17%	103

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of total dollars awarded annually to prime contractors.

**EXHIBIT 4-42
ARIZONA DEPARTMENT OF TRANSPORTATION
UTILIZATION OF OTHER SERVICES VENDORS
WITHIN CONTRACT DOLLAR RANGES
JULY 1, 2001, THROUGH JUNE 30, 2007**

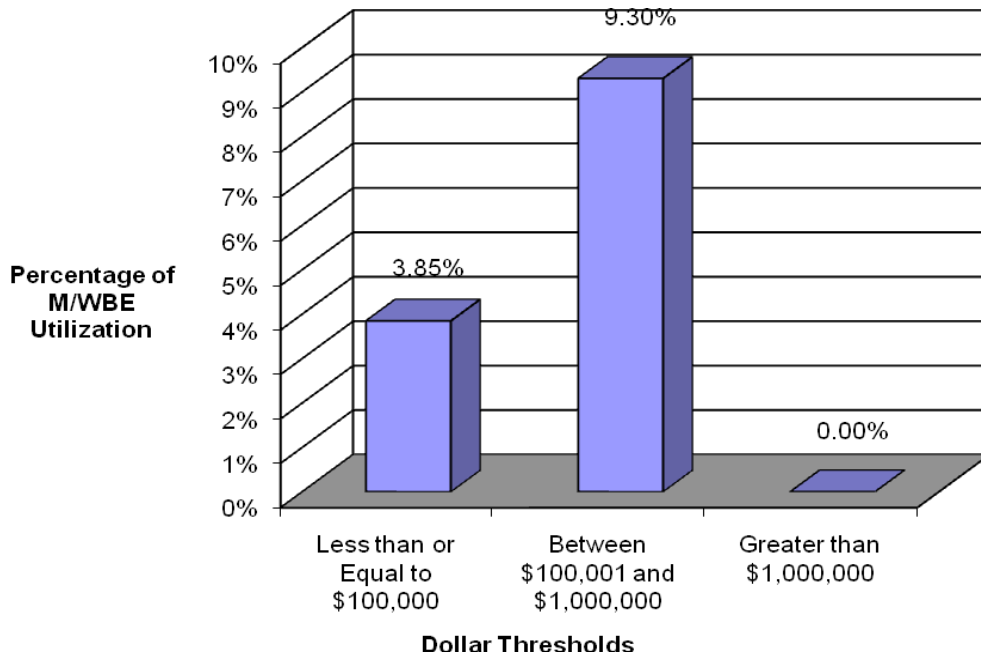


Exhibit 4-43 shows the dollar amounts awarded for the contracts in the respective dollar threshold categories.

**EXHIBIT 4-43
ARIZONA DEPARTMENT OF TRANSPORTATION
OTHER SERVICES
CONTRACT AWARD AMOUNTS BY THRESHOLD AWARD
JULY 1, 2001, THROUGH JUNE 30, 2007**

Threshold	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
Less than or Equal to \$100,000	\$0	0.00%	\$44,166	2.16%	\$0	0.00%	\$0	0.00%	\$76,049	3.72%	\$120,215	5.88%	\$1,924,860	94.12%	\$2,045,075
Between \$100,001 and \$1 million	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$792,984	6.82%	\$792,984	6.82%	\$10,827,756	93.18%	\$11,620,739
Greater than \$1 million	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$18,926,720	100.00%	\$18,926,720
Total	\$0	0.00%	\$44,166	0.14%	\$0	0.00%	\$0	0.00%	\$869,033	2.67%	\$913,199	2.80%	\$31,679,336	97.20%	\$32,592,535

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of total contracts awarded annually to prime contractors.

4.5.3 Availability

The relative distribution of available other services vendors is presented in **Exhibit 4-44**. M/W/DBEs represented 15.2 percent of the available vendors. Nonminority women-owned firms accounted for 8.1 percent of available other services vendors and represented the largest M/W/DBE business owner category. Next were Hispanic American-owned firms, with 3.8 percent of available firms.

**EXHIBIT 4-44
ARIZONA DEPARTMENT OF TRANSPORTATION
OTHER SERVICES
AVAILABILITY OF VENDORS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	4	1.90%	8	3.79%	2	0.95%	1	0.47%	17	8.06%	32	15.17%	179	84.83%	211

Source: MGT's Master Vendor Database. Data provided by ADOT Procurement Group.

¹ Minority female firms are included in their respective minority classifications.

4.6 Goods and Supplies

This section presents MGT's analysis of the goods and supplies procurements for ADOT during the study period. The market area and utilization of M/W/DBEs and nonminorities are examined in this section. As with other services, there are few subcontracting opportunities for goods and supplies procurements, so MGT did not perform subcontract-level analysis for goods and supplies procurements.

4.6.1 Relevant Market Area Analysis

ADOT expended over \$95 million for goods and supplies procurements during the study period. This amount represents 328 contract awards to 248 vendors. Expenditures in the relevant market area included 57.7 percent of the total ADOT expenditures for goods and supplies. The goods and supplies relevant market area consisted of the state of Arizona. **Exhibit 4-45** shows the location of all firms by county and dollar amount. **Appendix A** shows the goods and supplies procurements that were included in the analysis.

**EXHIBIT 4-45
ARIZONA DEPARTMENT OF TRANSPORTATION
GOODS AND SUPPLIES
RELEVANT MARKET AREA ANALYSIS
JULY 1, 2001, THROUGH JUNE 30, 2007**

County, State	# of Contracts	% of Contracts	# of Firms	% of Firms	Dollars	% of Dollars	Cum% ²
MARICOPA, AZ	129	39.33%	103	41.53%	\$46,171,284.44	48.39%	48.39%
PIMA, AZ	34	10.37%	19	7.66%	\$6,233,535.11	6.53%	54.92%
NAVAJO, AZ	11	3.35%	6	2.42%	\$910,118.18	0.95%	55.88%
COCONINO, AZ	5	1.52%	4	1.61%	\$328,737.32	0.34%	56.22%
YAVAPAI, AZ	4	1.22%	3	1.21%	\$360,398.97	0.38%	56.60%
GRAHAM, AZ	5	1.52%	2	0.81%	\$122,767.43	0.13%	56.73%
YUMA, AZ	3	0.91%	2	0.81%	\$121,079.85	0.13%	56.86%
MOHAVE, AZ	3	0.91%	2	0.81%	\$67,090.21	0.07%	56.93%
GILA, AZ	4	1.22%	2	0.81%	\$53,575.60	0.06%	56.98%
SANTA CRUZ, AZ	1	0.30%	1	0.40%	\$448,559.43	0.47%	57.45%
COCHISE, AZ	1	0.30%	1	0.40%	\$190,651.53	0.20%	57.65%
APACHE, AZ	1	0.30%	1	0.40%	\$84,083.20	0.09%	57.74%
PINAL, AZ	1	0.30%	1	0.40%	\$51,311.22	0.05%	57.71%
FRANKLIN, OH	1	0.30%	1	0.40%	\$47,099.54	0.05%	57.76%
SHELBY, OH	1	0.30%	1	0.40%	\$46,641.66	0.05%	57.80%
MULTNOMAH, OR	1	0.30%	1	0.40%	\$38,811.14	0.04%	57.85%
CLARK, NV	1	0.30%	1	0.40%	\$34,040.91	0.04%	57.88%
DANE, WI	1	0.30%	1	0.40%	\$26,252.25	0.03%	57.91%
TRAVIS, TX	1	0.30%	1	0.40%	\$26,251.58	0.03%	57.94%
FAYETTE, PA	1	0.30%	1	0.40%	\$23,967.00	0.03%	57.96%
ALAMEDA, CA	1	0.30%	1	0.40%	\$23,410.80	0.02%	57.99%
PASSAIC, NJ	1	0.30%	1	0.40%	\$12,375.00	0.01%	58.00%
LIMESTONE, TX	1	0.30%	1	0.40%	\$12,204.00	0.01%	58.01%
UNION, SD	1	0.30%	1	0.40%	\$10,426.11	0.01%	58.02%
KALAMAZOO, MI	1	0.30%	1	0.40%	\$10,330.62	0.01%	58.03%
BALTIMORE, MD	1	0.30%	1	0.40%	\$8,409.39	0.01%	58.04%
NORTHAMPTON, PA	1	0.30%	1	0.40%	\$6,077.48	0.01%	58.05%
ARAPAHOE, CO	1	0.30%	1	0.40%	\$4,465.00	0.00%	58.05%
LAFAYETTE, LA	1	0.30%	1	0.40%	\$3,344.96	0.00%	58.06%
DENVER, CO	1	0.30%	1	0.40%	\$2,933.76	0.00%	58.06%
EAU CLAIRE, WI	1	0.30%	1	0.40%	\$2,881.00	0.00%	58.06%
ONONDAGA, NY	1	0.30%	1	0.40%	\$700.00	0.00%	58.06%
LOS ANGELES, CA	22	6.71%	16	6.45%	\$7,508,851.20	7.87%	65.93%
COOK, IL	15	4.57%	12	4.84%	\$2,649,215.91	2.78%	68.71%
ORANGE, CA	11	3.35%	5	2.02%	\$7,471,487.50	7.83%	76.54%
DALLAS, TX	8	2.44%	5	2.02%	\$3,540,592.08	3.71%	80.25%
HENNEPIN, MN	3	0.91%	3	1.21%	\$951,968.09	1.00%	81.25%
SALT LAKE, UT	2	0.61%	2	0.81%	\$415,243.32	0.44%	81.68%
KING, WA	2	0.61%	2	0.81%	\$346,541.56	0.36%	82.05%
RICHMOND (CITY), VA	2	0.61%	2	0.81%	\$247,770.27	0.26%	82.31%
SAINT LOUIS CITY (CITY), MO	3	0.91%	2	0.81%	\$115,933.06	0.12%	82.43%
HAMILTON, OH	2	0.61%	2	0.81%	\$107,825.39	0.11%	82.54%
HARRIS, TX	2	0.61%	2	0.81%	\$104,715.65	0.11%	82.65%
DREW, AR	1	0.30%	1	0.40%	\$4,791,164.94	5.02%	87.67%
STAFFORD, VA	1	0.30%	1	0.40%	\$1,954,075.64	2.05%	89.72%
CUYAHOGA, OH	1	0.30%	1	0.40%	\$1,884,204.75	1.97%	91.70%
WAYNE, MI	5	1.52%	1	0.40%	\$1,036,717.42	1.09%	92.78%
HINDS, MS	2	0.61%	1	0.40%	\$970,759.32	1.02%	93.80%
MC LENNAN, TX	1	0.30%	1	0.40%	\$796,842.54	0.84%	94.63%
DELAWARE, OH	1	0.30%	1	0.40%	\$514,386.31	0.54%	95.17%
BALDWIN, AL	1	0.30%	1	0.40%	\$442,903.25	0.46%	95.64%
OKLAHOMA, OK	1	0.30%	1	0.40%	\$415,365.21	0.44%	96.07%
VALENCIA, NM	1	0.30%	1	0.40%	\$378,314.89	0.40%	96.47%
UTAH, UT	1	0.30%	1	0.40%	\$329,733.30	0.35%	96.82%
MERIWETHER, GA	1	0.30%	1	0.40%	\$327,656.84	0.34%	97.16%
OTHER	18	5.49%	17	6.85%	\$2,626,726.81	2.75%	99.91%
Total	328	94.51%	248	100.00%	\$95,412,809.94	100.00%	

Source: The Arizona Department of Transportation's Procurement Group.

¹ Counties above the line are included in the relevant market area.

² Cumulative total of percentage of dollars in market area.

4.6.2 Utilization Analysis

This section presents MGT's analysis of ADOT's utilization of goods and supplies vendors located in the relevant market areas during the study period. As shown in **Exhibit 4-46**, M/W/DBEs received almost 2 percent of the dollars spent by ADOT for goods and supplies during the study period. Conversely, nonminority firms received 98 percent. In dollar terms, nonminority goods and supplies vendors provided \$54.1 million in goods and supplies to ADOT compared to \$1.1 million provided by M/W/DBEs.

**EXHIBIT 4-46
ARIZONA DEPARTMENT OF TRANSPORTATION
GOODS AND SUPPLIES
UTILIZATION ANALYSIS OF VENDORS IN THE RELEVANT MARKET AREA
PAYMENTS MADE AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Dollars Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2002	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$951,329	4.74%	\$951,329	4.74%	\$19,130,245	95.26%	\$20,081,575
2003	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$3,288,717	100.00%	\$3,288,717
2004	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$18,140,279	100.00%	\$18,140,279
2005	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$5,397,351	100.00%	\$5,397,351
2006	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$131,104	1.91%	\$131,104	1.91%	\$6,744,420	98.09%	\$6,875,524
2007	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,359,747	100.00%	\$1,359,747
Total	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,082,433	1.96%	\$1,082,433	1.96%	\$54,060,759	98.04%	\$55,143,192

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of dollars awarded annually to goods and supply vendors.

The total number of goods and supplies payments made to firms in the relevant market area is shown in **Exhibit 4-47**. Two percent of these purchases were from M/W/DBE vendors. Among M/W/DBEs, nonminority woman-owned firms were the only utilized, constituting the 2 percent of dollars spent for goods and supplies and three contracts. African American-, Hispanic American-, Asian American-, and Native American-owned firms were not utilized in this business category.

**EXHIBIT 4-47
ARIZONA DEPARTMENT OF TRANSPORTATION
GOODS AND SUPPLIES
NUMBER OF PAYMENTS MADE
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
2002	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	2.94%	1	2.94%	33	97.06%	34
2003	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	24	100.00%	24
2004	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	53	100.00%	53
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	47	100.00%	47
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	8.70%	2	8.70%	21	91.30%	23
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	21	100.00%	21
Total Contracts	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	1.49%	3	1.49%	199	98.51%	202

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of total payments.

Exhibit 4-48 shows that out of 147 individual goods and supplies vendors, 144 were nonminority firms and three were M/W/DBEs.

**EXHIBIT 4-48
ARIZONA DEPARTMENT OF TRANSPORTATION
NUMBER OF INDIVIDUAL GOODS AND SUPPLIES VENDORS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
2002	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	3.03%	1	3.03%	32	96.97%	33
2003	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	21	100.00%	21
2004	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	50	100.00%	50
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	41	100.00%	41
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	9.09%	2	9.09%	20	90.91%	22
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	20	100.00%	20
Individual Firms Over Six Years²	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	2.04%	3	2.04%	144	97.96%	147

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of total payments made to vendors.

² "Individual Firms" counts a firm only once for each year it receives work. Because a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

Threshold Analysis

Exhibit 4-49 presents the threshold analysis for goods and supplies contracts awarded by ADOT during the study period. The exhibit shows that 131 out of 202 ADOT goods and supplies procurements were in the “less than or equal to \$100,000” range. In each threshold category, nonminority firms were predominant. In fact, no M/W/DBE firms received a goods and supplies contract from ADOT in the “greater than \$1 million” category.

**EXHIBIT 4-49
ARIZONA DEPARTMENT OF TRANSPORTATION
UTILIZATION OF GOODS AND SUPPLIES VENDORS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES
JULY 1, 2001, THROUGH JUNE 30, 2007**

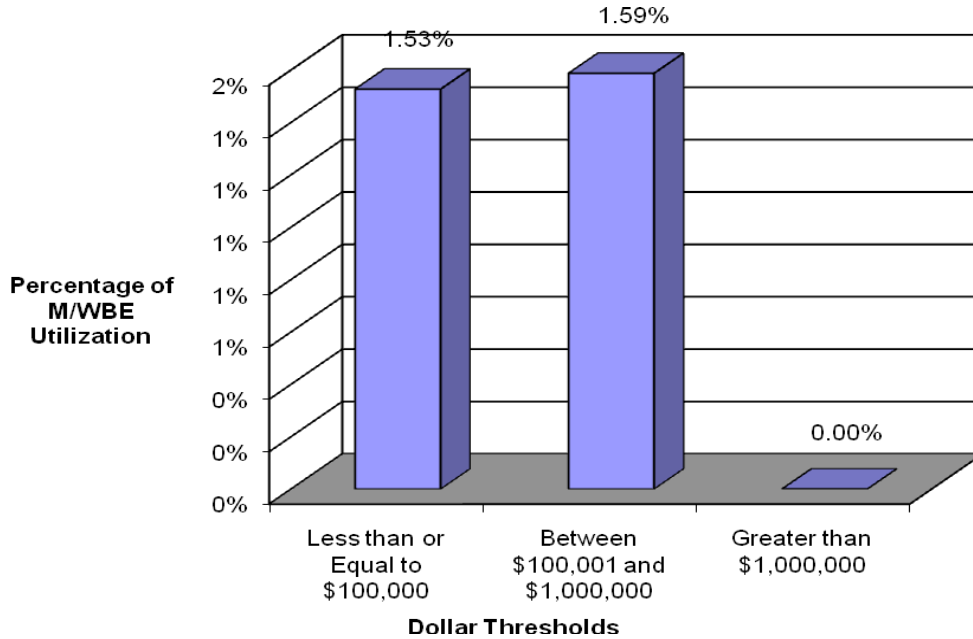
Threshold	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
Less than or Equal to \$100,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	1.53%	2	1.53%	129	98.47%	131
Between \$100,001 and \$1 million	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	1.59%	1	1.59%	62	98.41%	63
Greater than \$1 million	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	8	100.00%	8
Total	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	1.49%	3	1.49%	199	98.51%	202

Source: MGT database of ADOT’s procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of total dollars awarded annually to prime contractors.

Exhibits 4-50 and 4-51 show the graphical representation of these numbers and the dollar amounts awarded for the contracts in the respective dollar threshold categories.

**EXHIBIT 4-50
ARIZONA DEPARTMENT OF TRANSPORTATION
UTILIZATION OF GOODS AND SUPPLIES VENDORS
WITHIN CONTRACT DOLLAR RANGES
JULY 1, 2001, THROUGH JUNE 30, 2007**



**EXHIBIT 4-51
ARIZONA DEPARTMENT OF TRANSPORTATION
GOODS AND SUPPLIES
PAYMENT AWARDS BY THRESHOLD AWARD
JULY 1, 2001, THROUGH JUNE 30, 2007**

Threshold	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Contracts Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
Less than or Equal to \$100,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$131,104	2.75%	\$131,104	2.75%	\$4,640,671	97.25%	\$4,771,775
Between \$100,001 and \$1 million	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$951,329	4.13%	\$951,329	4.13%	\$22,088,714	95.87%	\$23,040,044
Greater than \$1 million	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$27,331,374	100.00%	\$27,331,374
Total	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,082,433	1.96%	\$1,082,433	1.96%	\$54,060,759	98.04%	\$55,143,192

Source: MGT database of ADOT's procurement activity from July 1, 2001, through June 30, 2007. Data provided by ADOT Procurement Group.

¹ Percentage of payments made.

4.6.3 Availability

Exhibit 4-52 shows the availability analysis of goods and supplies vendors. M/W/DBEs represented 7.1 percent of the available goods and supplies vendors. Most of these were Hispanic American-owned firms and nonminority women-owned firms. Both accounted for 2.6 percent of the M/W/DBEs.

**EXHIBIT 4-52
ARIZONA DEPARTMENT OF TRANSPORTATION
GOODS AND SUPPLIES
AVAILABILITY OF VENDORS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	1	0.37%	7	2.60%	1	0.37%	3	1.12%	7	2.60%	19	7.06%	250	92.94%	269

Source: MGT's Master Vendor Database. Data provided by ADOT Procurement Group.

¹ Minority female firms are included in their respective minority classifications.

4.7 Summary

This chapter presented the results of MGT's analysis of the relevant market areas and utilization and availability of firms for the construction, architecture and engineering, professional services, other services, and goods and supplies business categories. In summary, M/W/DBEs received 1.3 percent of the prime construction contract dollars, and were utilized as prime contractors on 7.3 percent of ADOT's construction contracts. M/W/DBEs experienced a higher level of participation (15.1%) on construction contracts. Trend-wise, though, the data showed that as the contract dollar amount increased, the level of M/W/DBE participation decreased. According to the analysis of the total estimated subcontract dollars, MWBEs received 23.9 percent. The analysis showed the following levels of M/W/DBE availability for construction prime contractors and subcontractors combined:

- African Americans .38%
- Hispanic Americans 6.27%
- Asian Americans .13%
- Native Americans 1.15%
- Women 7.68%

The analysis of the contract awards for architecture and engineering services showed that M/W/DBEs received 14.2 percent of the prime level contract dollar awards, while nonminority-owned firms received 85.9 percent of the awarded architecture and engineering contract dollars. Also, M/W/DBEs had a participation level of 52.9 percent as architectural and engineering subconsultants. M/W/DBE firms were most successful as subconsultants based on the dollars awarded and the relative participation percentage. MGT's research showed the following levels of M/W/DBE availability for prime consultants and subconsultants combined:

- African Americans 1.53%

- Hispanic Americans 6.47%
- Asian Americans 6.64%
- Native Americans 1.53%
- Women 10.90%

The analysis of the contract awards for professional services showed that M/W/DBEs received 7.6 percent of the prime level contract dollar awards. Hispanic American-owned firms were the most utilized M/W/DBE business owner group, accounting for 4.1 percent of the awarded professional services contract dollars. MGT's research showed the following levels of M/W/DBE availability for prime consultants:

- African Americans 1.90%
- Hispanic Americans 2.22%
- Asian Americans 1.27%
- Native Americans .63%
- Women 7.30%

In the other services business category, payments to M/W/DBEs represented 2.8 percent of the dollars expended by ADOT during the study period. Firms owned by nonminority women, followed by Hispanic Americans, were the more utilized groups of M/W/DBEs, receiving 2.7 and .14 percent, respectively, of the payments made by ADOT. The results of the availability analysis are as follows:

- African Americans 1.90%
- Hispanic Americans 3.79%
- Asian Americans .95%
- Native Americans .47%
- Women 8.06%

In the goods and supplies business category, M/W/DBEs received 2 percent of payments made by ADOT. By business owner classification, no M/W/DBEs received any of the payments, except for nonminority women-owned firms, who received the 2 percent as mentioned earlier. The summary of the availability of goods and supplies firms is as follows:

- African Americans .37%
- Hispanic Americans 2.60%
- Asian Americans .37%
- Native Americans 1.12%
- Women 2.60%

Exhibits 4-53, 4-54, and 4-55 summarize the analysis results presented in this chapter.

**EXHIBIT 4-53
ARIZONA DEPARTMENT OF TRANSPORTATION
SUMMARY OF UTILIZATION
BY BUSINESS CATEGORY**

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Nonminority Firms
Construction Prime Contractors	\$0	\$0	\$0	\$0	\$31,326,519.00	\$2,409,577,535.00
Construction Subcontractors*	\$237,160.00	\$37,349,960.53	\$2,243.00	\$53,645,00.32	\$100,422,258.54	\$610,133,360.22
Architecture and Engineering Primes	\$250,000.00	\$7,684,706.00	\$26,892,496.00	\$993,540.00	\$742,999.00	\$699,445,251.00
Architecture and Engineering Subconsultants	\$0	\$337,916.00	\$531,443.00	\$170,410.00	\$74,114.50	\$1,393,099.00
Professional Services	\$41,967.00	\$2,329,938.00	\$42,156.00	\$0	\$1,915,487.00	\$52,506,760.00
Other Services	\$0	\$44,166.00	\$0	\$0	\$869,033.00	\$31,679,336.00
Goods and Supplies Vendors	\$0	\$0	\$0	\$0	\$1,082,433.00	\$54,060,759.00

Source: **Chapter 4.0**, Analysis Results.

*Actual dollars per verification reports for MWBEs and estimated calculation for Nonminorities.

**EXHIBIT 4-54
ARIZONA DEPARTMENT OF TRANSPORTATION
PERCENTAGE UTILIZATION
BY BUSINESS CATEGORY**

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Nonminority Firms
Construction Prime Contractors	.00%	.00%	.00%	.00%	1.28%	98.72%
Construction Subcontractors	.03%	4.66%	.00%	6.69%	12.52%	76.10%
Architecture and Engineering Primes	.10%	2.97%	10.41%	.38%	.29%	85.85%
Architecture and Engineering Subconsultants	.00%	13.48%	21.20%	6.80%	2.96%	55.57%
Professional Services	.07%	4.10%	.07%	.00%	3.37%	92.38%
Other Services	.00%	.14%	.00%	.00%	2.67%	97.20%
Goods and Supplies Vendors	.00%	.00%	.00%	.00%	1.96%	98.04%

Source: **Chapter 4.0**, Analysis Results.

**EXHIBIT 4-55
ARIZONA DEPARTMENT OF TRANSPORTATION
SUMMARY OF MINORITY AVAILABILITY
BY BUSINESS CATEGORY**

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Primes	.45%	4.73%	.19%	.77%	4.41%
Construction Primes and Subs	.38%	6.27%	.13%	1.15%	7.68%
Architecture and Engineering Primes	1.46%	4.85%	6.55%	1.46%	9.22%
Architecture and Engineering Primes and Subs	1.53%	6.47%	6.64%	1.53%	10.90%
Professional Services	1.90%	2.22%	1.27%	.63%	7.30%
Other Services	1.90%	3.79%	.95%	.47%	8.06%
Goods and Supplies	.37%	2.60%	.37%	1.12%	2.60%

Source: **Chapter 4.0**, Analysis Results.

5.0 DISPARITY ANALYSIS

5.0 DISPARITY ANALYSIS

This chapter examines the issue of disparity within each business category of procurement. Disparity, in this context, is the analysis of the differences between the utilization of minority- and nonminority women-owned, and disadvantaged business enterprises (M/W/DBEs) and the availability of those firms. Accordingly, MGT of America, Inc., (MGT) used disparity indices to examine whether M/W/DBEs received a proportional share of dollars based on the availability of M/W/DBEs in the relevant market area.

This chapter consists of the following sections:

- Section 5.1 describes the methodology used by MGT to test for the presence or absence of disparity in each of the business categories.
- Section 5.2 applies the disparity indices and t-tests to the business categories and determines the presence or absence of disparity in the Arizona Department of Transportation (ADOT) procurement activity.

5.1 Methodology

MGT used the availability and utilization information presented in **Chapter 4.0** of this report as the basis to determine if M/W/DBEs received a proportional share of contract awards and other procurements by ADOT. This determination is made primarily through the disparity index calculation that compares the utilization of firms with the availability of those firms. The disparity index also provides a value that can be given a commonly accepted substantive interpretation.

The underlying assumption of this approach is that, absent discrimination, the proportion of dollars received by a particular M/W/DBE group should approximate that group's proportion of the relevant population of firms. To determine if disparity exists for M/W/DBEs or nonminorities within a specific business category, MGT compared the utilization of each group to its respective availability within each of the relevant market areas.

5.1.1 Disparity Index

The disparity index is used to measure the difference between utilization and availability. Several post-*Croson* cases, most notably *Contractors Association of Eastern Pennsylvania v. City of Philadelphia*, support the use of disparity indices for determining disparity within the marketplace.¹

Although a variety of similar indices could be utilized, the index used must be easily calculable, readily interpreted, and universally comparable. MGT pioneered the use of disparity indices as a method of determining the degree of disparity between utilization and availability.

¹ *Contractors Ass'n of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 91 F 3d at 603.

For this study, the ratio of the percentage of utilization to the percentage of availability multiplied by 100 serves as our measure of choice, as shown in the formula:

$$(1) \text{ Disparity Index} = \frac{\%U_{m_1p_1}}{\%A_{m_1p_1}} \times 100$$

Where: $U_{m_1p_1}$ = utilization of M/W/DBE₁ for procurement₁
 $A_{m_1p_1}$ = availability of M/W/DBE₁ for procurement₁

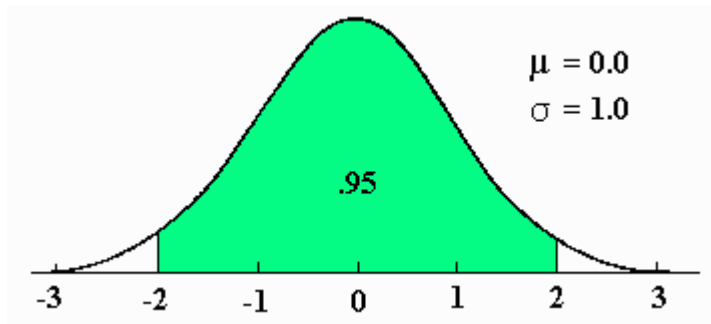
Due to the mathematical properties involved in the calculations, a disparity index value of 0.00 indicates zero utilization. An index of 100 indicates parity between utilization and availability. Firms within a business category are considered underutilized if the disparity indices are less than 100, and overutilized if the indices are above 100.

There is no standardized measure to evaluate levels of underutilization or overutilization within a procurement context. However, a tool is needed to determine which occurrences—particularly when there is underutilization—indicate the presence of factors other than those occurring during the normal course of business. Our rule of thumb is that a disparity index of less than 80 indicates that the level of disparity warrants further investigation. The disparity index threshold of 80 is based on the Equal Employment Opportunity Commission's (EEOC) adopted "80 percent rule" in the *Uniform Guidelines on Employee Selection Procedures*. In the context of employment discrimination, a disparity ratio below 80 indicates a substantial level of disparity demonstrating adverse or disparate impact. The Supreme Court accepted the use of the 80 percent rule in *Connecticut v. Teal (Teal)*, 457 U.S. 440 (1982). In *Teal* and other affirmative action cases, the terms "adverse impact," "disparate impact," and "discriminatory impact" are used interchangeably. Thus, MGT's designation of disparity is founded on a Supreme Court decision.

5.1.2 T-Test

In addition to the disparity index, MGT conducted t-tests to determine if statistically significant differences existed between utilization and availability in terms of contract or payment dollars or number of firms. In this study we are using the number of firms utilized and availability. The t-test determines if the relationship between utilization and availability (suggested by the disparity index value) supports a conclusion of disparity. In other words, the results of the t-test allow us to conclude if the relationships between utilization and availability are strong enough to state, with a high degree of confidence, that the results found in the disparity index represent real disparity.

The t value indicates whether or not the results found in the disparity index are what one would ordinarily expect to find given the attributes of the sampling distribution. Given the large sample sizes involved, the t distribution approaches a normal distribution. Because of the statistical properties of the normal distribution, 95 percent of all cases can be found within two standard deviations of the mean. Since t values can be positive or negative, it is necessary to determine the critical region of the distribution on each end of the distribution.



Based on the properties of the normal distribution, the critical values are $+1.96$ and -1.96 (the calculated values \pm two standard deviations of the mean). Any t value found between these critical t values is not significant enough for us to conclude that there is disparity. For a conclusion of “statistical significance” to be reached, the t value must be either greater than $+1.96$ or less than -1.96 . When such a t value is present, we can say with 95 percent certainty that disparity, as represented by either overutilization or underutilization, is actually present.

The previous discussion means that any t value less than or equal to -1.96 indicates that firms in a business category are underutilized in terms of available firms. The relationship is said to be statistically significant. In other words, the fact that the t value is so extreme means that we can be sufficiently confident that the underutilization is severe enough to be considered a real phenomenon and not just a statistical artifact of the sampling distribution. In some cases, disparity is indicated by the disparity index but cannot be tested with a t-test due to the mathematical constraint of division by zero. This will occur when there is zero utilization because the utilization percentage is the denominator in the final calculation for the t-test value. Although these cases cannot be tested to be statistically significant, the existence of disparity can be inferred due to the prima facie evidence of zero utilization levels.

5.2 Disparity Indices and T-Test Results

Tables showing disparity indices and t-test results for construction, architecture and engineering, professional services, other services, and goods and supplies are analyzed in this section. The tables are based on the utilization and availability of M/W/DBEs and nonminorities in ADOT relevant market areas as shown in **Chapter 4.0**.

5.2.1 Construction

Exhibit 5-1 shows that overall, nonminorities were overutilized during the study period and M/W/DBEs were generally underutilized based on the availability of those firms in the relevant market area. The disparity analysis by year shows that M/W/DBEs were underutilized in each year of the study period, while nonminorities were overutilized.

**EXHIBIT 5-1
ARIZONA DEPARTMENT OF TRANSPORTATION
DISPARITY ANALYSIS OF CONSTRUCTION PRIME CONTRACTORS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2001, THROUGH JUNE 30, 2007**

Business Owner Classification	% of Contract Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2002				
African Americans	0.00%	0.00%	0.00	Underutilization *
Hispanic Americans	0.00%	1.52%	0.00	Underutilization *
Asian Americans	0.00%	0.00%	0.00	Underutilization *
Native Americans	0.00%	0.51%	0.00	Underutilization *
Nonminority Women	2.74%	6.57%	41.68	Underutilization *
Nonminority Firms	97.26%	91.41%	106.40	Overutilization
2003				
African Americans	0.00%	0.00%	0.00	Underutilization *
Hispanic Americans	0.00%	1.52%	0.00	Underutilization *
Asian Americans	0.00%	0.00%	0.00	Underutilization *
Native Americans	0.00%	0.51%	0.00	Underutilization *
Nonminority Women	0.39%	6.57%	6.00	Underutilization *
Nonminority Firms	99.61%	91.41%	108.96	Overutilization
2004				
African Americans	0.00%	0.00%	0.00	Underutilization *
Hispanic Americans	0.00%	1.52%	0.00	Underutilization *
Asian Americans	0.00%	0.00%	0.00	Underutilization *
Native Americans	0.00%	0.51%	0.00	Underutilization *
Nonminority Women	0.83%	6.57%	12.58	Underutilization *
Nonminority Firms	99.17%	91.41%	108.49	Overutilization
2005				
African Americans	0.00%	0.00%	0.00	Underutilization *
Hispanic Americans	0.00%	1.52%	0.00	Underutilization *
Asian Americans	0.00%	0.00%	0.00	Underutilization *
Native Americans	0.00%	0.51%	0.00	Underutilization *
Nonminority Women	1.18%	6.57%	17.99	Underutilization *
Nonminority Firms	98.82%	91.41%	108.10	Overutilization
2006				
African Americans	0.00%	0.00%	0.00	Underutilization *
Hispanic Americans	0.00%	1.52%	0.00	Underutilization *
Asian Americans	0.00%	0.00%	0.00	Underutilization *
Native Americans	0.00%	0.51%	0.00	Underutilization *
Nonminority Women	1.29%	6.57%	19.62	Underutilization *
Nonminority Firms	98.71%	91.41%	107.98	Overutilization
2007				
African Americans	0.00%	0.00%	0.00	Underutilization *
Hispanic Americans	0.00%	1.52%	0.00	Underutilization *
Asian Americans	0.00%	0.00%	0.00	Underutilization *
Native Americans	0.00%	0.51%	0.00	Underutilization *
Nonminority Women	1.55%	6.57%	23.61	Underutilization *
Nonminority Firms	98.45%	91.41%	107.70	Overutilization
All Years				
African Americans	0.00%	0.00%	0.00	Underutilization *
Hispanic Americans	0.00%	1.52%	0.00	Underutilization *
Asian Americans	0.00%	0.00%	0.00	Underutilization *
Native Americans	0.00%	0.51%	0.00	Underutilization *
Nonminority Women	1.28%	6.57%	19.55	Underutilization *
Nonminority Firms	98.72%	91.41%	107.99	Overutilization

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity (index below 80.00).

In **Exhibit 5-2**, the construction subcontractor disparity analysis for all years of the study period is shown. African American-, Hispanic American-, and Asian American-owned firms were underutilized overall, while Native American- and Nonminority Women-owned firms were overutilized as construction subcontractors.

The construction subcontractor disparity analysis was based on the percentages of subcontractor dollars as well as the availability of firms as mentioned in **Chapter 4.0**.

EXHIBIT 5-2
ARIZONA DEPARTMENT OF TRANSPORTATION
DISPARITY ANALYSIS OF CONSTRUCTION SUBCONTRACTORS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2002, THROUGH JUNE 30, 2005

Business Owner Classification	% of Subcontract Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	0.00%	0.38%	0.00	Underutilization *
Hispanic Americans	3.81%	6.27%	60.68	Underutilization *
Asian Americans	0.00%	0.13%	0.00	Underutilization *
Native Americans	14.82%	1.15%	1,285.93	Overutilization
Nonminority Women	13.10%	7.68%	170.58	Overutilization
2003				
African Americans	0.09%	0.38%	24.35	Underutilization *
Hispanic Americans	3.44%	6.27%	54.89	Underutilization *
Asian Americans	0.00%	0.13%	0.00	Underutilization *
Native Americans	6.09%	1.15%	528.20	Overutilization
Nonminority Women	11.86%	7.68%	154.38	Overutilization
2004				
African Americans	0.06%	0.38%	16.86	Underutilization *
Hispanic Americans	6.04%	6.27%	96.32	Underutilization *
Asian Americans	0.00%	0.13%	0.00	Underutilization *
Native Americans	2.99%	1.15%	259.55	Overutilization
Nonminority Women	13.69%	7.68%	178.15	Overutilization
2005				
African Americans	0.03%	0.38%	7.33	Underutilization *
Hispanic Americans	7.99%	6.27%	127.36	Overutilization
Asian Americans	0.00%	0.13%	0.00	Underutilization *
Native Americans	13.84%	1.15%	1,201.28	Overutilization
Nonminority Women	11.28%	7.68%	146.78	Overutilization
2006				
African Americans	0.00%	0.38%	0.00	Underutilization *
Hispanic Americans	3.52%	6.27%	56.08	Underutilization *
Asian Americans	0.00%	0.13%	0.00	Underutilization *
Native Americans	6.32%	1.15%	548.67	Overutilization
Nonminority Women	10.45%	7.68%	135.96	Overutilization
2007				
African Americans	0.00%	0.38%	0.00	Underutilization *
Hispanic Americans	3.02%	6.27%	48.07	Underutilization *
Asian Americans	0.00%	0.13%	0.00	Underutilization *
Native Americans	0.11%	1.15%	9.53	Underutilization *
Nonminority Women	15.79%	7.68%	205.51	Overutilization
All Fiscal Years				
African Americans	0.03%	0.38%	7.70	Underutilization *
Hispanic Americans	4.66%	6.27%	74.25	Underutilization *
Asian Americans	0.00%	0.13%	0.22	Underutilization *
Native Americans	6.69%	1.15%	580.60	Overutilization
Nonminority Women	12.52%	7.68%	163.03	Overutilization

¹ The percentage of subcontract dollars is taken from the subcontract utilization exhibit previously shown. Although calculations are based on estimates of nonminority subcontractor utilization, the disparity results would still hold for all ethnic groups if subcontractor was only 20% of the total project, instead of 24.8%, which is the average for the state of South Carolina construction projects.

² The percentage of available subcontractors is taken from the availability exhibit previously shown. These percentages were calculated using U.S. Census Bureau data.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level of disparity – index below 80.00.

The t-test results shown in **Exhibit 5-3** for the construction business category indicate that the findings of underutilization of Nonminority women-owned firms and the

overutilization of nonminority-owned firms were statistically significant based on number of firms utilized and the availability of firms. The t values for the other business owner categories indicate that factors beyond normal occurrence must be considered as reasons for the respective underutilization and overutilization. The t-test results for construction subcontractors are shown in **Exhibit 5-4**. The number of firms utilized was based on the actual number of subcontractors reported from ADOT's data files. However, this t-test shows that the utilization of M/W/DBE firms was statistically significant.

**EXHIBIT 5-3
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION
T-TEST RESULTS FOR PRIME CONTRACTORS**

Business Owner Classification	Contract Dollars ¹	T-Value for Contract Dollars	% of Available Firms ²	T-Value for Available Firms
African Americans	0.00%	0.00	0.00%	0.00
Hispanic Americans	0.00%	0.00	1.52%	0.00
Asian Americans	0.00%	0.00	0.00%	0.00
Native Americans	0.00%	0.00	0.51%	0.00
Nonminority Women	1.28%	-9.01 *	6.57%	-6.60 *
Nonminority Firms	98.72%	12.46 *	91.41%	9.13 *

¹ Percentage of related prime contractors utilized within the relevant market area.
² Percentage of available firms in the relevant market area.
 * Statistically significant at the 0.05 level.

**EXHIBIT 5-4
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION
T-TEST RESULTS FOR SUBCONTRACTORS**

Business Owner Classification	Subcontract Dollars ¹	T Value for Subcontract Dollars	% of Available Firms ²	T Value for Available Firms
African Americans	0.03%	-5.19 *	0.38%	-2.32 *
Hispanic Americans	4.66%	18.07 *	6.27%	8.10 *
Asian Americans	0.00%	-24.64 *	0.13%	-11.04 *
Native Americans	6.69%	34.07 *	1.15%	15.27 *
Nonminority Women	12.52%	48.27 *	7.68%	21.63 *

¹ Percentage of related subcontractors utilized within the relevant market area.
² Percentage of available firms in the relevant market area.
 * Statistically significant at the 0.05 level.

5.2.2 Architecture and Engineering

In this section, we present the results of the disparity analysis and t-tests for the architecture and engineering business category for prime consultants.

Architecture and Engineering Consultants

In **Exhibit 5-5**, we show the disparity indices for architecture and engineering consultants. Overall, all M/W/DBE firms were substantially underutilized as architecture and engineering consultants during the study period except for Asian Americans. The

corresponding t-tests for the architecture and engineering contracts, shown in **Exhibit 5-6**, indicate that the respective findings shown in the disparity chart were at a substantial level for Nonminority Women and Nonminority firms.

Exhibit 5-7, shows the architecture and engineering subconsultants disparity analysis. Overall, African American and Nonminority Women-owned firms were significantly underutilized, while Hispanic American, Asian American, and Native American firms were overutilized during the study period. The architecture and engineering subconsultants t-test shown in **Exhibit 5-8**, indicates statistically significant levels for Hispanic American, Asian American, and Native American firms.

**EXHIBIT 5-5
ARIZONA DEPARTMENT OF TRANSPORTATION
DISPARITY ANALYSIS OF ARCHITECTURE AND ENGINEERING CONSULTANTS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2002, THROUGH JUNE 30, 2005**

Business Owner Classification	% of Contract Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2002				
African Americans	0.00%	1.46%	0.00	Underutilization *
Hispanic Americans	1.64%	5.34%	30.79	Underutilization *
Asian Americans	8.45%	6.55%	128.97	Overutilization
Native Americans	0.22%	1.46%	0.00	Underutilization *
Nonminority Women	0.16%	9.22%	1.73	Underutilization *
Nonminority Firms	89.53%	75.97%	117.84	Overutilization
2003				
African Americans	0.45%	1.46%	31.08	Underutilization *
Hispanic Americans	0.81%	5.34%	15.26	Underutilization *
Asian Americans	7.82%	6.55%	119.28	Overutilization
Native Americans	0.00%	1.46%	0.00	Underutilization *
Nonminority Women	0.16%	9.22%	1.70	Underutilization *
Nonminority Firms	90.76%	75.97%	119.47	Overutilization
2004				
African Americans	0.00%	1.46%	0.00	Underutilization *
Hispanic Americans	11.07%	5.34%	207.29	Overutilization
Asian Americans	2.76%	6.55%	42.11	Underutilization *
Native Americans	0.59%	1.46%	0.00	Underutilization *
Nonminority Women	1.47%	9.22%	15.89	Underutilization *
Nonminority Firms	84.11%	75.97%	110.72	Overutilization
2005				
African Americans	0.00%	1.46%	0.00	Underutilization *
Hispanic Americans	2.62%	5.34%	49.11	Underutilization *
Asian Americans	8.27%	6.55%	126.20	Overutilization
Native Americans	1.61%	1.46%	0.00	Underutilization *
Nonminority Women	0.28%	9.22%	3.02	Underutilization *
Nonminority Firms	87.22%	75.97%	114.81	Overutilization
2006				
African Americans	0.00%	1.46%	0.00	Underutilization *
Hispanic Americans	5.92%	5.34%	110.80	Overutilization
Asian Americans	17.44%	6.55%	266.07	Overutilization
Native Americans	0.00%	1.46%	0.00	Underutilization *
Nonminority Women	0.13%	9.22%	1.42	Underutilization *
Nonminority Firms	76.52%	75.97%	100.72	Overutilization
2007				
African Americans	0.00%	1.46%	0.00	Underutilization *
Hispanic Americans	1.04%	5.34%	19.46	Underutilization *
Asian Americans	16.87%	6.55%	257.39	Overutilization
Native Americans	0.00%	1.46%	0.00	Underutilization *
Nonminority Women	0.00%	9.22%	0.00	Underutilization *
Nonminority Firms	82.09%	75.97%	108.06	Overutilization
All Years				
African Americans	0.10%	1.46%	6.65	Underutilization *
Hispanic Americans	2.97%	5.34%	55.71	Underutilization *
Asian Americans	10.41%	6.55%	158.86	Overutilization
Native Americans	0.38%	1.46%	0.00	Underutilization *
Nonminority Women	0.29%	9.22%	3.12	Underutilization *
Nonminority Firms	85.85%	75.97%	113.00	Overutilization

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available consultants is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity (index below 80.00).

**EXHIBIT 5-6
ARIZONA DEPARTMENT OF TRANSPORTATION
ARCHITECTURE AND ENGINEERING
T-TEST RESULTS FOR PRIME CONSULTANTS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Business Owner Classification	Contract Dollars ¹	T-Value for Contract Dollars	% of Available Firms ²	T-Value for Available Firms
African Americans	0.10%	0.00	1.46%	0.00
Hispanic Americans	2.97%	0.00	5.34%	0.00
Asian Americans	10.41%	0.00	6.55%	0.00
Native Americans	0.38%	0.00	1.46%	0.00
Nonminority Women	0.29%	-35.67 *	9.22%	-33.87 *
Nonminority Firms	85.85%	6.06 *	75.97%	5.75 *

¹ Percentage of related prime consultants utilized within the relevant market area.

² Percentage of available firms in the relevant market area.

* Statistically significant at the 0.05 level.

**EXHIBIT 5-7
ARIZONA DEPARTMENT OF TRANSPORTATION
DISPARITY ANALYSIS OF ARCHITECTURE AND ENGINEERING
SUBCONSULTANTS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2001, THROUGH JUNE 30, 2007**

Business Owner Classification	% of Subcontract Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	0.00%	1.53%	0.00	Underutilization *
Hispanic Americans	0.00%	6.47%	0.00	Underutilization *
Asian Americans	0.00%	6.64%	0.00	Underutilization *
Native Americans	0.00%	1.53%	0.00	Underutilization *
Nonminority Women	0.00%	10.90%	0.00	Underutilization *
2003				
African Americans	0.00%	1.53%	0.00	Underutilization *
Hispanic Americans	27.82%	6.47%	429.76	Overutilization *
Asian Americans	0.00%	6.64%	0.00	Underutilization *
Native Americans	14.33%	1.53%	934.57	Overutilization *
Nonminority Women	0.00%	10.90%	0.00	Underutilization *
2004				
African Americans	0.00%	1.53%	0.00	Underutilization *
Hispanic Americans	0.00%	6.47%	0.00	Underutilization *
Asian Americans	0.00%	6.64%	0.00	Underutilization *
Native Americans	0.00%	1.53%	0.00	Underutilization *
Nonminority Women	0.00%	10.90%	0.00	Underutilization *
2005				
African Americans	0.00%	1.53%	0.00	Underutilization *
Hispanic Americans	0.00%	6.47%	0.00	Underutilization *
Asian Americans	0.00%	6.64%	0.00	Underutilization *
Native Americans	0.00%	1.53%	0.00	Underutilization *
Nonminority Women	0.00%	10.90%	0.00	Underutilization *
2006				
African Americans	0.00%	1.53%	0.00	Underutilization *
Hispanic Americans	9.71%	6.47%	150.03	Overutilization *
Asian Americans	25.90%	6.64%	389.85	Overutilization *
Native Americans	4.36%	1.53%	284.55	Overutilization *
Nonminority Women	0.00%	10.90%	0.00	Underutilization *
2007				
African Americans	0.00%	1.53%	0.00	Underutilization *
Hispanic Americans	0.00%	6.47%	0.00	Underutilization *
Asian Americans	0.00%	6.64%	0.00	Underutilization *
Native Americans	0.00%	1.53%	0.00	Underutilization *
Nonminority Women	8.03%	10.90%	73.68	Underutilization *
All Fiscal Years				
African Americans	0.00%	1.53%	0.00	Underutilization *
Hispanic Americans	13.48%	6.47%	208.22	Overutilization *
Asian Americans	21.20%	6.64%	319.06	Overutilization *
Native Americans	6.80%	1.53%	443.34	Overutilization *
Nonminority Women	2.96%	10.90%	27.11	Underutilization *

¹ The percentage of dollars is taken from the subconsultant utilization exhibit previously shown.

² The percentage of available consultants is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity (index below 80.00).

**EXHIBIT 5-8
ARIZONA DEPARTMENT OF TRANSPORTATION
ARCHITECTURE AND ENGINEERING
T-TEST RESULTS FOR SUBCONSULTANTS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Business Owner Classification	Subcontract Dollars¹	T Value for Subcontract Dollars	% of Available Firms²	T Value for Available Firms
African Americans	0.00%	0.00	1.53%	0.00
Hispanic Americans	13.48%	-2.04 *	6.47%	-11.98 *
Asian Americans	21.20%	-1.48	6.64%	-8.69 *
Native Americans	6.80%	-0.51	1.53%	-3.00 *
Nonminority Women	2.96%	0.00	10.90%	0.00

¹ Percentage of related subconsultants utilized within the relevant market area.

² Percentage of available firms in the relevant market area.

* Statistically significant at the 0.05 level.

5.2.3 Professional Services

In this section, we present the results of the disparity analysis and t-tests for the professional services business category for prime consultants.

Professional Services Consultants

In **Exhibit 5-9**, we show the disparity indices for professional services consultants. Overall, Hispanic American-owned and Nonminority firms were overutilized as professional services consultants during the study period. Hispanic American-owned firms were overutilized in the years of 2002, 2003, and 2005. However, nonminority firms were overutilized in all years. The corresponding t-tests for the professional services contracts, shown in **Exhibit 5-10**, indicate that the respective findings shown in the disparity chart were statistically significant for Nonminority women-owned and Nonminority firms.

EXHIBIT 5-9
ARIZONA DEPARTMENT OF TRANSPORTATION
DISPARITY ANALYSIS OF PROFESSIONAL SERVICES
CONSULTANTS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2001, THROUGH JUNE 30, 2007

Business Owner Classification	% of Contract Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2002				
African Americans	0.00%	1.90%	0.00	Underutilization *
Hispanic Americans	8.02%	2.22%	360.95	Overutilization
Asian Americans	0.19%	1.27%	0.00	Underutilization *
Native Americans	0.00%	0.63%	0.00	Underutilization *
Nonminority Women	0.25%	7.30%	3.39	Underutilization *
Nonminority Firms	91.54%	86.67%	105.62	Overutilization
2003				
African Americans	0.00%	1.90%	0.00	Underutilization *
Hispanic Americans	4.67%	2.22%	209.95	Overutilization
Asian Americans	0.00%	1.27%	0.00	Underutilization *
Native Americans	0.00%	0.63%	0.00	Underutilization *
Nonminority Women	0.00%	7.30%	0.00	Underutilization *
Nonminority Firms	95.33%	86.67%	110.00	Overutilization
2004				
African Americans	0.00%	1.90%	0.00	Underutilization *
Hispanic Americans	0.00%	2.22%	0.00	Underutilization *
Asian Americans	0.00%	1.27%	0.00	Underutilization *
Native Americans	0.00%	0.63%	0.00	Underutilization *
Nonminority Women	10.16%	7.30%	139.21	Overutilization
Nonminority Firms	89.84%	86.67%	103.66	Overutilization
2005				
African Americans	1.28%	1.90%	67.36	Underutilization *
Hispanic Americans	11.96%	2.22%	538.28	Overutilization
Asian Americans	0.00%	1.27%	0.00	Underutilization *
Native Americans	0.00%	0.63%	0.00	Underutilization *
Nonminority Women	0.00%	7.30%	0.00	Underutilization *
Nonminority Firms	86.76%	86.67%	100.10	Overutilization
2006				
African Americans	0.00%	1.90%	0.00	Underutilization *
Hispanic Americans	0.00%	2.22%	0.00	Underutilization *
Asian Americans	0.00%	1.27%	0.00	Underutilization *
Native Americans	0.00%	0.63%	0.00	Underutilization *
Nonminority Women	6.47%	7.30%	88.58	Underutilization
Nonminority Firms	93.53%	86.67%	107.92	Overutilization
2007				
African Americans	0.00%	1.90%	0.00	Underutilization *
Hispanic Americans	0.00%	2.22%	0.00	Underutilization *
Asian Americans	0.00%	1.27%	0.00	Underutilization *
Native Americans	0.00%	0.63%	0.00	Underutilization *
Nonminority Women	0.00%	7.30%	0.00	Underutilization *
Nonminority Firms	100.00%	86.67%	115.38	Overutilization
All Years				
African Americans	0.07%	1.90%	3.88	Underutilization *
Hispanic Americans	4.10%	2.22%	184.47	Overutilization
Asian Americans	0.07%	1.27%	0.00	Underutilization *
Native Americans	0.00%	0.63%	0.00	Underutilization *
Nonminority Women	3.37%	7.30%	46.16	Underutilization *
Nonminority Firms	92.38%	86.67%	106.60	Overutilization

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available consultants is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity (index below 80.00).

EXHIBIT 5-10
ARIZONA DEPARTMENT OF TRANSPORTATION
PROFESSIONAL SERVICES
T-TEST RESULTS FOR PRIME CONSULTANTS
JULY 1, 2001, THROUGH JUNE 30, 2007

Business Owner Classification	Contract Dollars¹	T-Value for Contract Dollars	% of Available Firms²	T-Value for Available Firms
African Americans	0.07%	0.00	1.90%	0.00
Hispanic Americans	4.10%	0.00	2.22%	0.00
Asian Americans	0.07%	0.00	1.27%	0.00
Native Americans	0.00%	0.00	0.63%	0.00
Nonminority Women	3.37%	-2.76 *	7.30%	-3.87 *
Nonminority Firms	92.38%	2.73 *	86.67%	3.82 *

¹ Percentage of related prime consultants utilized within the relevant market area.

² Percentage of available firms in the relevant market area.

* Statistically significant at the 0.05 level.

5.2.4 Other Services

In **Exhibit 5-11**, our analysis shows that Nonminority firms were overutilized in each year of the study period, resulting in overall overutilization. Nonminority Women were overutilized in 2005, but were underutilized overall. The t values in **Exhibit 5-14** indicate that the overall findings were statistically significant for Nonminority and Nonminority Women-owned firms and not the result of chance occurrences.

**EXHIBIT 5-11
ARIZONA DEPARTMENT OF TRANSPORTATION
DISPARITY ANALYSIS OF OTHER SERVICES VENDORS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2001, THROUGH JUNE 30, 2007**

Business Owner Classification	% of Contract Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2002				
African Americans	0.00%	1.90%	0.00	Underutilization *
Hispanic Americans	0.00%	3.79%	0.00	Underutilization *
Asian Americans	0.00%	0.95%	0.00	Underutilization *
Native Americans	0.00%	0.47%	0.00	Underutilization *
Nonminority Women	0.00%	8.06%	0.00	Underutilization *
Nonminority Firms	100.00%	84.83%	117.88	Overutilization
2003				
African Americans	0.00%	1.90%	0.00	Underutilization *
Hispanic Americans	0.00%	3.79%	0.00	Underutilization *
Asian Americans	0.00%	0.95%	0.00	Underutilization *
Native Americans	0.00%	0.47%	0.00	Underutilization *
Nonminority Women	1.73%	8.06%	21.47	Underutilization *
Nonminority Firms	98.27%	84.83%	115.84	Overutilization
2004				
African Americans	0.00%	1.90%	0.00	Underutilization *
Hispanic Americans	0.00%	3.79%	0.00	Underutilization *
Asian Americans	0.00%	0.95%	0.00	Underutilization *
Native Americans	0.00%	0.47%	0.00	Underutilization *
Nonminority Women	2.50%	8.06%	31.07	Underutilization *
Nonminority Firms	97.50%	84.83%	114.93	Overutilization
2005				
African Americans	0.00%	1.90%	0.00	Underutilization *
Hispanic Americans	1.84%	3.79%	48.55	Underutilization *
Asian Americans	0.00%	0.95%	0.00	Underutilization *
Native Americans	0.00%	0.47%	0.00	Underutilization *
Nonminority Women	17.84%	8.06%	221.43	Overutilization
Nonminority Firms	80.32%	84.83%	94.68	Underutilization
2006				
African Americans	0.00%	1.90%	0.00	Underutilization *
Hispanic Americans	0.00%	3.79%	0.00	Underutilization *
Asian Americans	0.00%	0.95%	0.00	Underutilization *
Native Americans	0.00%	0.47%	0.00	Underutilization *
Nonminority Women	0.00%	8.06%	0.00	Underutilization *
Nonminority Firms	100.00%	84.83%	117.88	Overutilization
2007				
African Americans	0.00%	1.90%	0.00	Underutilization *
Hispanic Americans	0.00%	3.79%	0.00	Underutilization *
Asian Americans	0.00%	0.95%	0.00	Underutilization *
Native Americans	0.00%	0.47%	0.00	Underutilization *
Nonminority Women	0.00%	8.06%	0.00	Underutilization *
Nonminority Firms	100.00%	84.83%	117.88	Overutilization
All Years				
African Americans	0.00%	1.90%	0.00	Underutilization *
Hispanic Americans	0.14%	3.79%	3.57	Underutilization *
Asian Americans	0.00%	0.95%	0.00	Underutilization *
Native Americans	0.00%	0.47%	0.00	Underutilization *
Nonminority Women	2.67%	8.06%	33.09	Underutilization *
Nonminority Firms	97.20%	84.83%	114.57	Overutilization

¹ The percentage of dollars is taken from the utilization exhibit previously shown.

² The percentage of available vendors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity (index below 80.00).

EXHIBIT 5-12
ARIZONA DEPARTMENT OF TRANSPORTATION
OTHER SERVICES
T-TEST RESULTS FOR OTHER SERVICES FIRMS
JULY 1, 2001, THROUGH JUNE 30, 2007

Business Owner Classification	Contract Dollars¹	T-Value for Contract Dollars	% of Available Firms²	T-Value for Available Firms
African Americans	0.00%	0.00	1.90%	0.00
Hispanic Americans	0.14%	0.00	3.79%	0.00
Asian Americans	0.00%	0.00	0.95%	0.00
Native Americans	0.00%	0.00	0.47%	0.00
Nonminority Women	2.67%	-3.40 *	8.06%	-4.86 *
Nonminority Firms	97.20%	7.60 *	84.83%	10.88 *

¹ Percentage of related payments made to firms within the relevant market area.

² Percentage of available firms in the relevant market area.

* Statistically significant at the 0.05 level.

5.2.5 Goods and Supplies

As goods and supplies vendors, nonminority women were overutilized in 2002 of the study period, but were underutilized overall.

These results produced findings of overall overutilization during the study period for nonminorities as goods and supplies vendors. (See **Exhibit 5-15**.)

Exhibit 5-14 shows the t-test results for goods and supplies vendors, which indicates that the findings for utilized Nonminority firms was statistically significant.

5.2.6 Conclusions based on Disparity Indices

This chapter used disparity indices to compare the availability and utilization findings from **Chapter 4.0**. The disparity indices for each of the business categories indicate whether disparity exists for each ethnic or gender group, and the ensuing t-test depicts the statistical significance of these disparity results.

Exhibit 5-15 summarizes the findings of M/W/DBE underutilization.

**EXHIBIT 5-13
ARIZONA DEPARTMENT OF TRANSPORTATION
DISPARITY ANALYSIS OF GOODS AND SUPPLIES VENDORS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2001, THROUGH JUNE 30, 2007**

Business Owner Classification	% of Contract Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2002				
African Americans	0.00%	0.37%	0.00	Underutilization *
Hispanic Americans	0.00%	2.60%	0.00	Underutilization *
Asian Americans	0.00%	0.37%	0.00	Underutilization *
Native Americans	0.00%	1.12%	0.00	Underutilization *
Nonminority Women	4.74%	2.60%	182.05	Overutilization
Nonminority Firms	95.26%	92.94%	102.50	Overutilization
2003				
African Americans	0.00%	0.37%	0.00	Underutilization *
Hispanic Americans	0.00%	2.60%	0.00	Underutilization *
Asian Americans	0.00%	0.37%	0.00	Underutilization *
Native Americans	0.00%	1.12%	0.00	Underutilization *
Nonminority Women	0.00%	2.60%	0.00	Underutilization *
Nonminority Firms	100.00%	92.94%	107.60	Overutilization
2004				
African Americans	0.00%	0.37%	0.00	Underutilization *
Hispanic Americans	0.00%	2.60%	0.00	Underutilization *
Asian Americans	0.00%	0.37%	0.00	Underutilization *
Native Americans	0.00%	1.12%	0.00	Underutilization *
Nonminority Women	0.00%	2.60%	0.00	Underutilization *
Nonminority Firms	100.00%	92.94%	107.60	Overutilization
2005				
African Americans	0.00%	0.37%	0.00	Underutilization *
Hispanic Americans	0.00%	2.60%	0.00	Underutilization *
Asian Americans	0.00%	0.37%	0.00	Underutilization *
Native Americans	0.00%	1.12%	0.00	Underutilization *
Nonminority Women	0.00%	2.60%	0.00	Underutilization *
Nonminority Firms	100.00%	92.94%	107.60	Overutilization
2006				
African Americans	0.00%	0.37%	0.00	Underutilization *
Hispanic Americans	0.00%	2.60%	0.00	Underutilization *
Asian Americans	0.00%	0.37%	0.00	Underutilization *
Native Americans	0.00%	1.12%	0.00	Underutilization *
Nonminority Women	1.91%	2.60%	73.28	Underutilization *
Nonminority Firms	98.09%	92.94%	105.55	Overutilization
2007				
African Americans	0.00%	0.37%	0.00	Underutilization *
Hispanic Americans	0.00%	2.60%	0.00	Underutilization *
Asian Americans	0.00%	0.37%	0.00	Underutilization *
Native Americans	0.00%	1.12%	0.00	Underutilization *
Nonminority Women	0.00%	2.60%	0.00	Underutilization *
Nonminority Firms	100.00%	92.94%	107.60	Overutilization
All Years				
African Americans	0.00%	0.37%	0.00	Underutilization *
Hispanic Americans	0.00%	2.60%	0.00	Underutilization *
Asian Americans	0.00%	0.37%	0.00	Underutilization *
Native Americans	0.00%	1.12%	0.00	Underutilization *
Nonminority Women	1.96%	2.60%	75.43	Underutilization *
Nonminority Firms	98.04%	92.94%	105.49	Overutilization

¹ The percentage of dollars is taken from the utilization exhibit previously shown.

² The percentage of available vendors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity (index below 80.00).

**EXHIBIT 5-14
ARIZONA DEPARTMENT OF TRANSPORTATION
GOODS AND SUPPLIES
T-TEST RESULTS FOR MATERIALS AND SUPPLIES FIRMS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Business Owner Classification	Contract Dollars¹	T-Value for Contract Dollars	% of Available Firms²	T-Value for Available Firms
African Americans	0.00%	0.00	0.37%	0.00
Hispanic Americans	0.00%	0.00	2.60%	0.00
Asian Americans	0.00%	0.00	0.37%	0.00
Native Americans	0.00%	0.00	1.12%	0.00
Nonminority Women	1.96%	-0.65	2.60%	-0.76
Nonminority Firms	98.04%	5.23 *	92.94%	6.03 *

¹ Percentage of related prime contract dollars awarded to firms within the relevant market area.

² Percentage of available firms in the relevant market area.

* Statistically significant at the 0.05 level.

**EXHIBIT 5-15
ARIZONA DEPARTMENT OF TRANSPORTATION
SUMMARY OF M/W/DBE UNDERUTILIZATION
JULY 1, 2001, THROUGH JUNE 30, 2007**

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Primes	Yes	Yes	Yes	Yes	Yes
Construction Subcontractors	Yes	Yes	Yes	No	No
Architecture and Engineering Consultants	Yes	Yes	No	Yes	Yes
Architecture and Engineering Subconsultants	Yes	No	No	No	Yes
Professional Services	Yes	No	Yes	Yes	Yes
Other Services	Yes	Yes	Yes	Yes	Yes
Goods and Supplies	Yes	Yes	Yes	Yes	Yes

**6.0 STATISTICAL DISPARITY IN
SMALL BUSINESS CREDIT
MARKETS**

6.0 STATISTICAL DISPARITY IN SMALL BUSINESS CREDIT MARKETS

6.1 Introduction

This chapter provides evidence on statistical disparities in the market for small business credit using data from the National Survey of Small Business Finance (NSSBF). The chapter begins with a brief legal discussion of the case law on the use of credit discrimination in the factual predicate for an M/WBE program. The next section provides an overview of the economic literature on discrimination in small business lending. The last section presents the results of the statistical analysis of disparities in loan denials and interest rates by race and gender in the NSSBF data. This chapter is organized into the following sections:

- 6.2 Lending Discrimination and the Factual Predicate for M/WBE Programs
- 6.3 Review of the Economic Literature
- 6.4 Statistical Analysis

6.2 Lending Discrimination and the Factual Predicate for M/WBE Programs

There is case law supporting the contention that lending discrimination can serve as part of the factual predicate for a remedial procurement program. Although there has been no discussion of lending discrimination and compelling interest test in the Ninth Circuit, the issue has arisen in other circuits. In *Adarand v. Slater* the 10th Circuit took "judicial notice of the obvious causal connection between access to capital and ability to implement public works construction projects."¹ The Tenth Circuit went on to state, "Lending discrimination alone of course does not justify action in the construction market. However, the persistence of such discrimination . . . supports the assertion that the formation, as well as utilization, of minority-owned construction enterprises has been impeded."² The Tenth Circuit further stated that, "evidence of discriminatory barriers to the formation of businesses by minorities and women and fair competition between M/WBEs and majority-owned construction firms shows a 'strong link' between a government's 'disbursements of public funds for construction contracts and the channeling of those funds due to private discrimination.'"³ The district court in *Concrete Works v. Denver IV* cited this language from *Adarand v. Slater* in using the lending discrimination evidence to support the factual predicate for the Denver M/WBE program.⁴ Similarly, in the Seventh Circuit the district court in *Northern Contracting v. Illinois* noted:

IDOT also presented evidence that discrimination in the bonding, insurance, and financing markets erected barriers to DBE formation and prosperity. Such discrimination inhibits the ability of DBEs to bid on prime contracts, thus allowing the discrimination to indirectly seep in to

¹ *Adarand v. Slater*, 228 F.3d 1147, 1170 (10th Cir 2000).

² *Id.*

³ *Adarand v. Slater*, 228 F.3d 1147, 1167-68.

⁴ *Concrete Works v. City and County of Denver*, 321 F.3 950 (10th Cir 2003).

*the award of prime contracts, which are otherwise awarded on a race- and gender-neutral basis. This indirect discrimination is sufficient to establish a compelling governmental interest in a DBE program.*⁵

Evidence from NSSBF was entered into evidence in the *Builders Association* and *Concrete Works* cases. The statistical analysis of NSSBF data was criticized in both cases by the plaintiff's expert for incorrect specifications and covering too broad a region. However, in *Builders Association* after weighing the criticism by the plaintiff's expert the district court concluded:

*Out of the welter of statistics and other information, a strong basis in evidence emerged that African-American construction firms in the Chicago area are victims of discrimination in the credit market, that Asian and Hispanic firms probably encounter some discrimination in that market, and that women may possibly encounter some discrimination there.*⁶

The district court in *Builders Association* did find a factual predicate for remedial procurement program in lending disparities and other evidence, but the court ruled that the Chicago M/WBE program was not narrowly tailored and had to be revised.

Courts have also permitted anecdotal data on loan denials to supplement the econometric research in this area of lending discrimination. In reviewing a small survey of loans in the Denver area by the Denver Community Reinvestment Alliance, Colorado Capital Initiatives, and the City, the Tenth Circuit concluded that "this very study, among other evidence, strongly support[ed] an initial showing of discrimination in lending."⁷ The City also introduced anecdotal evidence of lending discrimination in the Denver construction industry.⁸ Similarly, the district court in *Builders Association v. Chicago* noted, "[The court has] not mentioned before evidence of perceptions of minorities and women of discrimination in lending, African-Americans particularly, because perceptions can be faulty. But here the perceptions have a basis in reality."⁹

6.3 Review of the Economic Literature

Evidence from national databases and surveys does exist on disparity and discrimination in small business lending. The academic literature is not as extensive as the evidence on home mortgage lending.¹⁰ Most of the research has relied on surveys, data from the Characteristics of Business Owners (CBO), NSSBF, and Community Reinvestment Act

⁵ *Northern Contracting v. Illinois*, Mo 00 C 4515 (ND II 2005), at 47. See also *Builders Association of Greater Chicago v. City of Chicago*, 298 F.Supp.2d 725 (N.D. Ill. 2003) ("A higher interest rate may make it impossible to submit the lowest bid in this highly competitive industry, or, indeed, to survive"). The issue of credit market barriers was not addressed on appeal to the 7th Circuit in the *Northern Contracting* case. *Northern Contracting v. Illinois DOT*, Case No. 05-3981 (7th Cir 2007). No evidence of credit market barriers was before the Ninth Circuit in *Western States Paving v. Washington DOT*, 407 F. 3d 983 (9th Cir. 2005).

⁶ *Id.*

⁷ *Adarand v. Slater*, 228 F.3d 1147, 1170.

⁸ See *Concrete Works III*, 86 F.Supp.2d at 1072-73.

⁹ *Builders Association*, 298 F.Supp.2d 725 (N.D. Ill. 2003).

¹⁰ See, e.g., Alicia Munnell et al., "Mortgage Lending in Boston: Interpreting the HMDA Data," 86 *American Economic Review* 25 (1996).

(CRA) data. Highlights of this literature are summarized below. Most of the papers have relied on the 1993 and 1998 NSSBF data. There has been little analysis of the 2003 NSSBF data thus far.¹¹

6.3.1 Survey Evidence

There have been national and local surveys supporting the findings of discrimination in lending. As noted above, the Tenth Circuit took judicial notice of the Denver study of lending discrimination. The Denver survey found that, controlling for sales, age of business, and net worth, denial rates were three times higher for African American firms than for nonminority firms.¹² The survey was, however, of a small sample.

A 1988 survey by Faith Ando found that 61.7 percent of African American commercial loan applications were accepted versus 89.9 percent of applications from nonminorities.¹³ A U.S. Department of Commerce 1983 survey of 1,300 firms found that, after controlling for education, debt ratio, industry, experience, and credit rating for businesses with sales in excess of \$500,000, African American businesses had a 17 percent lower success rate of obtaining loans than nonminorities did.¹⁴

6.3.2 Characteristics of Business Owners (CBO) Database

In a series of studies using CBO data, Timothy Bates studied disparities in loans received by African American firms. In a 1991 study using 1982 CBO data, Bates found that nonminority firms received larger loans on average than African American firms after controlling for firm characteristics.¹⁵ In a 1992 study Grown and Bates has also found lower rates of loans going to construction firms in the CBO data.¹⁶ Consistent with the statement of the district court in *Adarand* cited above, Bates found that firms that start with more capital tend to be more viable and have higher survival rates. Controlling for access to bank lending, but ignoring firm location, survival rates for African American start-ups matched white start-ups.¹⁷ In a 1997 study using the 1987 CBO data, Bates found that banks lend more per dollar of equity to nonminority-owned firms than to similarly situated African American-owned firms.¹⁸

6.3.3 National Survey of Small Business Finance Loan Denials

The most detailed discussion of discrimination involving small business lending has used the NSSBF. Using the 1988-89 NSSBF, Cavalluzo and Cavalluzo found that African

¹¹ One paper using the 2003 NSSBF data is Blaise Roncagli and Chenchu Bathala, "Determinants of the Use of Trade Credit Discounts by Small Firms," paper submitted to Financial Management Association conference, January 2007. See in particular their adjustments of the survey data based on the sample design on pp. 11-14. However, this paper did not address discrimination in lending.

¹² Colorado Center for Community Development, "Survey of Small Business Lending in Denver" (1996).

¹³ Faith Ando, "Capital Issues and the Minority-Owned Business," 16 *Review of Black Political Economy* 77 (Spring 1988).

¹⁴ U.S. Department of Commerce, "The State of Small Business" (1986), at 237-38.

¹⁵ T. Bates, "Commercial Bank Financing of White and Black-Owned Small Business Start-Ups," 31 *Quarterly Review of Economics and Business* 65 (Spring 1991).

¹⁶ C. Grown and T. Bates, "Commercial Bank Lending Practices and the Development of Black-Owned Construction," *Journal of Urban Affairs* (1992).

¹⁷ T. Bates, "Commercial Bank Financing of White- and Black-Owned Small Business Startups" .

¹⁸ T. Bates, "Unequal Access: Financial Institution Lending to Black and White-Owned Small Business Start-Ups," 19 *Journal of Urban Affairs* 487 (November 1997).

American males were 13 percent less likely to secure loans than nonminority males.¹⁹ Denial rates for African American-owned firms were 35 percent higher than for firms owned by nonminorities, controlling for risk characteristics. However, the sample of minority firms in the 1988-89 NSSBF was small.

In a paper using the 1993 NSSBF data, Blanchflower, Levin, and Zimmerman found that African Americans were more likely to say that credit was a serious problem (31 percent) than nonminorities (13 percent) and African American firms were less likely to apply for a loan because they thought they would be denied.²⁰ Controlling for creditworthiness, African American firms were 28 percent more likely to have a loan denied than nonminority firms. The gap between African American and nonminority denial rates for small business loans was three and one half times greater than the gap in home mortgage loans. Controlling for credit, firm size, age, organizational type, education of owner, existence of line of credit, location, and industry still resulted in a 25 percent point difference in loan denial rate. Blanchflower et al. concluded that the “results suggest that even African American owned firms with clean credit histories are at a significant disadvantage in getting their loans approved, holding constant other characteristics.” Blanchflower et al. did find there was smaller difference in loan denial rates between races for trade credit (from suppliers and credit card companies). These results were robust across several different econometric specifications.

In a published paper using the 1993 and 1998 NSSBF data, Blanchflower, Levine, and Zimmerman found raw loan denial rates of 27 percent for firms owned by nonminorities and 66 percent for firms owned by African Americans. They also found that African American-owned businesses were about twice as likely to be denied loans after controlling for creditworthiness and other factors.²¹ The 1998 NSSBF includes Dunn and Bradstreet credit ratings as well as housing and nonhousing personal net worth data—both pieces of data that were not available in the 1989 and 1993 NSSBF.

Cavalluzzo and Wolken found substantial unexplained differences in loan denial rates between minority and white-owned firms after controlling for credit characteristics and personal wealth variables.²² While greater personal wealth was associated with a lower probability of loan denial, large differences in denial rates across demographic groups remained after controlling for personal wealth. They also found that that African American denial rates was positively associated with lender market concentration.

Loan Applications

There are mixed results on applicant behavior. Coleman found that African American and Hispanic-owned firms were significantly more likely to avoid applying for loans because they believed they would be denied.²³ Cohn and Coleman, relying on the 1993

¹⁹ K. Cavalluzzo and L. Cavalluzzo, “Market Structure and Discrimination: The Case of Small Business,” 30 *Journal of Money, Credit and Banking* 771 (November 1998).

²⁰ D. Blanchflower, P. Levine and D. Zimmerman, “Discrimination in the Small Business Credit Market” National Bureau of Economic Research working paper 6840 (1998).

²¹ D. Blanchflower, P. Levine, and D. Zimmerman, “Discrimination in the Small-Business Credit Market,” *Review of Economics and Statistics* (November 2003): 930-943.

²² Ken Cavalluzzo and John Wolken, “Small Business Loan Turndowns, Personal Wealth, and Discrimination” *The Journal of Business*, volume 78 (2005), pages 2153–2178.

²³ S. Coleman, “The Borrowing Experience of Black and Hispanic-Owned Small Firms: Evidence from the 1998 Survey of Small Business Finances.” 8 *The Academy of Entrepreneurship Journal* 1 (2002).

NSSBF found that African American-owned firms were no less likely than white-owned firms to apply for a loan.²⁴ In their study of 1993 and 1998 NSSBF data, Blanchflower, Levine, and Zimmerman found African American-owned firms were less likely to apply for credit than firms owned by nonminorities.²⁵

Mitchell and Pearce estimated a model of model denials jointly with a model of loan applications.²⁶ They separated out banks from non banks (finance companies, government agencies, factoring companies and also separated out relationship loans (line of credit loans from transaction loan that require collateral and have less soft information they found that Hispanics and African Americans were less preferred borrowers for all outstanding loans and all transaction loans. They did not find this to be the case for female or Asian owned firms. They found loan denial probabilities significantly higher for African American owners than otherwise identified white males.

Mitchell and Pearce found minorities were more likely to have transaction loans from nonbanks and less likely to have bank loans of any kind. They found greater loan denial probabilities for African Americans and Hispanics for transaction loans from banks and non banks They state that “while virtually all past research has likewise found evidence consistent with discriminatory lending practices against African American and Hispanic firms, our contribution is to hint that discrimination may be specific to particular segments of the loan market rather than general problem,”²⁷ they did not find evidence that lenders require less preferred borrowers to exhibit superior owner or firm characteristics. Theoretically transaction loans should be more objective than relationship loans.

Interest Rates

In a 2003 paper Blanchflower et al. found differences in the interest rate charged to African American borrowers. Controlling for creditworthiness, African American borrowers were charged an average of one percentage point higher interest. Even African American firms with good credit were charged higher interest rates.²⁸

Patterns of Financing

The SBA’s Office of Advocacy studied patterns of lending in the 1998 NSSBF. The SBA found that M/WBEs were also found to have a different pattern of financing as compared with all small business in general. The SBA could not determine whether or not the different sources of financing was due to the reduced availability of certain types of credit to M/WBEs.²⁹

²⁴ R. Cohn and S. Coleman, "Borrowing Behavior of Small Black-Owned Firms," 6 *The Journal of Applied Management and Entrepreneurship* 68 (2001).

²⁵ D. Blanchflower, P. Levine, and D. Zimmerman, "Discrimination in the Small-Business Credit Market," *Review of Economics and Statistics* 930 (November 2003).

²⁶ K. Mitchell and D. Pearce, "The Availability of Financing to Small Firms Using the Survey of Small Business Finances," Report for the Office of Advocacy, U.S. Small Business Administration (May 2005).

²⁷ K. Mitchell and D. Pearce (2005), at 46.

²⁸ D. Blanchflower et al (November 2003).

²⁹ Office of Advocacy, U.S. Small Business Administration, "Financing Patterns of Small Firms: Findings from the 1998 Survey of Small Business Finance." Office of Advocacy. Washington, D.C., 2003.

Regional Analysis

Regional analysis from the NSSBF has been conducted for other local agencies using a methodology similar to Cavalluzzo and Blanchflower et al. A study of the NSSBF data for the NSSBF South Atlantic region, which includes the Virginia/District of Columbia/Maryland area, found that even after controlling for creditworthiness, African American firms were 28 percent more likely than nonminority-owned firms to have their loan request denied.³⁰ The study found that African Americans were more likely to use credit cards, but the differences was not statistically significant and there were no racial differences in credit card balances. The study also found that African American-owned firms with good credit history were charged a percentage point more in interest rates on small business loans. The study also found that African American and Hispanic American firms were much more likely to have a loan application denied in a survey of minority business loan applicants in the State of Maryland. The 2007 disparity study conducted for the California Department of Transportation found that the national results held for the Pacific division once regional interaction terms were added to the analysis.³¹

6.3.4 Community Reinvestment Act Data

There have been similar findings in local case studies of lending discrimination relying on CRA and Home Mortgage Disclosure Act (HMDA) data. There have been other studies of disparities in small business lending by race of neighborhood. The *Greater Philadelphia Capital Access Report* found that only 1 percent of small business loan dollars went to neighborhoods that were 80 percent African American.³² Race remained a significant variable after controlling for other neighborhood characteristics, including income and industry mix.

Daniel Immergluck has conducted a series of studies of small business lending by race of neighborhood using CRA data. In a study of the Chicago metropolitan area, Immergluck found that minority areas receive fewer small business loans after controlling for firm density, firm size, and industrial mix.³³ Immergluck used similar data on 1998 small business lending patterns in the Philadelphia area and found that after controlling for income, firm and residential population, industry, firm size, and credit history, African American tracts received far fewer loans than nonminority tracts.³⁴ Going from an all-nonminority neighborhood to an otherwise equivalent, adjacent all-African American tract resulted in an estimated decline of 6.8 loans. Similarly, Canner also found that minority tracts, after controlling for income, firm and residential population, industry, and regional location, receive fewer small business loans than nonminority tracts.³⁵

³⁰ NERA, "Utilization of Minority Business Enterprises by the State of Maryland" (2001), chapter 4.

³¹ BBC, *DBE Program Availability and Disparity Study Report*, 2007, Appendix H.

³² E. Quigley, *Greater Philadelphia Capital Access Report*, Policy Paper No. 2000-01 (January 2000).

³³ D. Immergluck, "Intrametropolitan Patterns of Small Business Lending: What Do the New CRA Data Reveal?" 34 *Urban Affairs Review* 787 (1999). See also D. Immergluck, "How Changes In Small Business Lending Affect Firms In Low- And Moderate-Income Neighborhoods," *Journal of Developmental Entrepreneurship* (Aug 2003).

³⁴ D. Immergluck, "Redlining Redux: Black Neighborhoods, Black-owned Firms, and the Regulatory Cold Shoulder," 38 *Urban Affairs Review* 22 (2002).

³⁵ G. Canner, "Evaluation of CRA Data on Small Business Lending. Business Access to Capital and Credit," Federal Reserve System Research Conference Proceeding (March 1999), at 53-84.

Bostic and Lampani added economic characteristics of a firm owners locale and geographic information, such as race of the neighborhood, to the NSSBF data and also found that neighborhood race can affect small business loan denial rates and that African Americans still faced significant disparities.³⁶ In their study, the disparity in denial rates in nonminority and minority neighborhoods actually increased after the neighborhood income was included in their statistical analysis.

6.4 Statistical Analysis

6.4.1 Selected Means by Race, Ethnicity, and Gender Characteristics of Loan Applicants

For the national data, **Exhibit 6-1** indicates that African American-owned small businesses were much more likely on average to be denied credit than Hispanic-owned businesses and that female-owned businesses were also more likely to be denied credit than White/male-owned businesses — 78.5 percent versus 18.7 percent in the first case, and 28.6 percent versus 18.7 percent in the latter. The composition of the type of loans applied for by African American firms were very different. African American businesses were much likely to apply for new lines of credit (LOC) when compared to White/male-owned businesses, but Asian-owned business were much more likely to apply for a new line of credit – 3.5 percent for African American-owned businesses and 42.4 percent for Asian-owned businesses compared to 25.4 percent for White/male-owned businesses. Importantly, African American-owned businesses were less likely to apply for business-related mortgages than White/male-owned businesses, and Asian-owned businesses were a little more likely to apply. The typical size of the loan applied for and denied to African American and Hispanic owned businesses were smaller than for White/male businesses.

6.4.2 Credit History of Firms/Owners

Regarding credit history, the frequency of owner and business related judgments, obligations, and bankruptcies were on average higher for African American owned business when compared with White/male-owned and Asian-owned businesses. In the case Asian-owned businesses, owners with judgments against them were estimated to be only 1.7 percent, whereas, in the case of White/male-owned businesses, owners with judgments against them were estimated at 2.1 percent. For African American-owned businesses, they were estimated at 7.4 percent. The estimated percent of firms with delinquent obligations was 15.7 percent, 15.8 percent, 18.5 percent and 20.0 percent for White/male, Hispanic, and African American businesses respectively. The percent of African American businesses with owners with personal obligations is also estimated to be on average higher for White/male-owned businesses — 38.4 percent versus 10.8 percent and 20.0 percent for White male and Hispanic owned businesses respectively.

³⁶ R. Bostic and P. Lampani, "Race, Geography, Risk and Market Structure: Examining Discrimination in Small Business Finance," *Business Access to Capital and Credit*, Federal Reserve System Research Conference Proceeding 149 (March 1999).

6.4.3 Other Firm Characteristics

Asian-owned businesses were on average substantially larger than White/male-owned businesses, whereas, female-owned businesses were typically much smaller than White/male-owned firms. Average dollar sales for White/male -owned firms were more than double on average than African American-owned firms and female-owned firms but less than the average sales of those for Asian-owned firms. However, African American-owned businesses were estimated to be more profitable than any ethnic/gender group in the sample.

Female-owned and African American-owned businesses were estimated to have fewer employees than White/male firms and Asian-owned businesses.

Owners of Asian-owned firms and White Males were more likely to have a college or post-graduate degree than owners of African American and Hispanic-owned businesses. Owners of African American-owned and Hispanic-owned firms tended to be have fewer years of experience.

**EXHIBIT 6-1
SELECTED SAMPLE MEANS OF LOAN APPLICANTS
NATIONAL SURVEY OF SMALL BUSINESS FINANCE 2003**

	All	White	White Male	White Female	Black	Latin	Asian	Female
% Of Firms Denied in the Last Three Years	22.3	19.0	18.7	19.5	78.5	28.6	31.5	24.4
Interest rate on approved loans (%)	6.47	6.31	6.25	6.45	11.1	8.07	5.76	6.44
Sample Size	1,085	951	719	234	36	38	38	275
CREDIT HISTORY OF FIRMS/OWNERS								
% Owners with Judgments Against Them	2.2	1.9	2.1	1.6	7.4	4.1	1.7	2.0
% Firms with Judgments Against Them	2.5	2.5	2.5	2.6	3.6	0.7	0.9	2.6
% Firms Delinquent Business Obligations	15.7	15.5	15.8	14.9	20.0	18.5	1.0	15.6
% Owners Delinquent on Personal Obligations	12.1	10.8	10.8	10.8	38.4	20.0	5.2	13.1
% Owners Declared Bankruptcy in Past 7yrs.	2.4	2.2	1.8	2.8	8.2	2.9	1.0	3.3
% Firms Declared Bankruptcy in Past 7yrs.	0.9	0.9	0.7	1.4	2.2	0.0	0.3	1.4
Sample Size	4,240	3,711	2,613	1,102	125	170	172	1,260
OTHER FIRM CHARACTERISTICS								
% Female-Owned	35.1	34.9	0.0	100	43.4	37.6	33.3	100
% Black-Owned	3.9	0.0	0.0	0.0	100	3.2	0.0	4.9
% Hispanic-Owned	4.8	0.0	0.0	0.0	3.9	100	1.6	5.1
% Asian-Owned	4.5	0.0	0.0	0.0	0.0	1.5	100	4.3
Sales (in 1,000s of 2003 \$)	1,072	1,061	1,342	537	517	773	1,612	530
Profits (in 1,000s of 2003 \$)	176	178	220	98	271	132	192	98
Assets (in 1,000s of 2003 \$)	553	557	691	307	207	337	524	301
Liabilities (in 1,000s of 2003 \$)	315	322	404	168	76	183	320	160
Owner's Years of Experience	19	20	21	17	15	16	17	17
Owner's Share of Business (percent)	82	81	85	75	85	81	80	75
Less Than High School ¹	1.7	1.5	1.5	1.4	2.9	4.9	1.7	1.8
High School Degree	19.2	19.9	20.4	18.8	21.4	18.2	8.8	18.1
Some College but No Degree	16.2	15.8	14.1	18.9	21.7	23.7	9.6	18.9
Associates Degree Occupational/Academic	9.1	9.1	8.1	11.1	9.8	9.2	8.0	11.6
Trade School Vocational Program	6.9	7.3	5.8	9.9	3.6	8.0	0.1	9.1
College Degree	26.2	26.5	28.6	22.5	23.9	19.1	34.3	22.7
Post Graduate Degree	20.3	20.0	21.4	17.2	16.6	16.9	36.9	17.7
Sole Proprietorship	44.5	44.4	42.5	47.9	59.2	46.0	32.3	47.8
Partnership	8.7	8.8	7.7	10.8	13.2	8.4	6.6	10.8
S Corporation	31.0	31.9	32.9	30.0	11.3	28.6	35.7	29.2
C Corporation	15.7	15.0	17.0	11.2	16.3	17.0	25.4	12.2
Total Number of Workers	8.58	8.52	9.68	6.35	5.54	7.80	8.83	6.29

EXHIBIT 6-1 (Continued)
SELECTED SAMPLE MEANS OF LOAN APPLICANTS
NATIONAL SURVEY OF SMALL BUSINESS FINANCE 2003

	All	White	White Male	White Female	Black	Latin	Asian	Female
Firm Age, in Years	14.3	14.8	15.5	13.4	11.7	11.2	10.8	13.0
% New Firms (less than 5 yrs old)	20.6	18.6	17.5	20.5	32.3	39.2	26.6	22.1
% Firms Located in MSA	79.4	77.6	78.6	75.9	93.7	90.3	89.3	78.3
Sample Size	4,240	3,711	2,613	1,102	125	170	172	1,260
CHARACTERISTICS OF LOAN APPLICATION								
MRL Amount Applied (in 1,000s of 2003 \$)	226	216	250	133	78	92	233	129
MRL Amount Denied (in 1,000s of 2003 \$)	118	121	124	115	122	76	51	97
New Line of Credit	24.7	24.3	25.4	21.8	3.5	35.2	42.4	22.1
Capital Lease	2.0	2.3	2.4	1.9	0.4	0.0	0.0	1.6
Mortgage for Business Purpose	14.8	15.5	15.1	16.3	2.9	3.7	20.1	15.4
Vehicle Loan for Business Purpose	17.7	19.0	20.1	16.3	16.6	8.9	0.0	14.5
Equipment Loan	13.7	15.0	13.1	19.6	4.4	6.9	0.2	18.3
Other Loan	11.4	11.0	11.4	10.0	10.5	19.4	11.8	9.2
Sample Size	1,085	951	719	234	36	38	38	275

6.4.4 Estimated Probit Model of Loan Denial Probability

Because of the small number of observations in the Mountain Census Division the model was tested on national data.³⁷ Then divisional interaction terms were used to confirm that the results still held for the Mountain Division Census division.

In the simple model, where only the demographic variable is specified, White, White/female and African American ownership are statistically significant at the 5 percent-level of significance (**Exhibit 6-3**). Female (regardless of ethnicity or race), Asian and Hispanic ownership variables are statistically insignificant at that level.

In the full model (**Exhibit 6-2**), the statistical relationship between the probability of denial and the demographic variable is not as strong. However, in the cases of White, White/female, and African American ownership, the demographic variables still remain statistically significant at the 5 percent-level of significance, with the others remaining statistically insignificant. Importantly, the only demographic variable with a statistically significant positive relationship with the probability of loan denial is African American ownership.

6.4.5 Estimated OLS Model of Interest Rates Charged

Two models were estimated for interest rates charged on loans approved over the last three years. They are described as restrictive and full respectively. In the restrictive model, only demographic dummy variables were specified, and in the full model, other attributes and characteristics, along with the demographic variables, were specified. The same set of variables used in the probit model was specified in the OLS interest-rate model, and are shown in **Exhibit 6-4**.

With the exception of the African American-ownership variable, the demographic variable is statistically insignificant at the 5 percent level of significance (**Exhibit 6-3**). In the African American-ownership case, the variable is statistically significant and positive at this level in both the restricted and full models — indicating that on average African American-owned businesses that have had approved loans pay a higher interest rate after holding constant the variables listed in **Exhibit 6-2**. The estimated 95 percent confidence interval is 1.5 percent to 7.0 percent. The implication of this is that African American-owned businesses pay approximately 30 percent to 150 percent (average interest rate charged on approved loan is about 4.5 percent) more in interest than non-African American-owned firms.

³⁷ The Mountain Division is composed of Montana, Idaho, Wyoming, Colorado, New Mexico, Arizona, Utah, and Nevada.

**EXHIBIT 6-2
FULL-MODEL VARIABLES
NATIONAL SURVEY OF SMALL BUSINESS FINANCE
2003**

Variable	Variable Definition
cf_educ=6	Weighted education level of owners: college degree
cf_educ=7	Weighted education level of owners: post graduate college degree
u1=1	Within the past three years the firm has declared bankruptcy
u2>1	Within the past three years the firm has had one or more delinquent obligations of 60 or more days.
u3=1	Within the past three years the firm has had judgments rendered against them.
a0_DB_credrk=3 or 4	“Average risk:” Dun and Bradstreet score of 26 to 75 (0 most risky)
a0_DB_credrk<=2	“High risk:” Dun and Bradstreet score of 0 to 25 (0 most risky)
Profit	Firm’s income after all expenses and taxes (\$1,000).
a0_urban=1	Firm located in a metropolitan statistical area
r12	Total assets (\$1,000)
s8	Total liabilities (\$1,000)
cf_fage	Age of the firm in years
b3=4, 6 or 8	Firm is incorporated
mrl6=1 or mrl24=1	Most recent requested loan was for a new line of credit
mrl6=2 or mrl24=2	Most recent requested loan was for a capital lease
mrl6=3 or mrl24=3	Most recent requested loan was for a mortgage for business purposes
mrl6=5 or mrl24=5	Most recent requested loan was for equipment

**EXHIBIT 6-3
ESTIMATED PROBIT MODEL OF LOAN DENIAL PROBABILITY¹
NATIONAL SURVEY OF SMALL BUSINESS FINANCE
2003**

Demographic Group	Restricted Model ²	Full Model ³	Sample Size
White Ownership	-0.993 (-27.58)	-0.794 (-4.36)	1085
Female Ownership	0.097 (0.76)	-0.004 (-0.03)	1085
White/Female Ownership	-0.973 (-4.60)	-0.833 (-3.76)	1085
African American Ownership	1.645 (17.50)	1.376 (4.25)	1085
Asian Ownership	0.290 (0.99)	0.225 (0.86)	1085
Hispanic Ownership	0.205 (0.78)	0.048 (0.17)	1085

¹ t-statistics are given in the parenthesis.

² In the restricted model, only the demographic variable is specified.

³ In the full model, the demographic variables and those listed in **Exhibit 6-2** are specified.

**EXHIBIT 6-4
ESTIMATED OLS REGRESSION LOAN INTEREST-RATE MODEL¹
NATIONAL SURVEY OF SMALL BUSINESS FINANCE
2003**

Demographic Group	Restricted Model ²	Full Model ³	Sample Size
White Ownership	-1.32 (-1.34)	-1.18 (-1.38)	963
Female Ownership	-0.05 (-0.13)	-0.35 (-0.90)	963
White/Male Ownership	-0.41 (-1.04)	-0.12 (-0.34)	963
White/Female Ownership	0.06 (0.16)	-0.21 (-0.55)	963
African American Ownership	4.73 (3.40)	4.28 (3.29)	963
Asian Ownership	-0.73 (-0.88)	-0.60 (-0.71)	963
Hispanic Ownership	1.66 (1.63)	1.86 (1.83)	963

¹ t-statistics are given in the parenthesis.

² In the restricted model, only the demographic variable is specified.

³ In the full model, the demographic variables and those listed in **Exhibit 6-2** are specified.

6.5 Conclusions

There is a well-established economic literature on discrimination in small business lending. This research has been used as support for M/WBE programs in several circuit court cases. Data from the more recent 2003 National Survey of Small Business Finance indicates that African American firms continue to suffer from greater loan denials and are charged higher interest rates on business loans after controlling for firm size, creditworthiness, and other important factors in the lending decision.

7.0 PRIVATE SECTOR AND NON-GOAL ANALYSES

7.0 PRIVATE SECTOR AND NON-GOAL ANALYSES

In *Richmond v. Croson* (*Croson*), the Court established that a “municipality has a compelling government interest in redressing not only discrimination committed by the municipality itself, but also discrimination committed by private parties within the municipality’s legislative jurisdiction, so long as the municipality in some way participated in the discrimination to be remedied by the program.”¹ This argument was reinforced by the Court of Appeals decision in *Adarand v. Slater* (*Adarand*), concluding that there was a compelling interest for a government DBE program, based primarily on evidence of private sector discrimination.² According to this argument, discriminatory practices found in the private sector marketplace may be indicative of government’s passive or, in some cases, active participation in local discrimination. To remedy such discrimination, *Croson* provided that government “can use its spending powers to remedy private discrimination, if it identifies that discrimination with the particularity required by the Fourteenth Amendment.”³

The purpose of the private sector analysis is to evaluate the presence or absence of discrimination in the private sector marketplace, and to determine if there is evidence to support anecdotal comments from **Chapter 8.0** regarding difficulties minorities have in securing work on private sector projects. Passive discrimination was examined in a disparity analysis of the utilization of minority construction subcontractors by majority prime contractors on projects not funded by the Arizona Department of Transportation (ADOT) in the state of Arizona’s construction market. A comparison of public sector minority utilization with private sector utilization allows for an assessment of the extent to which majority prime contractors have tended to hire minority subcontractors only to satisfy public sector requirements. Thus, the following questions are addressed:

- Are there disparities in the utilization of minorities as prime contractors for commercial, private sector construction projects relative to their availability in the relevant market area?
- Are there disparities in the utilization of minorities as subcontractors for commercial, private sector construction projects relative to their availability in the relevant market area?
- To what extent are minority subcontractors utilized for ADOT projects also utilized in private sector construction projects?

These questions are answered in the following sections:

- 7.1 State Subcontractor Analysis
- 7.2 Program Suspension and Minority/Women Business Enterprise (M/WBE) Utilization on Federally Funded Projects
- 7.3 Non-Goal Analysis

¹ *Croson*, 488 U.S. 46, 109 S.Ct. at 720-21, 744-45.

² *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000).

³ See *Richmond v. Croson*, 488 U.S. 492 (1989).

- 7.4 Private Sector Utilization Analysis by Race/Gender/Ethnicity of Business Ownership for Construction Subcontractors
- 7.5 Regression Analysis of Survey Data
- 7.6 Private Sector Disparities in Construction and Professional Services
- 7.7 PUMS Analysis of Race/Gender/Ethnicity Effects on Self-Employment Propensity and Earnings
- 7.8 Conclusions

7.1 State Subcontractor Analysis

In order to perform further comparison of subcontractor utilization, MGT analyzed the utilization of subcontractors on state funded contracts. The state funded subcontract information was provided and verified by the Construction Group Field Reports. If the data was not identified by ADOT as a state funded contract, it was not included in the analysis. As shown in **Exhibit 7-1**, of the \$131.7 million awarded to subcontractors on state funded contracts, minorities received \$22.1 million. Nonminority women-owned subcontractors received 7.9 percent of the 16.8 percent awarded to minorities, followed by Hispanic Americans receiving 4.9 percent. African Americans were not utilized as subcontractors on state-funded contracts.

**EXHIBIT 7-1
ARIZONA DEPARTMENT OF TRANSPORTATION
STATEWIDE UTILIZATION OF CONSTRUCTION SUBCONTRACTORS
ON STATE-FUNDED CONTRACTS IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Total		Total Dollars Awarded ²
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	%	\$	% ¹	\$
2002	\$0.00	0.00%	\$496,956.88	1.54%	\$0.00	0.00%	\$3,069,161.00	9.48%	\$1,507,726.92	4.66%	\$5,073,844.80	15.68%	\$27,284,352.24	84.32%	\$32,358,197.04
2003	\$0.00	0.00%	\$1,243,822.37	7.04%	\$0.00	0.00%	\$648,970.25	3.67%	\$1,584,241.31	8.97%	\$3,477,033.93	19.69%	\$14,182,945.77	80.31%	\$17,659,979.70
2004	\$0.00	0.00%	\$842,901.90	6.77%	\$0.00	0.00%	\$1,381,955.86	11.10%	\$1,030,567.85	8.28%	\$3,255,425.61	26.16%	\$9,189,181.25	73.84%	\$12,444,606.86
2005	\$0.00	0.00%	\$584,443.60	3.42%	\$0.00	0.00%	\$66,598.00	0.39%	\$3,328,299.09	19.49%	\$3,979,340.69	23.30%	\$13,098,071.36	76.70%	\$17,077,412.05
2006	\$0.00	0.00%	\$877,041.80	7.53%	\$0.00	0.00%	\$0.00	0.00%	\$894,688.45	7.68%	\$1,771,730.25	15.20%	\$9,881,277.79	84.80%	\$11,653,008.04
2007	\$0.00	0.00%	\$1,735,295.16	7.25%	\$0.00	0.00%	\$117,899.50	0.49%	\$1,872,286.75	7.82%	\$3,725,481.41	15.57%	\$20,205,917.52	84.43%	\$23,931,398.93
Total	\$0.00	0.00%	\$5,780,461.71	5.02%	\$0.00	0.00%	\$5,284,584.61	4.59%	\$10,217,810.37	8.88%	\$21,282,856.69	18.49%	\$93,841,745.93	81.51%	\$115,124,602.62

Sources: Arizona Department of Transportation Construction Group Field Reports.

¹ Percent of Total Dollars Awarded.

² The Total Dollars Awarded is the actual amount given to prime contractors and subcontractors combined.

In **Exhibit 7-2** we also analyzed the distribution of minority- and women-owned business enterprise (M/WBE) subcontracts awarded and subcontractors that were actually utilized

by ADOT on state-funded projects, according to electronic data, by race, ethnicity, and gender. There were 2,051 subcontracts to 385 unique subcontractors on this subset of ADOT projects. Of the 2,051 subcontracts let, 504 were let to 67 unique M/WBE firms, 17.4 percent of the subcontractors receiving subcontracts on ADOT state-funded projects.

**EXHIBIT 7-2
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION UTILIZATION ANALYSIS OF SUBCONTRACTS
NUMBER OF CONTRACTS AND UNIQUE CONTRACTORS
FISCAL YEARS 2002-2007**

Number of Contracts Let by Race/Ethnicity/Gender Classification

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Total		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	%	#	% ¹	#
2002	0	0.00%	29	10.18%	0	0.00%	1	0.35%	37	12.98%	67	23.51%	218	76.49%	285
2003	0	0.00%	69	14.68%	0	0.00%	2	0.43%	55	11.70%	126	26.81%	344	73.19%	470
2004	0	0.00%	31	11.40%	0	0.00%	4	1.47%	31	11.40%	66	24.26%	206	75.74%	272
2005	0	0.00%	30	6.83%	0	0.00%	3	0.68%	76	17.31%	109	24.83%	330	75.17%	439
2006	0	0.00%	31	10.26%	0	0.00%	0	0.00%	42	13.91%	73	24.17%	229	75.83%	302
2007	0	0.00%	19	6.71%	0	0.00%	1	0.35%	43	15.19%	63	22.26%	220	77.74%	283
Total Contracts	0	0.00%	209	10.19%	0	0.00%	11	0.54%	284	13.85%	504	24.57%	1,547	75.43%	2,051

Number of Firms by Race/Ethnicity/Gender Classification

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Total		Total Firms
	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#
2002	0	0.00%	11	9.91%	0	0.00%	1	0.90%	13	11.71%	25	22.52%	86	77.48%	111
2003	0	0.00%	17	11.56%	0	0.00%	2	1.36%	16	10.88%	35	23.81%	112	76.19%	147
2004	0	0.00%	12	10.53%	0	0.00%	2	1.75%	14	12.28%	28	24.56%	86	75.44%	114
2005	0	0.00%	14	8.19%	0	0.00%	2	1.17%	22	12.87%	38	22.22%	133	77.78%	171
2006	0	0.00%	13	9.70%	0	0.00%	0	0.00%	15	11.19%	28	20.90%	106	79.10%	134
2007	0	0.00%	5	4.24%	0	0.00%	1	0.85%	14	11.86%	20	16.95%	98	83.05%	118
Individual Firms Over Six Years ³	0	0.00%	28	7.27%	0	0.00%	3	0.78%	36	9.35%	67	17.40%	318	82.60%	385

Sources: Arizona Department of Transportation's Construction Group Field Reports.

¹ Percent of Total Contracts.

² Percent of Total Firms.

³ "Total Unique Firms" counts a firm only once for each year the firm receives work. Since a firm could be used in multiple years, the total unique firms for the entire study period may not equal the sum of all years.

7.2 Program Suspension and M/WBE Utilization On Federally Funded Projects

As noted in **Chapter 3**, ADOT suspended the use of race-conscious project goals in January 2006 following the Ninth Circuit decision in *Western State Paving*. M/WBE subcontractor spending in percentage terms did fall significantly in 2007, the first year of the suspension of Disadvantaged Business Enterprise (DBE) project goals. DBE construction subcontractor spending averaged \$33.2 million, 24.9 percent of total spending with subcontractors on federally subsidized projects from 2002 through 2006.⁴ In 2007, DBE subcontractors won \$25.5 million in subcontracts, 18.9 percent of total spending with subcontractors on federally subsidized projects. The biggest drop came for Native American-owned firms that fell from an average of 8.8 percent to about 0.1 percent in 2007.

7.3 Non-Goal Analysis

For further comparison, MGT performed a non-goal analysis. This analysis shows the statewide utilization of subcontractors on ADOT federally funded contracts that did not have a minority goal assigned. **Exhibit 7-3** indicates that \$222.9 million were awarded to subcontractors on federal projects that did not have an assigned goal. Of the \$222.9 million awarded, minorities received \$60.5 million. Nonminority women-owned firms received the highest participation acquiring \$34.2 million (15.3 percent) of the federal project dollars with no goals. Native American-owned firms followed receiving \$16.1 million (7.2 percent). African Americans received the lowest minority participation, receiving \$36,000 (.02 percent). The data for contracts with no goal was provided and verified by ADOT's Construction Group Field Reports staff and electronic files.

⁴ Based on **Exhibit 4-10** in **Chapter 4.0**.

**EXHIBIT 7-3
ARIZONA DEPARTMENT OF TRANSPORTATION
STATEWIDE UTILIZATION OF
CONSTRUCTION SUBCONTRACTORS
ON FEDERAL PROJECTS WITH NO MINORITY GOALS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JULY 1, 2001, THROUGH JUNE 30, 2007**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Total		Total Dollars Awarded ²
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	%	\$	% ¹	\$
2002	\$0.00	0.00%	\$330,813.60	4.02%	\$0.00	0.00%	\$320,863.52	3.90%	\$1,519,775.00	18.45%	\$2,171,452.12	26.37%	\$6,064,443.58	73.63%	\$8,235,895.70
2003	\$36,000.00	0.22%	\$507,526.17	3.13%	\$0.00	0.00%	\$324,649.39	2.00%	\$2,278,328.01	14.04%	\$3,146,503.57	19.39%	\$13,082,827.95	80.61%	\$16,229,331.52
2004	\$0.00	0.00%	\$459,084.70	6.42%	\$0.00	0.00%	\$722,982.00	10.10%	\$1,165,313.72	16.29%	\$2,347,380.42	32.81%	\$4,807,857.60	67.19%	\$7,155,238.02
2005	\$0.00	0.00%	\$7,540,818.07	#####	\$0.00	0.00%	\$8,694,785.11	20.36%	\$3,338,280.85	7.82%	\$19,573,884.03	45.83%	\$23,138,344.32	54.17%	\$42,712,228.35
2006	\$0.00	0.00%	\$1,344,932.47	5.66%	\$0.00	0.00%	\$9,500.00	0.04%	\$4,232,972.48	17.83%	\$5,587,404.95	23.53%	\$18,154,918.37	76.47%	\$23,742,323.32
2007	\$0.00	0.00%	\$3,210,382.07	3.49%	\$0.00	0.00%	\$0.00	0.00%	\$13,363,098.35	14.54%	\$16,573,480.42	18.03%	\$75,360,679.32	81.97%	\$91,934,159.74
Total	\$36,000.00	0.02%	\$13,393,557.08	7.05%	\$0.00	0.00%	\$10,072,780.02	5.30%	\$25,897,768.41	13.63%	\$49,400,105.51	26.00%	\$140,609,071.14	74.00%	\$190,009,176.65

Sources: Arizona Department of Transportation's Construction Group Field Reports.

¹ Percent of Total Dollars Awarded.

² The Total Dollars Awarded is the actual amount given to prime contractors and subcontractors combined.

In **Exhibit 7-4**, we also analyzed the distribution of M/WBE subcontracts awarded and subcontractors that were actually utilized by ADOT on projects without DBE goals, according to electronic data, by race, ethnicity, and gender. There were 1,002 subcontracts to 316 unique subcontractors on this subset of ADOT projects. Of the 1,002 subcontracts let, 279 were let to 63 unique M/WBE firms, 19.9 percent of the subcontractors receiving subcontracts on ADOT projects without DBE goals.

**EXHIBIT 7-4
ARIZONA DEPARTMENT OF TRANSPORTATION
CONSTRUCTION UTILIZATION ANALYSIS OF SUBCONTRACTS FEDERAL
NONGOAL NUMBER OF CONTRACTS AND UNIQUE CONTRACTORS
FISCAL YEARS 2002-2007**

Number of Contracts Let by Race/Ethnicity/Gender Classification

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Total		Total Contracts Awarded
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	%	#	% ¹	#
2002	0	0.00%	14	10.53%	0	0.00%	2	1.50%	25	18.80%	41	30.83%	92	69.17%	133
2003	1	0.56%	17	9.55%	0	0.00%	1	0.56%	42	23.60%	61	34.27%	117	65.73%	178
2004	0	0.00%	20	16.39%	0	0.00%	1	0.82%	22	18.03%	43	35.25%	79	64.75%	122
2005	0	0.00%	18	9.84%	0	0.00%	1	0.55%	30	16.39%	49	26.78%	134	73.22%	183
2006	0	0.00%	11	6.67%	0	0.00%	1	0.61%	32	19.39%	44	26.67%	121	73.33%	165
2007	0	0.00%	15	6.79%	0	0.00%	0	0.00%	26	11.76%	41	18.55%	180	81.45%	221
Total Contracts	1	0.10%	95	9.48%	0	0.00%	6	0.60%	177	17.66%	279	27.84%	723	72.16%	1,002

Number of Firms by Race/Ethnicity/Gender Classification

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Total		Total Firms
	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#
2002	0	0.00%	7	10.00%	0	0.00%	1	1.43%	13	18.57%	21	30.00%	49	70.00%	70
2003	1	0.89%	11	9.82%	0	0.00%	1	0.89%	20	17.86%	33	29.46%	79	70.54%	112
2004	0	0.00%	9	13.43%	0	0.00%	1	1.49%	15	22.39%	25	37.31%	42	62.69%	67
2005	0	0.00%	14	11.86%	0	0.00%	1	0.85%	17	14.41%	32	27.12%	86	72.88%	118
2006	0	0.00%	5	4.95%	0	0.00%	1	0.99%	15	14.85%	21	20.79%	80	79.21%	101
2007	0	0.00%	9	6.87%	0	0.00%	0	0.00%	17	12.98%	26	19.85%	105	80.15%	131
Individual Firms Over Six Years ³	1	0.32%	25	7.91%	0	0.00%	4	1.27%	33	10.44%	63	19.94%	253	80.06%	316

Sources: Arizona Department of Transportation's Construction Group Field Reports..

¹ Percent of Total Contracts.

² Percent of Total Firms.

³ "Total Unique Firms" counts a firm only once for each year the firm receives work. Since a firm could be used in multiple years, the total unique firms for the entire study period may not equal the sum of all years.

7.4 Private Sector Utilization Analysis by Race/Gender/Ethnicity of Business Ownership for Construction Subcontractors

There was evidence that disparity exists in the Phoenix metropolitan area in private sector commercial construction. A recent disparity study for the city of Phoenix compared M/WBE subcontractor utilization in the private sector with utilization on city of Phoenix projects.⁵ The public sector used many more M/WBEs, particularly in proportion to its spending, than did the private sector commercial construction market. The city used 235 M/WBE subcontractors on city construction projects, whereas the private sector used only 31 M/WBE subcontractors according to the analyzed data. Percentage M/WBE utilization was also three times higher than in the private sector.⁶

7.5 Regression Analysis of Survey Data

This section reports findings from a telephone survey of a sample of 524⁷ firms representative of the state of Arizona vendors examined in the study to assess race, ethnicity, and gender effects on vendor revenue during the 2007 tax year. To determine these effects, MGT applied a multivariate regression model to survey findings.

There are two key questions for consideration in this analysis. Do minority and woman-owned firms tend to earn significantly less revenue than firms owned by nonminority males? If “yes,” are their lower revenues due to race or gender status or to other factors?

Case law and social science research provide some guidance for addressing these questions. From research literature, we know that, in addition to race and gender, factors such as firm capacity, owner experience, and education bear a relation to a firm’s gross revenues. When multiple factors come into play, sometimes a multivariate statistical analysis can improve our understanding of more complex relationships among factors affecting company earnings. In this study we employ linear regression to analyze variables, including race and gender that can affect a firm’s success.

⁵ MGT, *Disparity Study for the City of Phoenix* (2005).

⁶ MGT selected one source of data for its private sector analysis, which is data provided by Reed Construction Data Corporation (RCD). The value in examining RCD data, is to provide information on both general construction and construction-related professional service projects in a given market area at both the prime contractor and subcontractor level. MGT examined the RCD private sector data for the state of Arizona and concluded that the data contained only nine subcontracting bids. However, the contract associated with these nine bids was not awarded. Therefore, we were unable to draw a conclusion from the insufficient data.

⁷ In order to provide an accurate and complete regression analysis some responses had to be removed. For example, if a person surveyed did not answer the revenue or race question, this response was removed. This number reflects those changes.

7.5.1 An Overview of Multivariate Regression and Description of Analytical Model

Multivariate regression was employed to examine the influence of selected company and business characteristics—especially owner race and gender—on 2007 gross revenues reported by 524 companies participating in a telephone survey administered from May 23 to June 27, 2008. For this analysis, gross revenue was the dependent variable, or the variable to be explained by the presence, absence, or strength of “selected characteristics” variables, known as “independent” or “explanatory” variables.

Because disparity analysis is an established domain of research, the independent company characteristics variables selected for this study were taken from an extensive review of disparity study research literature. Most economic studies of discrimination are based on the seminal work of Nobel Prize recipient Gary Becker, “*The Economics of Discrimination*.”⁸ Becker was the first to define discrimination in financial and economic terms. Since Becker, labor economists and statistical researchers have adopted a standard in disparity study research of using company earnings, or revenue, as the dependent variable in race and gender discrimination analysis. Comparable worth studies have also proposed regression models using gross revenue as the dependent variable for policy analysis,⁹ and the U.S. Department of Commerce employs regression analysis (included in 48 CFR 19) to establish price evaluation adjustments for small disadvantaged businesses in federal procurement programs.¹⁰

7.5.2 The Regression Model Variables

Timothy Bates¹¹ used at least five general determinants, including firm capacity, managerial ability, manager/owner experience, and demographic characteristics such as race and gender, to explain statistical variations in firm gross revenues. These are elaborated below in terms of the dependent/independent variable relationship regression seeks to explain.

For this analysis, the dependent variable (the variable to be explained by the independent variables in the model) was defined operationally as “firm 2007 gross revenues.” Ideally, this variable is measured as the exact dollar figure for gross revenues. However, years of experience in conducting information and opinion surveys with companies have shown that firms tend to be reluctant to release precise dollar figures, but more responsive when inquiries about earnings are presented as a dollar range. Accordingly, to encourage greater participation in this study’s telephone survey, nine company gross revenue categories were defined, ranging from Category 1, “Up to \$50,000” to Category 9, “More than \$10 million.”

⁸ Becker, Gary. 1971, second edition. “*The Economics of Discrimination*.” The University of Chicago Press, Chicago, p. 167.

⁹ Gunderson, Morley. 1994. “Male-Female Wage Differentials and Policy Responses.” In “Equal Employment Opportunity: Labor Market Discrimination and Public Policy,” pp.207-227.

¹⁰ “Federal Acquisition Regulations for Small Disadvantaged Businesses; Notice and Rules.” June 30, 1998. Memorandum for Office of Federal Procurement Policy, Economic and Statistics Administration, Department of Commerce.

¹¹ Bates, Timothy. “The Declining Status of Minorities in the New York City Construction Industry.” Reprinted from *Economic Development Quarterly*, Vol. 12., No. 1, February 1998, pp. 88-100.

The independent (explanatory) variables were those characteristics hypothesized as contributing to the variation in the dependent variable (2007 gross revenues). For this study, independent variables included:

- *Number of full-time employees*—The more employees a company has, the more likely it is that that company will generate higher revenues.
- *Owner's years of experience*—The longer a company owner has been in a particular business, the more likely it is that the owner has knowledge of how to acquire contracts, and has the skills and experience to succeed in that business.
- *Owner's level of education*—The research literature consistently reports a positive relationship between education and level of income.
- *Age of company*—It is argued that a company's longevity is an indicator of both success and an owner's managerial ability.
- *Race/ethnic group/gender of firm owners*—The proposition to be tested was whether there is a statistically significant relationship between race/ethnicity/gender of minority firm owners and firm revenue. In the analysis, the category "Non-M/WBE" served as a reference group against which all other race and gender groups were compared.

Finally, since companies tend to be organized around a business concentration (such as Professional Services, Goods and Supplies, and Other Services), type of business was introduced as a moderator variable to determine if the model, given adequate sample size, behaved differently as a predictor of gross revenue when respondents' line of business was considered.

Participants' responses to the survey provided the data to examine the relative importance of these factors. The operational relationship between these constructs (such as firm capacity, capability, experience, race, and gender) and measures derived from survey items is presented in **Exhibit 7-5**.

**EXHIBIT 7-5
MODEL CONSTRUCTS, VARIABLES, AND MEASURES**

Model Constructs	Variables	Measures
<i>Capacity</i>	Number of Employees	Number of full-time and part-time employees reported
	Private Contracting	% total revenue from private sources
<i>Owner's Managerial Ability</i>	Owner's Education	Level of education (from "some high school" to "postgraduate degree")
	Owner's Experience	Years of experience
	Company Age	2003 minus reported "year of establishment"
<i>Demographics</i>	Business Owner Groups	African American, Hispanic American, Asian American, Native American, Nonminority Woman, and Non-M/WBE Firms
	Sex of Company Owner	Sex of company majority owner or shareholder

Source: Telephone Survey Data methodology.

7.5.3 Exploring Variable Relationships: How Regression Analysis Works

Multiple regression analysis permits simultaneous examination not only of the effects on the dependent variable of all independent variables in the multivariate model, but also the effect of each unique variable (such as controlling for the effects of the other independent variables in the equation). The effect of each predictor (independent) variable on the dependent variable is expressed as the magnitude of the change in the dependent variable (Y) for each unit change in the independent variable (X) plus an "error term." Since the independent variable is never a perfect predictor of the dependent variable—that is, X is expressed as an imperfect predictor of Y such that one unit change in X never leads to one unit change in Y—the "error term," ϵ , is postulated to acknowledge the residual change in the value of Y that X cannot explain.

The goal in sound regression modeling, therefore, is to minimize residual values associated with the independent variables and to maximize their explanatory power. In other words, a good model that seeks to explain what causes revenue earnings, in this case, will hypothesize a combination of independent variables based on solid research findings having sufficient explanatory power to account for case-by-case differences in company revenue, while minimizing that portion of variation in revenue values that the independent variable cannot explain (such as minimizing the difference between Y values predicted by the X values in the model and actual Y values).

7.5.4 Assessing Variables in the Model

As suggested earlier, in a model with multiple independent, or explanatory variables, the effect of each individual independent variable is expressed as the expected change in the dependent variable (Y) for each unit change in the independent variable (X), or controlling for the values of all the other independent variables (such as the effect on Y of the other X values in the equation). When X and Y values are plotted on a graph, linear regression attempts to find a straight line of best fit (also known as the least-squares line) that minimizes the differences between actual Y and predicted Y values as a function of X. The slope of this line represents the statistical relationship between the predicted values of Y based on X. The point at which this regression line crosses the Y axis (otherwise known as the constant) represents the predicted value of Y when X = 0. If the effect of X on Y is determined to be statistically significant (for example, a significance level of $p < 0.05$ asserts that the calculated relationship between X and Y could occur due to chance only 5 times in 100), it can be asserted that X may indeed play a role in determining the value of Y (in the case of this study, company revenues). For example, if the slope coefficient of the variable representing one of the specific racial groups is determined to be statistically significant, then, all other things being equal, the hypothesis that race of the owner of a firm affects the annual revenue of the firm has only a 5 percent chance of being false. In disparity research, theory asserts that the negative effect of race on revenue earnings associated with being a minority-owned business is likely a product of discrimination.

7.5.5 Multivariate Regression Model

Mathematically, the multivariate linear regression model is expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \text{_____} + \varepsilon$$

Where: Y = annual firm gross revenues

- β_0 = the constant, representing the value of Y when $X_i = 0$
- β_i = coefficient representing the magnitude of X_i 's effect on Y
- X_i = the independent variables, such as capacity, experience, managerial ability, race, and gender.
- ε = the error term, representing the variance in Y unexplained by X_i

This equation describes the hypothesized relationship between the dependent variable and the independent variables and was used to test the hypothesis that there is no difference in 2007 revenue earnings for M/WBE firms when compared with non-M/WBE firms. Traditionally, the hypothesis of no difference (known as the null hypothesis) is represented as: $H_0: Y_1 = Y_2$

We can reject the null hypothesis if the analysis indicates that race and gender have been found to affect firm revenue ($H_1: Y_1 \neq Y_2$, the alternate hypothesis). Results are statistically significant if it is determined that the probability of achieving this difference due to chance was less than 5 in 100 (for instance, $p < .05$).

7.5.6 Multivariate Regression Model Results

The regression model tested the effects of selected demographic and business characteristic variables on revenue earnings elicited from firms participating in the study, according to the following categories:¹²

1 = Up to \$50,000	4 = \$300,001 to \$500,000	7 = \$3,000,001 to \$5,000,000
2 = \$50,001 to \$100,000	5 = \$500,001 to \$1 million	8 = \$5,000,001 to \$10 million
3 = \$100,001 to \$300,000	6 = \$1,000,001 to \$3 million	9 = Over \$10 million

The tests for multicollinearity among independent variables and variance inflation due to outlier observations revealed no substantive problems with the data.¹³ Initial analyses also determined that one independent variable, percentage of business in the private sector, made no substantive contribution to the model, and was, therefore, removed. These adjustments yielded values for the variables listed in **Exhibit 7-6**.

¹² Despite the ordinal nature of the dependent variable, findings are reported based on a linear regression analysis; specifically, Ordinary Least Squares (OLS). Menard (1995) notes this as an acceptable and common practice, “particularly when the dependent variable has five or more [ordered] categories. Since this [OLS] is probably the easiest approach for readers to understand, sometimes other approaches are tried, just to confirm that the use of OLS does not...distort the findings.” In this case, the nine categories of revenue were also analyzed using ordered Logit (SPSS 11.5), with nearly identical findings to those achieved with OLS with respect to magnitude of effect of the independent variables and both sign and significance. For further discussion, see Menard, S., “Applied logistic regression analysis,” (*Sage university papers series. Quantitative applications in the social sciences*; no. 07-106), Thousand Oaks, Calif.: Sage Publications, 1995.

¹³ Multicollinearity refers to excessive intercorrelation among the independent variables in a multiple regression model, which obscures the effect of each on the dependent variable to the extent that they behave as one variable and may measure two highly correlated components of the same theoretical factor. Outliers are observations in a data set that are substantially different from the bulk of the data, perhaps because of a data entry error or some other cause that would reasonable explain a data anomaly.

EXHIBIT 7-6
THE STATE OF ARIZONA TELEPHONE SURVEY DATA
RESULTS OF REGRESSION ANALYSIS

	Coefficients		
	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	5.322	0.537	
African Americans (n=51)	-1.485	0.423	-0.197
Hispanic Americans (n=106)	-0.923	0.349	-0.168
Asian Americans (n=29)	-0.862	0.472	-0.093
Native Americans (n=24)	-0.826	0.522	-0.079
Nonminority Females (n=155)	-1.387	0.296	-0.282
Company Age	0.051	0.009	0.301
Number of Employees	0.001	0.000	0.154
High School	0.010	0.507	0.001
Some College	-0.214	0.326	-0.037
College Degree	-0.200	0.255	-0.043
Owner's Years of Experience	0.008	0.012	0.031
Special Trade	-0.027	0.420	-0.004
Professional Services	-0.768	0.321	-0.168
General/Personal Services	-0.897	0.412	-0.126
Supplies and Equipment	-0.220	0.469	-0.026

Source: The state of Arizona telephone survey.

Bold type indicates statistically significant results ($p \leq .05$).

7.5.7 Results

- The model testing the effects of the variables listed in **Exhibit 5-14** on revenue reported by companies participating in the telephone survey explained 19.0 percent of the variance of the revenue variable ($R^2_j = 0.285$, $F = 9.056$, $df = 15,341$, $p \leq .0$).
- When controlling for the effects of variables related to company demographics (such as company capacity, ownership level of education and experience), M/WBE status had a negative effect on 2007 company earnings of all minority groups.
- Among the company characteristics variables, other than M/WBE status, revenue for all groups increased as a function of owner's experience and number of employees.
- Industry type of firm ownership had no significant impact on company revenues, except in professional services and general/personal services.

7.5.8 Summary of Survey Findings

With regard to the positive significant effects of the non-race/ethnicity/gender variables—company age and number of employees—it would be expected that a firm's revenue might be positively related to its size and age, supporting the logical conclusion that

larger, more established firms tend to do more business. However, even when these impacts were considered, M/WBE firms responding to the telephone survey earned significantly less revenue in 2007 than did their non-M/WBE counterparts, supporting the conclusion that M/WBE status is negatively related to earnings when compared with earnings for non-M/WBEs.

7.6 Private Sector Disparities In Construction And Professional Services

Based on the 2002 Survey of Business Owners (SBO) there remains a significant gap between the market share of M/WBEs and their share of the Arizona marketplace business population.

7.6.1 Construction

As shown in **Exhibit 7-7** there were 13,223 construction firms with paid employees in the Arizona marketplace in 2002, of which 8 percent were owned by minorities and 7.3 percent by women. **Exhibit 7-7** also shows that:

- African American-owned firms were 0.2 percent of firms, 0.1 percent of sales, with \$964,654 in average revenue per firm, and 44.3 percent of the market place average.
- Hispanic American-owned firms were 7 percent of firms, 2.5 percent of sales, with \$767,579 in average revenue per firm, and 35.2 percent of the market place average.
- Native American-owned firms were 0.8 percent of firms, 0.5 percent of sales, with \$1.37 million in average revenue per firm, and 63.1 percent of the market place average.
- Women-owned firms were 7.3 percent of firms, 4.3 percent of sales, \$1.29 million in average revenue per firm, and 59.6 percent of the market place average.
- There was no data in 2002 on construction firms for Asian American-owned firms.

**EXHIBIT 7-7
CENSUS MEASURE OF AVAILABILITY AND UTILIZATION
IN THE ARIZONA MARKETPLACE
CONSTRUCTION FIRMS WITH PAID EMPLOYEES**

All Firms	No. Firms	Sales	Sales Per Firm
African American	26	\$25,081,000	\$964,654
Hispanic American	928	\$712,313,000	\$767,579
Asian American	N/A	N/A	N/A
Native American	106	\$145,777,000	\$1,375,255
All Minorities	1,115	N/A	N/A
Women	963	\$1,250,746,000	\$1,298,802
All Firms	13,223	\$28,810,369,000	\$2,178,807
Percentage of Marketplace			
	Firms	Sales	Sales Per Firm Compared to the Marketplace Average
African American	0.2%	0.1%	44.3%
Hispanic American	7.0%	2.5%	35.2%
Asian American	N/A	N/A	N/A
Native American	0.8%	0.5%	63.1%
All Minorities	8.0%	N/A	N/A
Women	7.3%	4.3%	59.6%
Disparity Index (Ratio of Sale to Firms)			
African American		44.3	
Hispanic American		35.2	
Asian American		N/A	
Native American		63.1	
Women		59.6	

Source: U.S. Bureau of the Census 2002, Survey of Business Owners, based on all firms specializing in construction.

All groups exhibited substantial disparity in the marketplace where data was available. Disparity indices for the overall marketplace are presented at the bottom of **Exhibit 7-7**.

7.6.2 Professional Services

As shown in **Exhibit 7-8** there were 13,240 professional service firms with paid employees in the Arizona marketplace in 2002, of which 5.8 percent were owned by minorities and 19.5 percent by women. **Exhibit 7-8** also shows that:

- African American-owned firms were 0.5 percent of firms, 0.2 percent of sales, with \$403,556 in average revenue per firm, 44.5 percent of the marketplace average.
- Hispanic American-owned firms were 3.0 percent of firms, 1.4 percent of sales, with \$412,318 in average revenue per firm, 45.4 percent of the marketplace average.
- Asian American-owned firms were 1.8 percent of firms, 1.0 percent of sales, with \$532,238 in average revenue per firm, 58.7 percent of the marketplace average.
- Native American-owned firms were 0.4 percent of firms, 0.1 percent of sales, with \$289,729 in average revenue per firm, 31.9 percent of the marketplace average.
- Women-owned firms were 19.5 percent of firms, 7.1 percent of sales, with \$330,270 in average revenue per firm, 35.4 percent of the marketplace average.

**EXHIBIT 7-8
CENSUS MEASURE OF AVAILABILITY AND UTILIZATION
IN THE ARIZONA MARKETPLACE
PROFESSIONAL SERVICES FIRMS WITH PAID EMPLOYEES**

All Firms	No Firms	Sales	Sales Per Firm
African American	72	\$29,056,000	\$403,556
Hispanic American	406	\$167,401,000	\$412,318
Asian American	235	\$125,076,000	\$532,238
Native American	59	\$17,094,000	\$289,729
All Minorities	772	\$338,627,000	\$438,636
Women	2,619	\$864,976,000	\$330,270
All Firms	13,240	\$12,174,615,000	\$907,199
Percentage of Marketplace			
	Firms	Sales	Sales Per Firm Compared to the Marketplace Average
African American	0.5%	0.2%	44.5%
Hispanic American	3.0%	1.4%	45.4%
Asian American	1.8%	1.0%	58.7%
Native American	0.4%	0.1%	31.9%
All Minorities	5.8%	2.8%	48.4%
Women	19.5%	7.1%	36.4%
Disparity Index			
African American		44.5	
Hispanic American		45.4	
Asian American		58.7	
Native American		31.9	
Women		36.4	

Source: U.S. Bureau of the Census 2002, Survey of Business Owners, based on all firms specializing in Professional Services.

All groups exhibited substantial disparity in the marketplace. Disparity indices for the overall marketplace are presented at the bottom of **Exhibit 7-8**.

7.6.3 Conclusions for Census Disparities

Firms owned by women and minorities were small portions of the marketplace in construction and professional services and generally earned substantially less revenue per firm, between 30 percent and 60 percent of the market place average. Disparities were evidenced for all groups and all categories.

7.7 PUMS Analysis of Race/Gender/Ethnicity Effects on Self-Employment Propensity and Earnings

The purpose of this analysis was to examine the effects of race and gender, along with other individual economic and demographic characteristics, on individuals' participation in the private sector as self-employed business operators, and on their earnings as a

result of their participation in five categories of private sector business activity in the state of Arizona. Findings for M/WBEs were compared to the self-employment participation and earnings record of nonminority male business owners to determine if a disparity in self-employment rates and earnings exists, and if it is attributable to differences in race, gender or ethnicity. Applying the methodology and variables employed by a city of Denver disparity study (see *City of Denver v. Concrete Works*), data for this investigation originated from the Public Use Microdata Samples (PUMS) data derived from the 2000 U.S. Census of Population and Housing (2000 U.S. Census), to which we apply appropriate regression statistics to draw conclusions.

To guide this investigation, three general research questions were posed. Questions and variables used to respond to each, followed by a report of findings, are reported below:

1. Are racial, ethnic and gender minority groups less likely than nonminority males to be self-employed?

This analysis examined the statistical effects of the following variables on the likelihood of being self-employed in the study market area: Race, ethnicity, and gender of business owner (African American, Asian American, Hispanic American, Native American, Nonminority women, Nonminority males), marital status, age, self-reported health-related disabilities, availability of capital (household property value, monthly total mortgage payments, unearned income) and other characteristics (number of individuals over the age of 65 living in household, number of children under the age of 18 living in household) and level of education.

2. Does race/gender/ethnicity status have an impact on individual's self-employment earnings?

This analysis examined the statistical effects of the following variables on income from self-employment for business owners in the market area: Race, ethnicity, and gender of business owner (African American, Asian American, Hispanic American, Native American, Nonminority women, Nonminority males), marital Status, age, self-reported health-related disabilities, and availability of capital (household property value, monthly total mortgage payments, unearned income), and level of education.

3. If M/WBE'S and nonminority males shared similar traits and marketplace conditions (for instance, similar "rewards" in terms of capital and asset accrual), what would be the effect on rates of self-employment by race, ethnicity and gender?

Derived from a similar model employed by a city of Denver disparity study, MGT created a model that leveraged statistical findings in response to the first two questions to determine if race, gender and ethnicity effects derived from those findings would persist if nonminority male demographic and economic characteristics were combined with M/WBE self-employment data. More precisely, in contrast to Question 1, which permitted a comparison of self-employment rates based on demographic and economic characteristics reported by the 2000 U.S. Census for individual M/WBE categories and nonminority males, this analysis posed the question, "How would M/WBE rates change, if M/WBE's operated in a nonminority

male business world and how much of this change is attributable to race, gender, or ethnicity?”

Findings:

1. Are racial, ethnic and gender minority groups less likely than nonminority males to be self-employed?
 - In all industries in the state of Arizona nonminority males were roughly twice as likely to be self-employed as African Americans, Hispanic Americans, and nonminority women.¹⁴
 - In the state of Arizona, a nonminority male was nearly six times as likely as Native American to be self-employed in professional services.
 - In the state of Arizona, nonminority males were over twice as likely as African Americans to be self-employed in the goods and supplies services industry.
 - African Americans were less likely to be self-employed than were nonminority males in all industries.

2. Does race/gender/ethnicity status have an impact on individuals' self-employment earnings?
 - In the state of Arizona, all minorities reported significantly lower earnings in all business type categories.
 - In the other services industry, African Americans, Hispanic Americans, and Native Americans reported significantly lower earnings than nonminority males in the state of Arizona: 28.7 percent, 41.0 percent, and 67.2 percent, respectively.
 - The most egregious affect on earnings elasticities can be found in other services for Native Americans. In other services, Native Americans earned 67.2 percent less than nonminority males.

3. If M/WBEs and nonminority males shared similar traits and marketplace conditions (such as similar “rewards” in terms of capital and asset accrual), what would be the effect on rates of self-employment by race, ethnicity and gender?
 - Overall, comparing self-employment nonminority males with self-employment for African Americans in the state of Arizona, over 70 percent of the disparity in self-employment rates was attributable to race differences.

¹⁴ These likelihood characteristics were derived from **Exhibit 7-10** by calculating the inverse of the reported odds ratios.

- Overall, comparing self-employment nonminority males with self-employment Hispanic Americans in the state of Arizona, over 70 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employment nonminority males with self-employment Native Americans in the state of Arizona construction industry, over 95 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employment nonminority males with self-employment Hispanic Americans in the state of Arizona professional industry, over 79 percent of the disparity in self-employment rates was attributable to gender differences.

7.7.1 Self-Employment Analysis

This report analyzes the availability of minority, nonminority women, and nonminority male firms in five categories of private sector business activity in the state of Arizona. The goal of this investigation is to examine the effects of race and gender, along with other individual economic and demographic characteristics, on individuals' participation in the private sector as self-employed business operators, and on their earnings as a result of their participation. Ultimately, these findings will be compared to the self-employment participation and earnings record of nonminority male business owners to determine if a disparity in self-employment rates and earnings exists, and if it is attributable to racial/gender discrimination in the marketplace. Data for this investigation are provided by the PUMS data derived from the 2000 U.S. Census, to which we apply appropriate regression statistics to draw conclusions. **Exhibit 7-9** presents a general picture of self-employment rates by race, median earnings, and sample sizes (n's) in the state of Arizona, calculated from the Five Percent PUMS census sample.

The next section will discuss the research basis for this examination to lay the groundwork for a description of the models and methodologies to be employed. This will be followed by a presentation of findings regarding minority status effects on self-employment rates, self-employment earnings, and attributions of these differences to discrimination.

**EXHIBIT 7-9
PERCENTAGE SELF-EMPLOYED AND 1999 EARNINGS BY
RACE/GENDER/ETHNICITY CATEGORY FOR STATE OF ARIZONA**

Race/Ethnic/Gender Category	Percent of the Population Self-Employed	1999 Sample Census n	1999 Median Earnings
	<u>State of Arizona</u>	<u>State of Arizona</u>	<u>State of Arizona</u>
Nonminority Males	16.75%	4,072	\$42,000.00
African American	5.75%	104	\$29,350.00
Hispanic American	6.56%	848	\$22,250.00
Asian American	12.38%	159	\$30,000.00
Native American	4.17%	101	\$24,000.00
Nonminority Women	7.93%	1,587	\$28,400.00
	10.95%	6,871	\$35,000.00

Source: PUMS data from 2000 U.S. Census and MGT of America, Inc., calculations using SPSS.

7.7.2 Self-Employment Rates and Self-Employment Earnings Analysis as an Analog of Business Formation and Maintenance

Research in economics consistently supports the finding of group differences by race and gender in rates of business formation (see *Journal of Econometrics*, Vol., 61, Issue 1, devoted entirely to the econometrics of labor marked discrimination and segregation). For a disparity study, however, the fundamental question is, “How much of this difference is due to factors that would appear, at least superficially, to be related to group differences other than race, ethnicity, or gender, and how much can be attributed to discrimination effects related to one’s race/ethnic/gender affiliation?” It is known, for instance, that most minority groups have a lower median age than do non-Hispanic whites (2000 U.S. Census, PUMS).¹⁵ It is also known, in general, that the likelihood of being self-employed increases with age (PUMS, 2000). When social scientists speak of nonracial group differences, they are referring to such things as general differences in religious beliefs, for instance, as these might influence group attitudes toward contraception, and, in turn, both birthrates and median age. A disparity study, therefore, seeks to examine these other important demographic and economic variables in conjunction with race and ethnicity, as they influence group rates of business formation, to determine if we can assert that discrimination against minorities is sufficiently present to demand public sector legal remedies such as affirmative action and minority set-aside contracting.

Questions about marketplace dynamics affecting self-employment—or, more specifically, the odds of being able to form one’s own business and then to excel (for instance, generate earnings growth)—are at the heart of disparity analysis research. Whereas, in general, early disparity studies focused on gross racial disparity, merely documenting these alone is insufficient for inferring discrimination effects, per se, without “partialling out” effects due to nondiscriminatory factors. Moreover, to the extent that discrimination exists, it is likely to inhibit both the formation of M/WBEs and the profits and growth of these. Consequently, earlier disparity study methodology and analysis has failed to account for the effects of discrimination on minority self-employment in at least two ways: (1) a failure to account adequately for the effects of discriminatory barriers

¹⁵ Hereafter referred to as PUMS, 2000. *Concrete Works v. City and County of Denver*, 321 F.3 950 (10th Cir. 2003).

minorities face up front in attempting to form businesses; and (2) a failure to isolate and explain methodologically discrimination effects once minority businesses are formed.

The next section addresses these shortcomings, utilizing 2000 PUMS data derived from the 2000 U.S. Census to answer research questions about the effects of discrimination on self-employment and self-employment earnings using multiple regression statistics.

7.7.3 Research Questions, Statistical Models, and Methods

Two general research questions were posed in the initial analysis:

- Are racial, ethnic, and gender minority groups less likely than nonminority males to be self-employed?
- Does race/gender/ethnicity status have an impact on individuals' earnings?

A third question, to be addressed later—How much does race/ethnicity/gender discrimination influence the probability of being self-employed?—draws conclusions based on findings of questions one and two.

To answer the first two questions, two multivariate regression techniques were employed, respectively: logistic regression and linear regression. To understand the appropriate application of these regression techniques, it is helpful to explore in greater detail the questions to be answered. The dependent variables in questions one and two—that is, the phenomenon to be explained by influences such as age, race, gender, and disability status, for example (the independent or “explanatory” variables)—are: the probability of self-employment status (a binary, categorical variable based on two possible values: 0 = not self-employed or 1 = self-employed); and 1999 earnings from self-employment (a continuous variable). In this analysis, the choice of regression approach is based on the scale of the dependent variable (in question one, a categorical scale with only two possible values; and in question two, a continuous scale with many possible values). Because binary logistic regression can perform an analysis in which the dependent variable is categorical, it was employed for the analysis of question one.¹⁶ To analyze question two, in which the dependent variable is continuous, a simple linear regression was used.

¹⁶ Logistical regression, or logit, models generate predicted probabilities that are almost identical to those calculated by a probit procedure, used in the *Denver Concrete Works* case. Logit, however, has the added advantage of dealing more effectively with observations at the extremes of a distribution. For a complete explanation, see *Interpreting Probability Models* (T.F. Liao, Text 101 in the Sage University series).

7.7.4 Deriving the Logistic Regression Model from the Simple Linear Model

The logistic regression model can be derived with reference to the simple linear regression model expressed mathematically as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \dots + \varepsilon$$

Where:

- Y = a continuous variable (such as, 1999 earnings from self-employment).
- β_0 = the constant, representing the value of Y when $X_i = 0$
- β_i = coefficient representing the magnitude of X_i 's effect on Y
- X_i = the independent variables, such as age, human capital (such as, level of education), availability of capital, race/ethnicity/gender, etc.
- ε = the error term, representing that variance in Y unexplained by X_i

This equation may be summarized as:

$$E(Y) = \mu = \sum_{k=1}^K \beta_k x_k$$

in which Y is the dependent variable and μ represents the expected values of Y as a result of the effects of β , the explanatory variables. When a random distribution of Y using the linear model is studied, its expected values are specified as a linear combination of K unknown parameters and the covariates or explanatory variables. When this model is applied to data in the analysis, the statistical link between the dependent variable and the explanatory or independent variables is found.

Suppose a new term, η , is introduced into the linear model such that:

$$\eta = \mu = \sum_{k=1}^K \beta_k x_k$$

When the data are randomly distributed, the link between η and μ is linear, and a simple linear regression can be used. However, to answer the first question, the categorical dependent variable was binomially distributed. Therefore, the link between η and μ becomes $\eta = \log[\mu/(1-\mu)]$ and logistic regression is utilized to determine the relationship between the dependent variable and the explanatory variables, calculated as a probability value (e.g., the probability of being self-employed when one is African American). The logistic regression model is expressed mathematically as:

$$\log[\mu/1(1-\mu)] = \alpha + \beta_i X_n + \varepsilon$$

Where:

$(\mu/1-\mu)$ = the probability of being self-employed

α = a constant value

β_i = coefficient corresponding to independent variables

X_n = selected individual characteristic variables, such as age,
marital status, education, race, and gender

ε = error term, representing the variance in Y unexplained by X_i

This model can now be used to determine the relationship between a single categorical variable (0 = not self-employed/1 = self-employed) and a set of characteristics hypothesized to influence the probability of finding a 0 or 1 value for the categorical variable. The result of this analysis illustrates not only the extent to which a characteristic can increase or decrease the likelihood that the categorical variable will be a 0 or a 1, but also if the effect of the influencing characteristics is positive or negative in relation to being self-employed.

7.7.5 Results of the Analyses

7.7.5.1 Question 1: Are Racial, Ethnic, and Gender Minority Groups Less Likely Than Nonminority Males to be Self-Employed?

To derive a set of variables known to predict employment status (self-employed; not self-employed), we used the PUMS 2000 Five Percent Sample data. Binary logistic regression was used to calculate the probability of being self-employed, the dependent variable, with respect to socioeconomic and demographic characteristics selected for their potential to influence the likelihood of self-employment. The sample for the analysis was limited to labor force participants according to the following criteria:

- Resident of the state of Arizona.
- Self-employed individuals in construction, professional services, other services, architecture and engineering,¹⁷ and goods and supplies.
- Full-time employees (more than 35 hours a week).
- 18 years of age or older.
- Individuals employed in the private sector.

Next, we derived the following variables hypothesized as predictors of employment status (self-employed/not self-employed):

- **Race and Sex:** African American, Asian American, Hispanic American, Native American, nonminority women, nonminority males.
- **Availability of Capital:** Home ownership, Home value, Mortgage rate, Unearned income, Residual income.

¹⁷ Due to inadequate sample numbers for all races in the A&E PUMS 2000 data, A&E was merged with the Professional Services category.

- **Marital Status.**
- **Ability to speak English well.**
- **Disability status:** From individuals' reports of health-related disabilities.
- **Age and Age²:** Squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings.
- **Owner's level of education.**
- **Number of individuals living in a household over the age of 65.**
- **Number of children who are living in a household under the age of 18.**

7.7.5.2 Findings

Binary logistic regression analysis provided estimates of the relationship between the independent variables described above and the probability of being self-employed in the four types of business industries. In **Exhibit 7-10**, odds ratios are presented by minority groups reporting the effect of race/ethnicity/gender on the odds of being self-employed in 1999, holding all other variables constant. Full regression results on all the variables are presented in **Appendix A**.

**EXHIBIT 7-10
SELF-EMPLOYMENT ODDS RATIOS OF MINORITY GROUPS RELATIVE TO
NONMINORITY MALES AFTER CONTROLLING FOR
SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS**

Race/Ethnic Group	All Industries	Construction	Professional Services	Other Services	Goods & Supplies
State of Arizona					
African American	0.405	0.512	0.265	0.598	0.434
Hispanic American	0.470	0.459	0.245	0.654	0.586
Asian American	0.746	0.557	0.450	1.077	0.978
Native American	0.283	0.318	0.157	0.343	0.608
Nonminority Women	0.434	0.527	0.219	0.832	0.677

Source: PUMS data from 2000 U.S. Census and MGT of America, Inc., calculations using SPSS.
 Note: **Bold** indicates that the estimated "odds ratio" for the group was statistically significant. The A&E business industry was excluded from this analysis because of the lack of sufficient data.

The results indicate the following:

- In all industries in the state of Arizona nonminority males were roughly twice as likely to be self-employed as African Americans, Hispanic Americans, and nonminority women.¹⁸
- In the state of Arizona, a nonminority male was nearly six times as likely as Native American to be self-employed in professional services.
- In the state of Arizona, nonminority males were over twice as likely as African Americans to be self-employed in the goods and supplies industry.
- African Americans were less likely to be self-employed than were nonminority males in all industries.

7.7.5.3 Question 2: Does Race/Gender/Ethnicity Status Have an Impact on Individuals' Earnings?

To answer this question, we compared self-employed, minority and women entrepreneur earnings to earnings of nonminority males in the state of Arizona, when the effect of other demographic and economic characteristics was controlled for. That is, it is possible to examine the earnings of self-employed individuals who have similar education levels, are of similar age, and so on, to enable earnings comparisons by race/gender/ethnicity.

To derive a set of variables known to predict earnings, the dependent variable, we used 1999 wages from employment for self-employed individuals, as reported in the PUMS 2000 Five Percent sample. These included:

- **Race and Sex:** African American, Asian American, Hispanic American, Native American, nonminority women, nonminority males.
- **Availability of Capital:** Homeownership, Home value, Mortgage rate, Unearned income, Residual income.
- **Marital Status.**
- **Ability to speak English well.**
- **Disability status:** From individuals' reports of health-related disabilities.
- **Age and Age²:** Squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings.
- **Owner's level of education.**

¹⁸ These likelihood characteristics were derived from **Exhibit 7-10** by calculating the inverse of the reported odds ratios.

7.7.5.4 Findings

Results of the linear regression model estimating the effects of selected demographic and economic variables on self-employment earnings are reported in **Exhibit 7-11**. Each number (coefficient) in the exhibit represents a percentage change in earnings. For example, the corresponding number for an African American in all industries is **-0.413**, meaning that an African American will earn 41.3 percent less than a nonminority male when the statistical effects of the other variables in the equation are controlled for. Full regression results on all the variables are presented in **Appendix A**.

**EXHIBIT 7-11
EARNINGS ELASTICITIES OF MINORITY GROUPS RELATIVE TO NONMINORITY MALES AFTER CONTROLLING FOR
SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS**

Race/Ethnic Group	All Industries	Construction	Professional Services	Other Services	Goods & Supplies
State of Arizona					
African American	-0.413	-0.529	-0.564	-0.287	-0.456
Hispanic American	-0.356	-0.161	-0.341	-0.410	-0.413
Asian American	-0.250	-0.115	0.174	-0.353	-0.467
Native American	-0.456	-0.165	-0.312	-0.672	-0.439
Nonminority Women	-0.358	-0.219	-0.478	-0.298	-0.386

Source: PUMS data from 2000 U.S. Census and MGT of America, Inc., calculations using SPSS.
Note: **Bold** indicates that the estimated elasticities for the group were statistically significant. The A&E business industry was excluded from this analysis because of the lack of sufficient data.

The results indicate the following:

- In the state of Arizona, all minorities reported significantly lower earnings in all business type categories.
- In the other services industry, African Americans, Hispanic Americans, and Native Americans reported significantly lower earnings than nonminority males in the state of Arizona: 28.7 percent, 41 percent, and 67.2 percent, respectively.
- The most egregious affect on earnings elasticities can be found in other services for Native Americans. In other services, Native Americans earned 67.2 percent less than nonminority males.

7.7.6 Disparities in Rates of Self-Employment: How Much Can Be Attributed to Discrimination?

Results of the analyses of self-employment rates and 1999 self-employment earnings revealed general disparities between minority and nonminority self-employed individuals.

Exhibit 7-12 presents the results of these analyses. Column A reports observed employment rates for each race/gender group, calculated directly from the PUMS 2000 data. To obtain values in columns B and C, we calculated two predicted self-employment rates using the following equation:

$$Pr ob(y = 1) = \sum_{k=1}^K (e^{\beta_k x_k} / 1 + e^{\beta_k x_k})$$

Where:

$Prob(y = 1)$ = represents the probability of being self-employed:

β_k = coefficient corresponding to the independent variables used in the logistic regression analysis of self-employment probabilities

x_k = the mean values of these same variables

The first of these predicted self-employment rate calculations (in column B) presents nonminority male self-employment rates as they would be if their characteristics (for instance, x_k , or mean values for the independent variables) were applied to minority market structures (represented for each race by their β_k or odds coefficient values). The second self-employment rate calculation (in column C) presents minority self-employment rates as they would be if they were rewarded in a similar manner as nonminority males in the nonminority male market structure: that is, by multiplying the minority means (characteristics) by the estimated nonminority coefficients for both race and the other independent variables.

**EXHIBIT 7-12
OBSERVED AND PREDICTED SELF-EMPLOYMENT RATES**

Business/Race Group	STATE OF ARIZONA				
	Observed Self-Employment Rates	Nonminority Characteristics and Own Market Structure	Own Characteristics and Nonminority Market Structure	Disparity Ratio (column A divided by column C)	Portion of Difference Due to Discrimination
	(A)	(B)	(C)	(D)	(E)
Overall					
Nonminority Males	0.1675	0.1675	0.1675	1.000	
African American	0.0575	0.0874	0.1393	0.4129	74.38%
Hispanic American	0.0656	0.1001	0.1408	0.4662	73.80%
Asian American	0.1238	0.1501	0.1862	0.6651	n/d
Native American	0.0417	0.0627	0.1545	0.2699	89.65%
Nonminority Women	0.0793	0.0931	0.1842	0.4303	n/d
Construction					
Nonminority Males	0.2342	0.2342	0.2342	1.000	
African American	0.0923	0.1498	0.1948	0.4739	72.20%
Hispanic American	0.0816	0.1363	0.1881	0.4337	69.78%
Asian American	0.2414	0.1607	0.2790	0.8652	n/d
Native American	0.0654	0.0987	0.2274	0.2875	95.93%
Nonminority Women	0.1561	0.1535	0.2744	0.5687	n/d
Professional Services					
Nonminority Males	0.1784	0.1784	0.1784	1.000	
African American	0.0358	0.0722	0.1229	0.2912	61.05%
Hispanic American	0.0325	0.0672	0.1491	0.2181	79.88%
Asian American	0.0800	0.1167	0.2684	0.2981	n/d
Native American	0.0201	0.0441	0.1512	0.1326	82.84%
Nonminority Women	0.0470	0.0605	0.1785	0.2631	n/d
Other Services					
Nonminority Males	0.1750	0.1750	0.1750	1.0000	
African American	0.0857	0.1294	0.1502	0.5703	72.24%
Hispanic American	0.0918	0.1397	0.1424	0.6447	60.77%
Asian American	0.1727	0.2110	0.1907	0.9058	n/d
Native American	0.0511	0.0785	0.1389	0.3680	70.83%
Nonminority Women	0.1477	0.1714	0.1972	0.7492	n/d
Goods & Supplies					
Nonminority Males	0.1026	0.1026	0.1026	1.000	
African American	0.0311	0.0570	0.0790	0.3935	67.02%
Hispanic American	0.0408	0.0755	0.0717	0.5692	50.06%
Asian American	0.0915	0.1199	0.0943	0.9712	24.63%
Native American	0.0400	0.0781	0.0986	0.4057	93.63%
Nonminority Women	0.0665	0.0862	0.1214	0.5478	n/d

Source: PUMS data from 2000 U.S. Census and MGT of America, Inc., calculations using SPSS and Excel.

n/d: no discrimination was found.

Using these calculations, we were able to determine a percentage of the disparities in self-employment between minorities and nonminority males attributable to discrimination by dividing the observed self-employment rate for a particular minority group (column A) by the predicted self-employment rate as it would be if minority groups faced the same market structure as nonminority males (column C). Next, we calculated the difference between the predicted self-employment rate as it would be if minority groups faced the same market structure as nonminority males and the observed self-employment rate for that minority group, and divided this value by the difference between the observed self-employment rate for nonminority males and the self-employment rate for a particular minority group. In the absence of discrimination this number is zero, which means disparities in self-employment rates between minority groups and nonminority males can be attributed to differences in group characteristics not associated with discrimination. On the other hand, as this value approaches 1.0, we are able to attribute disparities increasingly to discrimination in the marketplace.

7.7.7 Findings

Examining the results reported in **Exhibit 7-12**, we found the following.

- Overall, comparing self-employment for nonminority males with self-employment for African Americans in the state of Arizona, over 70 percent of the disparity in self-employment rates was attributable to race differences.
- Overall, comparing self-employment for nonminority males with self-employment for Hispanic Americans in the state of Arizona, over 70 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employment for nonminority males with self-employment for Native Americans in the state of Arizona construction industry, over 95 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employment for nonminority males with self-employment for Hispanic Americans in the state of Arizona professional industry, over 79 percent of the disparity in self-employment rates was attributable to gender differences.

7.7.8 Summary of PUMS Findings

In general, findings from the PUMS 2000 data indicate that minorities were significantly less likely than nonminority males to be self-employed and, if they were self-employed, they earned significantly less in 1999 than did self-employed nonminority males. When self-employment rates were stratified by race and by business type, trends varied within individual race-by-type cells, but disparities persisted for African Americans, Hispanic Americans, and nonminority women. When group self-employment rates were submitted to MGT's disparity-due-to-minority-status analysis, findings supported the conclusion that disparities for these three groups (of adequate sample size to permit interpretation) were likely the result of differences in the marketplace due to race, gender, and ethnicity.

7.8 Conclusions

This chapter provides considerable evidence of lingering barriers in the private sector marketplace from census and survey data, and some evidence for commercial construction in particular, faced by women and minority contractors. These barriers associated with race and gender persist even after controlling for various factors associated with business capacity. Additional econometric evidence of credit market barriers was presented in **Chapter 6.0**. There is further anecdotal testimony of difficulties faced by women and minority contractors in the private sector presented in **Chapter 8.0**. Nevertheless, while there was a substantial fall in MWBE utilization following the termination of project specific MWBE goals in 2006, there is also evidence in the chapter of the utilization of women and minority subcontractors in the absence of project specific goals.

8.0 ANECDOTAL ANALYSIS

8.0 ANECDOTAL ANALYSIS

This chapter describes the results of the analysis of anecdotal information for the Arizona Department of Transportation (ADOT) Disparity Study. The collection and analysis of anecdotal data is performed to explain and interpret statistical findings. Courts have ruled that the combination of disparity findings and anecdotal evidence provides the best evidence demonstrating the existence of historical discriminatory practices, if any. Unlike other chapters in this report, anecdotal analysis does not rely solely on quantitative data. Anecdotal analysis also utilizes qualitative data to describe the context of the examined environment as well as the climate in which all businesses and other relevant entities applicable to the study operate.

The following sections present the approach MGT of America, Inc. (MGT), used in the collection of anecdotal data, the methods employed in the collection of those data, and the quantitative and qualitative results of the data collected. This chapter is organized into the following sections:

- 8.1 Methodology
- 8.2 Telephone Survey Demographics
- 8.3 Procurement Process
- 8.4 Financing
- 8.5 Conducting Business with ADOT as a Subcontractor
- 8.6 Subcontracting Experience
- 8.7 Discrimination
- 8.8 DBE Program
- 8.9 Conclusions

8.1 Methodology

MGT's experience conducting disparity studies has shown that anecdotal data collected through multiple methods provide more comprehensive information than methodologies using a single-pronged approach. For this reason, MGT used the combination of a telephone survey, focus groups, and face-to-face interviews to collect anecdotal information and to identify issues that were common to businesses in the market area. MGT was also able to draw inferences from these data as to the prevalence of obstacles perceived as limiting the participation of minority-owned and woman-owned business enterprises (M/WBEs) in ADOT procurement transactions. Given the importance of anecdotal evidence by the courts, MGT approached the collection and analysis of anecdotal data with the same methodological rigor given to quantitative data analysis.

The focus of the telephone survey, focus groups, and face-to-face interviews was to identify the respondents' experiences in conducting business with ADOT. MGT solicited participation and responses from businesses that have done, or attempted to do, business with ADOT between the years 2002 and 2007.

With the telephone survey (**Appendix D**), MGT reached a broader segment of a population in a more cost-effective and time-efficient manner than possible through face-to-face interviews. However, the face-to-face interviews, which are structured settings

where an interviewer uses an interview guide (**Appendix E**) to solicit input from participants, provided more latitude for additional information gathering on issues that are unique to the respondents' experiences.

8.1.1 Personal Interviews

Lines and Lights Technology of Tucson, Arizona, conducted in-person interviews with representatives of 50 firms during May and June, 2008, in support of the ADOT Disparity Study. These interviews were conducted at the firm's business location or, alternatively, at public locations specified by the firm's representative. Of the 50 interviews conducted, 30 were conducted in the greater Phoenix metropolitan area, 17 in the Tucson area, and three in Flagstaff. Interview times ranged from 30 minutes to two hours, with the majority averaging slightly over an hour in length.

The interview instrument provided by MGT was used as the basis for the study. Questions covered areas including perceptions of ADOT's procurement practices, dissemination of information about bids and opportunities, perceptions of discrimination, and the value of certification as a DBE firm in the contracting process. Respondents were asked a series of questions, but not required to respond. Follow-up questions were asked in cases where the interview instrument suggested further clarification be obtained.

The database provided by ADOT specified ownership of some firms by race, ethnicity, or gender; in the majority of cases, no ownership designation was provided. These businesses were assumed to be owned by non-minority males. Random selection from this category during the course of the study yielded firms whose ownership was minority or female in all cases but one, in which case, the ownership had recently changed to non-minority male-owned status from non-minority woman-owned status. Numerous attempts to include the broadest variety of ethnicities were made; in many cases, firms having ethnic designations that might increase the diversity of the dataset had not pursued ADOT business and declined to be interviewed for the study.

The following ethnic breakdown in **Exhibit 8-1** represents the 50 firms chosen for interview.

EXHIBIT 8-1 ARIZONA DEPARTMENT OF TRANSPORTATION PERSONAL INTERVIEWS SELECTED DEMOGRAPHICS

	African American	Asian American	Hispanic American	Native American	Nonminority Women	Nonminority Men
No. Interviewed	4*	3	13	7	22	1
Percent of Total	8	6	26	14	44	2

Source: Lines and Lights Technology.

*In one case, the firm was half African-American and half Asian-American owned; it appears in this category because the African-American owner was interviewed.

The 50 firms represented eleven engineering firms; and nine goods and supplies firms; and ten each in the categories of construction, professional services, and other services. The breakdown by ownership and type of firm appears in **Exhibit 8-2**.

**EXHIBIT 8-2
ARIZONA DEPARTMENT OF TRANSPORTATION
PERSONAL INTERVIEWS
SELECTED DEMOGRAPHICS
BY INDUSTRY**

	African American	Asian American	Hispanic American	Native American	Nonminority Women	Nonminority Men
Construction	0	0	6	2	1	1
Arch./Engineering	3	2	2	1	3	0
Prof. Services	0	0	1	2	7	0
Other Services	1	1	4	0	4	0
Goods/Supplies	0	0	0	2	7	0
Total	4	3	13	7	22	1

Source: Lines and Lights Technology.

8.1.2 Focus Groups

Three focus groups with firm owners, representatives from prime contractors and contracting member organizations, and business service providers located in Flagstaff, Tucson, and Phoenix, Arizona, were conducted for the study. The participants were selected through telephone contacts, advertisements in local newspapers, and input from local agencies. Solicitation for participation was also made to business owners served by the providers.

The focus groups were held in Flagstaff at Northern Arizona University in the High Country Conference Center on Tuesday, May 27, 2008, in Phoenix at the Desert Willow Conference Center on Monday, June 2, 2008, and in Tucson at the Inn Suites Tucson City Center on Wednesday, June 3, 2008. All focus groups were held from 5:30 until 8:30 pm. Classique, LLC received 15 confirmations for Flagstaff and eight attended. Tucson had 14 confirmations with two attendees and one subsequent request from an RSVP to be interviewed. Phoenix had a total of 21 confirmations and nine attendees. Each individual was provided a written questionnaire to obtain the firm's experience in attempting to do business with the state or with an entity already contracted by the state as well as their business experiences in the public and private sector. Each participant was notified that notes would be taken and their responses would be held in strict confidence and would not be distributed to any other firm or person with their firm's identity revealed. Classique, LLC also asked if there would be any objections to recording the sessions.

Specific questions were asked to each of the participants and the responses of those that had commentary were duly noted. Follow up questions and general group discussions resulted in some cases.

8.1.3 Public Hearings

MGT conducted two public hearings in Tucson and Phoenix with owners and representatives of firms located in the state of Arizona. The hearings were advertised in local newspapers; with civic, trade, and non-profit organizations; and event signage. Documentation assembled by the ADOT was provided for additional outreach support.

The first public hearing was held at the Joel D. Valdez Public Library on Wednesday, May 28, 2008, from 5:30 until 8:00pm. The second public hearing was held at the Burton Barr Central Library on Thursday, May 29, 2008, from 5:30 until 8:30 pm. Individuals who attended were asked to sign an attendance sheet, and those who desired to give testimony were noted on the sign in sheets. In Phoenix, there were 32 signees and seven individuals who desired to speak. There were eight attendees at the Tucson public hearing and two chose to speak.

Both hearings had one facilitator and two panelists. The facilitator or moderator started the meeting and ensured service where necessary. The panel received testimony and asked questions for the purposes of clarification. The hearing panel consisted of two individuals from MGT. Individuals seeking to provide testimony were sworn in and asked to provide their name, business name, status related to DBE certification, and years in business. The individuals were also asked to indicate whether or not the firms they represented had done, or attempted to do business with ADOT between June 30, 2002, and July 1, 2007.

8.1.4 Telephone Survey

The telephone survey process was conducted from May 23 to June 27, 2008. Donato & Associates LLC, MGT’s Vail, Arizona, based sub-consultant, called all firms provided from the master vendor list created by MGT. The statistical model showed that 432 responses were needed to achieve a confidence interval of 95 percent with a 5 percent margin of error; 524 surveys were completed. In addition to meeting the goal of 432 completed interviews, targets were provided for each business category and gender/ethnic group. This was done to eliminate any biases in the response data by ensuring appropriate representation from all business categories, ethnicities and genders. To this end, Donato & Associates LLC attempted to contact business owners or knowledgeable representatives from firms. At least five attempts were made per interview candidate and representatives from 524 firms were successfully interviewed.

The following targets in **Exhibit 8-3** were used for the telephone survey.

**EXHIBIT 8-3
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY TARGETS**

		Target	Completion
Primary Line of Business	Building Construction/ Special Trade Contactor	110	100
	Professional Services	78	110
	General/Personal Services (OS)	46	62
	Supplies and Equipment (GS)	41	47
	Architecture/Engineering	156	150
		Target	Completion
Race/Ethnicity	M/WBE	158	218
	Non-M/WBE	275	307
	No Response	0	6

Source: Donato & Associates, LLC.

All interviewers were instructed to call every vendor with an available number up to five times before coding them as “No Response.” Each vendor was called no more than once per day. Calls met by a receptionist or voicemail were left a message with a return number for the vendor to call back regarding the survey. While every attempt was made to gain participation from firms representing each category of ethnicity, gender, and business type, two factors created challenges: differences between the Master Vendor database classifications for ethnicity, gender, and/or business type compared to participants’ self-reported classifications, and difficulty in getting participation from the owner or manager.

Exhibit 8-4 shows the disposition of the telephone canvassing efforts. According to the phone call log, the following results were obtained.

**EXHIBIT 8-4
ARIZONA DEPARTMENT OF TRANSPORTATION
DISPOSITION OF TELEPHONE CALLS**

Result	Number
Total Number of Companies Called	1,274
Wrong Number	62
Disconnected Number	77
No Answer	4
Called, No Response	294*
Refused to Participate	275
Completed Interviews	524

Source: Donato & Associates, LLC.

*71 companies were called 1, 2, 3, or 4 times before the cutoff date for the completion of surveys.

7 additional companies were duplicate (also listed under another company name).

31 additional companies had either already completed or were scheduled to complete a one on one survey.

8.2 Telephone Survey Demographics

Exhibit 8-5 provides a profile of those businesses that participated in the telephone survey. The businesses that participated in the telephone survey were mainly Construction/Specialty Contractors (29.38 percent) and Architectural/Engineering (28.63 percent) of all participants, followed by Professional Services (20.99 percent).

Of the respondents successfully interviewed, 71 percent were M/WBE firms and 24 percent were non-M/WBE firms. Twenty-nine respondents (5 percent) did not indicate their ethnic origin and an additional two respondents would not indicate if they were women-owned.

M/WBE firms that responded to the telephone survey were primarily Professional Services (24 percent) followed by Construction (22 percent) and Architectural/Engineering (16 percent).

Most non-M/WBE firms that participated in the telephone survey were Architectural/Engineering (55 percent). Next, in order of succession, were Professional services (14 percent) and General/Personal Services and Construction, both at 11 percent.

MGT's analysis of the respondents' length of time in operation showed that only ten firms (1.9 percent) of the 519 surveyed had been in business prior to 1940. Thirty-one percent of the surveyed firms had been in business prior to 1990. The vast majority of those surveyed (66 percent) had started their businesses between the years of 1990 and 2008. Non-M/WBE firms tended to be older firms compared to M/WBE firms. In each M/WBE category, the greater number of firms commenced operations between 2000 and 2008, with the exception of nonminority women who commenced more operations between the years of 1990 and 1999 (38 percent) followed by 2000 through 2008 (32 percent).

A majority of the business owners surveyed (67 percent) had attained a college degree, or completed postgraduate studies. Asian Americans fell into these categories 80 percent of the time followed by African Americans with 76 percent and nonminority women with 68 percent. Only 52 percent of non-M/WBE firms fell into these categories.

There was some reluctance to answering this question regarding income levels with 14 percent to 29 percent of each category giving a no response answer. The participating firms generated varying levels of revenue, resulting in a good cross section for the data analysis. Of those that did answer, nonminority males and Native Americans earned slightly higher incomes followed by Asian and Hispanic Americans. African Americans and nonminority women earned the least. Only 11 percent of M/W/DBEs had a single project bonding limit of \$1 million to \$1.5 million.

Exhibit 8-5 provides an overview of the demographics for the telephone survey participants.

**EXHIBIT 8-5
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
SELECTED DEMOGRAPHICS**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
Race Or Ethnic Origin	51		29		106		24		155		365		125		29		519
Respondent's Job Type																	
Manager/Financial Officer	5	10%	4	14%	10	9%	2	8%	14	9%	36	10%	27	22%	16	55%	519
Other	0	0%	1	3%	4	4%	0	0%	9	6%	14	4%	9	7%	9	31%	
Owner/CEO/President	46	90%	24	83%	92	87%	22	92%	132	85%	318	86%	89	71%	4	14%	
Primary Line of Business																	
Construction	10	20%	4	14%	36	34%	8	33%	23	15%	82	22%	14	11%	4	14%	519
Special Trade Contractor	6	12%	2	7%	22	21%	0	0%	21	14%	51	14%	3	2%	0	0%	
Professional Services	9	18%	5	17%	17	16%	6	25%	52	34%	90	24%	17	14%	3	10%	
General/Personal Services	10	20%	4	14%	12	11%	2	8%	18	12%	46	13%	14	11%	2	7%	
Supplies and Equipment	10	20%	1	3%	7	7%	3	13%	17	11%	38	10%	8	6%	0	0%	
Arch./Engineering	6	12%	13	45%	12	11%	5	21%	23	15%	60	16%	69	55%	20	69%	
No Response	0	0%	0	0%	0	0%	0	0%	1	1%	1	0%	0	0%	0	0%	

**EXHIBIT 8-5 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
SELECTED DEMOGRAPHICS**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
Race Or Ethnic Origin	51		29		106		24		155		365		125		29		519
Year Established																	
2000-2008	28	55%	13	45%	57	54%	9	38%	49	32%	158	43%	39	31%	2	7%	519
1990-1999	19	37%	7	24%	29	27%	8	33%	59	38%	125	34%	20	16%	3	10%	
1980-1989	1	2%	6	21%	14	13%	5	21%	37	24%	63	17%	32	26%	5	17%	
1970-1979	0	0%	2	7%	5	5%	2	8%	8	5%	17	5%	12	10%	3	10%	
1960-1969	3	6%	0	0%	0	0%	0	0%	1	1%	4	1%	11	9%	5	17%	
1950-1959	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	4	3%	2	7%	
1940-1949	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	3	2%	3	10%	
Before 1940	0	0%	0	0%	0	0%	0	0%	1	1%	1	0%	4	3%	5	17%	
Did Not Know	0	0%	1	3%	1	1%	0	0%	0	0%	0	0%	0	0%	1	3%	
Number of Employees																	
0-10	37	73%	21	72%	64	60%	12	50%	115	74%	252	68%	45	36%	8	28%	519
11-20	9	18%	4	14%	19	18%	8	33%	15	10%	55	15%	23	18%	2	7%	
21-30	1	2%	4	14%	7	7%	3	13%	11	7%	26	7%	14	11%	1	3%	
31-40	0	0%	0	0%	6	6%	0	0%	3	2%	9	2%	7	6%	0	0%	
41-50	0	0%	0	0%	0	0%	0	0%	4	3%	8	2%	1	1%	1	3%	
51-60	1	2%	0	0%	4	4%	1	4%	1	1%	3	1%	3	2%	0	0%	
61-70	0	0%	0	0%	0	0%	1	4%	1	1%	2	1%	4	3%	7	24%	
71-80	1	2%	0	0%	2	2%	0	0%	0	0%	3	1%	3	2%	0	0%	
81-90	0	0%	0	0%	1	1%	0	0%	2	1%	3	1%	1	1%	2	7%	
91-100	0	0%	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%	
101-250	0	0%	0	0%	2	2%	0	0%	3	2%	4	1%	12	10%	3	10%	
251-500	0	0%	0	0%	1	1%	0	0%	0	0%	2	1%	5	4%	3	10%	

**EXHIBIT 8-5 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
SELECTED DEMOGRAPHICS**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
Race Or Ethnic Origin	51		29		106		24		155		365		125		29		519
Number of Employees																	
501-1000	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2	2%	2	7%	
Over 1000	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	4	3%	5	17%	
Don't Know	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	3	10%	
Number of Minority																	
0-10	43	84%	24	83%	81	76%	20	83%	131	85%	302	82%	81	65%	7	24%	519
11-20	6	12%	5	17%	6	6%	3	13%	15	10%	35	10%	19	15%	2	7%	
21-30	0	0%	0	0%	9	8%	0	0%	3	2%	12	3%	1	1%	1	3%	
31-40	0	0%	0	0%	3	3%	0	0%	1	1%	4	1%	2	2%	0	0%	
41-50	0	0%	0	0%	2	2%	0	0%	2	1%	4	1%	2	2%	4	14%	
51-60	1	2%	0	0%	1	1%	0	0%	1	1%	3	1%	1	1%	0	0%	
61-70	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	
71-80	0	0%	0	0%	2	2%	0	0%	0	0%	2	1%	0	0%	0	0%	
81-90	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	3	2%	0	0%	
91-100	1	2%	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%	
101-250	0	0%	0	0%	0	0%	0	0%	1	1%	1	0%	2	2%	2	7%	
251-500	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
501-1000	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	
Over 1000	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Don't Know	0	0%	0	0%	2	2%	1	4%	1	1%	4	1%	12	10%	13	45%	

**EXHIBIT 8-5 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
SELECTED DEMOGRAPHICS**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
Race Or Ethnic Origin	51		29		106		24		155		365		125		29		519
51% Women Owned																	
Yes (51% Women Owned)	19	37%	5	17%	30	28%	6	25%	155	100%	218	59%	0	0%	0	0%	519
No (Not 51% Women Owned)	32	63%	24	83%	76	72%	18	75%	0	0%	150	41%	125	100%	25	86%	
No Response	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	4	14%	
Education Level																	
Some high school	0	0%	0	0%	0	0%	0	0%	1	1%	1	0%	6	5%	0	0%	519
High school graduate	0	0%	1	3%	13	12%	2	8%	14	9%	30	8%	0	0%	0	0%	
Trade or technical education	1	2%	0	0%	4	4%	0	0%	1	1%	6	2%	11	9%	0	0%	
Some college	11	22%	3	10%	24	23%	7	29%	30	19%	75	20%	43	34%	1	3%	
College degree	21	41%	15	52%	39	37%	9	38%	62	40%	148	40%	56	45%	1	3%	
Post graduate degree	18	35%	8	28%	21	20%	5	21%	44	28%	97	26%	9	7%	5	17%	
No response	0	0%	2	7%	5	5%	1	4%	3	2%	11	3%	0	0%	22	76%	
Years of Experience																	
1 -10 years	9	18%	0	0%	20	19%	3	13%	19	12%	52	14%	3	2%	3	10%	519
11-20 years	19	37%	14	48%	31	29%	5	21%	50	32%	119	32%	33	26%	3	10%	
21-30 years	18	35%	9	31%	34	32%	9	38%	65	42%	137	37%	45	36%	4	14%	
31-40 years	5	10%	5	17%	17	16%	4	17%	17	11%	48	13%	29	23%	1	3%	
41-50 years	0	0%	0	0%	2	2%	2	8%	0	0%	5	1%	4	3%	0	0%	
51 or more	0	0%	0	0%	2	2%	1	4%	0	0%	2	1%	3	2%	0	0%	
Don't know	0	0%	1	3%	0	0%	0	0%	4	3%	5	1%	8	6%	21	72%	

**EXHIBIT 8-5 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
SELECTED DEMOGRAPHICS**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non M/WBE		No Response		Total Respondents
Race Or Ethnic Origin	51		29		106		24		155		365		125		29		519
Company's Gross Revenues																	
Up to \$50,000	7	14%	4	14%	8	8%	1	4%	10	6%	30	8%	1	1%	0	0%	519
\$50,001 - \$100,000	3	6%	1	3%	9	8%	3	13%	12	8%	28	8%	4	3%	0	0%	
\$100,001 - 300,000	11	22%	2	7%	13	12%	3	13%	29	19%	59	16%	8	6%	2	7%	
\$ 300,001 - \$500,000	5	10%	2	7%	11	10%	2	8%	17	11%	37	10%	9	7%	1	3%	
\$500,001 - 1,000,000	8	16%	6	21%	14	13%	2	8%	21	14%	51	14%	11	9%	0	0%	
\$1,000,001 - \$3,000,000	5	10%	5	17%	12	11%	4	17%	15	10%	42	11%	22	18%	0	0%	
\$3,000,001 - \$5,000,000	0	0%	5	17%	7	7%	2	8%	14	9%	28	8%	13	10%	0	0%	
\$5,000,001 - \$10,000,000	3	6%	0	0%	9	8%	1	4%	3	2%	16	4%	7	6%	3	10%	
No Response	9	18%	4	14%	22	21%	5	21%	33	21%	74	20%	36	29%	16	55%	
Over \$10,000,000	0	0%	0	0%	1	1%	1	4%	1	1%	3	1%	14	11%	7	24%	
Bonding Required?	0%																
Don't Know	3	6%	0	0%	3	3%	0	0%	5	3%	11	3%	5	4%	3	10%	519
No	25	49%	23	79%	56	53%	16	67%	112	72%	232	63%	94	75%	16	55%	
Yes	23	45%	6	21%	47	44%	8	33%	38	25%	122	33%	26	21%	10	34%	
Current Aggregate Bonding Limit																	
\$1,000,001 to \$1,500,000	4	17%	0	0%	3	7%	1	13%	3	8%	11	9%	2	7%	1	10%	519
\$100,001 to \$500,000	3	13%	2	29%	6	13%	1	13%	3	8%	15	12%	2	7%	0	0%	
\$500,001 to \$1,000,000	2	9%	2	29%	3	7%	1	13%	5	13%	13	11%	3	11%	0	0%	
Below \$100,000	4	17%	1	14%	5	11%	0	0%	4	11%	14	11%	2	7%	0	0%	
Don't Know	0	0%	0	0%	5	11%	0	0%	8	21%	13	11%	6	22%	2	20%	

**EXHIBIT 8-5 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
SELECTED DEMOGRAPHICS**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
Race Or Ethnic Origin	51		29		106		24		155		365		125		29		519
Current Aggregate Bonding Limit																	
None	4	17%	0	0%	7	15%	2	25%	4	11%	17	14%	2	7%	2	20%	
Not applicable	4	17%	2	29%	5	11%	0	0%	4	11%	15	12%	6	22%	0	0%	
Over \$1,500,000	2	9%	0	0%	12	26%	3	38%	7	18%	24	20%	4	15%	5	50%	
Single Project Bonding Limit																	
Below \$100,000	4	17%	1	14%	6	13%	0	0%	4	11%	15	12%	1	4%	0	0%	519
\$100,001 to \$500,000	2	9%	2	29%	8	17%	1	13%	5	13%	18	15%	2	7%	0	0%	
\$500,001 to \$1,000,000	2	9%	2	29%	2	4%	1	13%	2	5%	9	7%	2	7%	0	0%	
\$1,000,001 to \$1,500,000	2	9%	0	0%	6	13%	2	25%	3	8%	13	11%	2	7%	2	20%	
Over \$1,500,000	3	13%	0	0%	7	15%	3	38%	6	16%	19	16%	5	19%	1	10%	
Don't Know	0	0%	0	0%	5	11%	0	0%	7	18%	12	10%	5	19%	3	30%	
None	4	17%	0	0%	5	11%	1	13%	6	16%	16	13%	4	15%	2	20%	
Not Applicable	6	26%	2	29%	7	15%	0	0%	5	13%	20	16%	6	22%	2	20%	

Source:

* 2 unknown if women-owned, Caucasian status.

8.3 Procurement Process

8.3.1 Survey Results: Bidding

The telephone survey included questions designed to solicit interviewee responses related to conducting business as a Prime Contractor or Vendor with the ADOT. An inquiry was made about submitting bids both with ADOT and other public agencies.

Analysis of the survey showed that 54 percent of non-M/WBE firms that responded to the survey and 76 percent of M/WBE firms tended not to bid in ADOT contracts as a prime.

Exhibit 8-6 outlines the responses by ethnicity.

**EXHIBIT 8-6
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
PROCUREMENT PROCESS
BY ETHNICITY**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
Race Or Ethnic Origin	51		29		106		24		155		365		125		29		519*
Submitting bids as a prime to the ADOT																	
0	40	78%	23	79%	83	78%	15	63%	113	75%	275	76%	61	54%	11	41%	
1-10	11	22%	4	14%	13	12%	7	29%	29	19%	66	18%	39	34%	9	33%	
11-25	0	0%	1	3%	1	1%	0	0%	5	3%	7	2%	8	7%	1	4%	
26-50	0	0%	0	0%	4	4%	1	4%	1	1%	6	2%	4	4%	2	7%	
51-100	0	0%	0	0%	1	1%	0	0%	2	1%	3	1%	1	1%	3	11%	
Over 100	0	0%	1	3%	1	1%	1	4%	1	1%	4	1%	1	1%	1	4%	
Number of Contracts with ADOT as a Prime																	
Don't Know	0	0%	0	0%	2	2%	0	0%	4	3%	6	2%	10	8%	3	9%	
No	49	96%	27	93%	94	89%	19	79%	122	79%	313		60	48%	15	47%	
Yes	2	4%	2	7%	10	9%	5	21%	29	19%	49	13%	55	44%	14	44%	
Performing as a sub in the public/private sector																	
Don't Know	1	2%	0	0%	3	3%	1	4%	2	1%	7	2%	2	2%	1	3%	
No	13	25%	6	21%	18	17%	5	21%	28	18%	71	19%	21	17%	6	19%	
Yes	37	73%	23	79%	85	80%	18	75%	125	81%	290	79%	102	82%	25	78%	

**EXHIBIT 8-6 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
PROCUREMENT PROCESS
BY ETHNICITY**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
Race Or Ethnic Origin	51		29		106		24		155		365		125		29		519*
Number of Non ADOT public agency bids since 2002																	
0	11	24%	4	14%	15	14%	5	24%	25	20%	61	19%	21	18%	7	29%	
1-20	16	35%	9	31%	28	26%	6	29%	43	35%	102	32%	27	23%	2	8%	
21-40	6	13%	3	10%	5	5%	3	14%	16	13%	33	10%	13	11%	2	8%	
41-60	2	4%	4	14%	3	3%	1	5%	15	12%	25	8%	11	9%	2	8%	
61-80	3	7%	0	0%	6	6%	0	0%	1	1%	11	3%	4	3%	0	0%	
81-100	2	4%	1	3%	10	9%	3	14%	1	1%	27	8%	13	11%	3	13%	
101 or more	6	13%	6	21%	23	22%	3	14%	22	18%	61	19%	27	23%	8	33%	
Amount of Time To Receive Payment for ADOT Projects																	
Less than 30 days	2	25%	1	14%	13	36%	4	44%	43	28%	46	36%	19	25%	6	35%	
30 - 60 days	4	50%	3	43%	17	47%	4	44%	71	47%	54	42%	38	50%	9	53%	
60 - 90 days	2	25%	2	29%	4	11%	1	11%	28	19%	19	15%	14	18%	1	6%	
90 - 120 days	0	0%	0	0%	2	6%	0	0%	7	5%	8	6%	2	3%	1	6%	
Over 120 days	0	0%	1	14%	0	0%	0	0%	2	1%	2	2%	3	4%	0	0%	
Amount of Time To Receive Payment for Private Projects																	
Less than 30 days	23	47%	12	41%	34	32%	7	30%	43	28%	122	34%	15	14%	7	28%	
30 - 60 days	20	41%	9	31%	51	49%	12	52%	71	47%	163	45%	54	52%	11	44%	
60 - 90 days	6	12%	5	17%	16	15%	3	13%	28	19%	58	16%	26	25%	5	20%	
90 - 120 days	0	0%	3	10%	2	2%	1	4%	7	5%	13	4%	8	8%	2	8%	
Over 120 days	0	0%	0	0%	2	2%	0	0%	2	1%	4	1%	1	1%	0	0%	

Source:

* 2 unknown if women-owned, Caucasian status.

8.3.2 Survey Results: Procurement Barriers

In the normal course of business, entrepreneurs will face barriers when establishing and operating a business enterprise. Particular factors also may emerge that prevent a business from being selected for a contract or purchase order. This section reviews participant responses concerning barriers they faced in the procurement process and factors that frequently prevented them from winning contracts or purchase orders. Questions in the telephone survey were designed to gather business owner perceptions about ADOT's procurement process and their experiences doing business with ADOT. The responses from the participant firms are presented in **Exhibit 8-7**.

Analysis of the responses showed that, for the most part, firms chose to respond to questions about barriers to doing business with ADOT. Across the board, about 10 percent of the survey participants had no response to questions about procurement requirements or other aspects of doing business with ADOT. However, the firm representatives who had no response to these questions agreed to participate in the survey and continued through completion of the inquiries. They simply chose not to answer these questions. MGT could not determine if the lack of response was due to fear of retaliation for responding, general disinterest, or other factors.

Of the M/WBE interviewees who responded to questions about barriers to doing business, key issues noted were as follows:

- Size of contracts (23 percent).
- Limited information received on pending projects (28 percent).
- Time allotted to prepare bids and quotes (23 percent).
- Expenses associated with bid preparation (24 percent).
- Pre-qualification requirements (17 percent).

Respondents were also asked how long it took to receive payment on both ADOT projects and private projects. With respect to ADOT project payments, both M/WBE firms and non-M/WBE firms answered that they received their payments between one and 60 days (75 percent and 78 percent of the time, respectively). For private projects, payment time varied slightly with 75 percent and 79 percent respectively. One classification, Asian American, indicated that they received payment over 120 days for ADOT projects 14 percent of the time.

**EXHIBIT 8-7
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
BARRIERS TO DOING BUSINESS
BY ETHNICITY**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
A. Pre-qualification Requirements?																	
Yes	10	20%	5	17%	25	24%	3	13%	20	13%	63	17%	14	11%	3	9%	519
No	27	53%	19	66%	62	58%	15	63%	94	61%	219	60%	92	74%	25	78%	
No Response	14	27%	5	17%	19	18%	6	25%	41	26%	86	23%	19	15%	4	13%	
B. Performance Bond Requirements?																	
Yes	13	25%	3	10%	21	20%	3	13%	12	8%	53	14%	3	2%	3	9%	519
No	22	43%	16	55%	61	58%	15	63%	85	55%	200	54%	88	70%	22	69%	
No Response	16	31%	10	34%	24	23%	6	25%	58	37%	115	31%	34	27%	7	22%	
C. Bid Bond Requirements																	
Yes	12	24%	2	7%	19	18%	2	8%	11	7%	47	13%	5	4%	2	6%	519
No	23	45%	17	59%	62	58%	16	67%	88	57%	207	56%	83	66%	23	72%	
No Response	16	31%	10	34%	25	24%	6	25%	56	36%	114	31%	37	30%	7	22%	
D. Financing?																	
Yes	11	22%	2	7%	19	18%	1	4%	12	8%	47	13%	4	3%	2	6%	519
No	27	53%	18	62%	66	62%	17	71%	92	59%	220	60%	100	80%	26	81%	
No Response	13	25%	9	31%	21	20%	6	25%	51	33%	101	27%	21	17%	4	13%	

EXHIBIT 8-7 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
BARRIERS TO DOING BUSINESS
BY ETHNICITY

Demographics	African American	Asian American	Hispanic American	Native American	Nonminority Women	Total M/WBE	Non-M/WBE	No Response	Total Respondents								
E. Insurance Requirements																	
Yes	9	18%	0	0%	11	10%	3	13%	14	9%	37	10%	18	14%	3	9%	519
No	31	61%	22	76%	73	69%	16	67%	98	63%	242	66%	89	71%	24	75%	
No Response	11	22%	7	24%	22	21%	5	21%	43	28%	89	24%	18	14%	5	16%	
F. Bid Specifications Too Rigid?																	
Yes	8	16%	0	0%	18	17%	3	13%	22	14%	51	14%	14	11%	2	6%	519
No	31	61%	18	62%	67	63%	16	67%	84	54%	218	59%	91	73%	25	78%	
No Response	12	24%	11	38%	21	20%	5	21%	49	32%	99	27%	20	16%	5	16%	
G. Limited Time Given to Prepare Bid Package or Quote?																	
Yes	15	29%	3	10%	27	25%	5	21%	33	21%	83	23%	27	22%	9	28%	519
No	26	51%	19	66%	61	58%	14	58%	79	51%	201	55%	80	64%	19	59%	
No Response	10	20%	7	24%	18	17%	5	21%	43	28%	84	23%	18	14%	4	13%	
H. Limited Information Received on Pending Projects?																	
Yes	20	39%	6	21%	28	26%	8	33%	42	27%	104	28%	23	18%	8	25%	519
No	21	41%	16	55%	61	58%	11	46%	77	50%	188	51%	83	66%	20	63%	
No Response	10	20%	7	24%	17	16%	5	21%	36	23%	76	21%	19	15%	4	13%	

EXHIBIT 8-7 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
BARRIERS TO DOING BUSINESS
BY ETHNICITY

Demographics	African American	Asian American	Hispanic American	Native American	Nonminority Women	Total M/WBE	Non-M/WBE	No Response	Total Respondents								
I. Limited Knowledge of Purchasing/Contracting Policies and Procedures?																	
Yes	14	27%	5	17%	20	19%	2	8%	22	14%	64	17%	16	13%	5	16%	519
No	24	47%	15	52%	68	64%	17	71%	92	59%	217	59%	89	71%	22	69%	
No Response	13	25%	9	31%	18	17%	5	21%	41	26%	87	24%	20	16%	5	16%	
J. Lack of Experience?																	
Yes	9	18%	4	14%	15	14%	1	4%	24	15%	54	15%	17	14%	9	28%	519
No	32	63%	18	62%	73	69%	18	75%	90	58%	232	63%	91	73%	20	63%	
No Response	10	20%	7	24%	18	17%	5	21%	41	26%	82	22%	17	14%	3	9%	
K. Lack of Personnel?																	
Yes	8	16%	5	17%	15	14%	5	21%	27	17%	61	17%	26	21%	8	25%	519
No	33	65%	18	62%	73	69%	14	58%	86	55%	225	61%	84	67%	21	66%	
No Response	10	20%	6	21%	18	17%	5	21%	42	27%	82	22%	15	12%	3	9%	
L. Contract Too Large?																	
Yes	14	27%	4	14%	29	27%	5	21%	33	21%	86	23%	24	19%	2	6%	519
No	24	47%	17	59%	57	54%	14	58%	79	51%	192	52%	84	67%	27	84%	
No Response	13	25%	8	28%	20	19%	5	21%	43	28%	90	24%	17	14%	3	9%	

EXHIBIT 8-7 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
BARRIERS TO DOING BUSINESS
BY ETHNICITY

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
M. Contract Too Expensive to Bid?																	
Yes	14	27%	4	14%	29	27%	5	21%	25	16%	79	21%	19	15%	2	6%	519
No	24	47%	17	59%	57	54%	14	58%	84	54%	197	54%	85	68%	27	84%	
No Response	13	25%	8	28%	20	19%	5	21%	46	30%	92	25%	21	17%	3	9%	
Amount of Time To Receive Payment for ADOT Projects																	
Less than 30 days	2	25%	1	14%	13	36%	4	44%	43	28%	46	36%	19	25%	6	35%	
30 - 60 days	4	50%	3	43%	17	47%	4	44%	71	47%	54	42%	38	50%	9	53%	
60 - 90 days	2	25%	2	29%	4	11%	1	11%	28	19%	19	15%	14	18%	1	6%	
90 - 120 days	0	0%	0	0%	2	6%	0	0%	7	5%	8	6%	2	3%	1	6%	
Over 120 days	0	0%	1	14%	0	0%	0	0%	2	1%	2	2%	3	4%	0	0%	
Amount of Time To Receive Payment for Private Projects																	
Less than 30 days	23	47%	12	41%	34	32%	7	30%	43	28%	122	34%	15	14%	7	28%	
30 - 60 days	20	41%	9	31%	51	49%	12	52%	71	47%	163	45%	54	52%	11	44%	
60 - 90 days	6	12%	5	17%	16	15%	3	13%	28	19%	58	16%	26	25%	5	20%	
90 - 120 days	0	0%	3	10%	2	2%	1	4%	7	5%	13	4%	8	8%	2	8%	
Over 120 days	0	0%	0	0%	2	2%	0	0%	2	1%	4	1%	1	1%	0	0%	

8.3.3 Results from the Focus Group, Interviews, and Public Hearings

Of the 50 firm representatives interviewed, 24 (48 percent) believed that the ADOT procurement process was fair. The same percentage answered that their firm had not been treated unfairly. Fourteen respondents, however, had no opinion as to whether or not their firm had been fairly treated, while 18 had no opinion on the fairness of the process. In the majority of those cases, answers arose from a lack of knowledge on the firm's part about the procurement process, and the way in which ADOT makes purchasing decisions. Many respondents in this category stated that they had repeatedly contacted ADOT about opportunities in their lines of business, but had found none.

- An African-American owner of a cleaning firm stated that he had contacted ADOT several times about opportunities when starting the business more than a decade before; having received no response, he stopped trying. Although his firm is registered as a DBE, he does not receive e-mails or flyers about ADOT projects. By contrast, his contacts with other state agencies successfully led to contracts.
- A representative of a W/DBE selling promotional products noted that the few Requests for Qualifications (RFQs) her company received from ADOT were not in their line of business, and therefore, the firm had not bid or quoted at all. She suggested that ADOT clarify the avenues for participation for firms of her type. This sentiment was echoed by two other representatives of W/DBE firms also in the promotional products field.
- An Asian American publisher of a newspaper stated that although she was registered as a DBE firm, she had not received notification from ADOT of upcoming contract opportunities. She attributed this to a lack of interest on ADOT's part to reach out to Asian American communities in the state, due to this population's small demographic.
- A woman owner of a private investigations firm previously certified as W/DBE stated that she had wasted her time and money traveling from Tucson to Phoenix for training on how to do business with ADOT, only to find that there were no opportunities available in her field.
- The Hispanic American owner of a design and video production firm noted that while he interacted with ADOT representatives at numerous networking and outreach meetings, he had never been notified of opportunities to bid on projects in his field. He later became aware that contracts had been awarded to firms doing similar work, and wondered why he hadn't been informed of the bids.

These responses were representative of those from firms that had not yet participated in the contracting process, and had no basis on which to make a judgment about fairness. Such firms were concentrated in the areas of professional services, other services, and goods and supplies. Respondents stated that lack of information was their primary obstacle to winning contracts with ADOT.

Those who believed they had been treated unfairly in the selection process expressed a number of reasons:

- An Asian American engineering firm owner, who characterized the selection process as “extremely unfair,” noted that his company’s references were not checked while bidding for an on-call contract. He suspected that the references of other firms were not checked either, leading him to believe that ADOT was not applying criteria fairly in the selection process.
- A representative of a woman-owned engineering firm stated that existing relationships with ADOT played a tremendous role in the selection of another firm for a contract. He further noted that relationships between ex- or soon-to-be ex-ADOT employees and specific firms appear to result in contracts for those firms.
- A Hispanic American construction firm owner, who believed that the unfairness was “extensive,” stated that ADOT allowed a favored general contractor to change his bid to a higher value, after opening, when the general contractor said he couldn’t do the job for the lower price.

When asked whether ADOT made any attempts to encourage their bids on projects, 70 percent of firm representatives responded affirmatively, 28 percent negatively, and 2 percent had no specific opinion. Many who responded affirmatively held a positive view of the outreach efforts provided by the DBE program, with several respondents commending the efforts of Mr. Ralph Gonzales specifically.

Project Size and Size of Firm

Project size was the obstacle to contracting most often cited by engineering and construction firms, and noted by approximately 40 percent of all respondents in personal interviews. Representatives of several engineering firms stated that although their staff members possess excellent qualifications, ADOT favors larger engineering firms even though both the large firm and the smaller firm will put the same number of engineering professionals on the job. ADOT errs, many argued, in looking only at firm size without critically evaluating the resources a firm will devote to the project. Respondents noted that a large firm has many staffers who perform functions such as marketing and administration, along with many engineers who will not be working on the ADOT project because they are working on something else. A small engineering firm dedicated to the ADOT task, they argued, can be at least as effective as a large firm, if not more so. This perception was common among engineering firms regardless of owner’s ethnicity.

Project size was also a limiting factor for several professional service firms. A political consultant, head of her own W/DBE firm who has worked many projects in the public relations field, argued that prime consultants are not as likely to use one-person consultancies as larger firms. Even though her consultancy typically makes use of a network from which she can draw different types of expertise, her position as a one-woman firm is perceived as a negative by several primes. Another W/DBE business owner, who had previously worked two or three projects a year for ADOT, stated that after ADOT consolidated the public relations function into larger contracts, she was unable to compete. To do so successfully, she would have had to hire additional staff

such as an environmental attorney and environmental engineer, and keep them on the payroll. This precluded her from bidding on ADOT contracts for public relations work, as she had done in the past.

Other Obstacles in Procurement

Firm representatives mentioned additional obstacles in the ADOT procurement process. In the construction field, bonding and insurance requirements placed obstacles in the way of smaller firms competing for large contracts. In some cases, respondents noted that primes required their subs to list them as additional insureds on the subs' insurance policies, thus increasing the cost of insurance for a subcontractor. The cost of bonding was also an issue for several firms; some suggested that ADOT cover bonding costs for a small firm until the firm is able to do so. Some obstacles are listed below.

- A Hispanic American owner of a firm providing photogrammetry services (mapmaking from aerial data) noted that some competing firms send their mapmaking work to foreign countries whose citizens work for lower pay than in the U.S. Despite providing lower quality of work, and despite having no certification in photogrammetry, the use of overseas firms has allowed his competitors to provide lower prices to ADOT primes.
- Several engineering firms had difficulty in getting ADOT to accept their overhead rates, even though firm representatives could demonstrate that their rates were well-justified.
- Several Tucson firm representatives noted that their distance from Phoenix posed obstacles to contracting. Difficulties included getting timely information from ADOT officials on construction projects even though the projects were in Southern Arizona; identifying Phoenix firms willing to place Tucson sub-consultants on a team; and the lack of willingness on ADOT's part to reimburse a Tucson firm for travel to the Phoenix area. One owner of a Tucson-based engineering firm stated that he had documentation proving that ADOT would hire another firm rather than pay his firm's travel costs for Phoenix area work.
- At one of the public hearings one minority vendor stated that, "Another issue that I think faces all minority owned firms is for those that are fortunate to get work in ADOT, is one of prompt pay...I called into my office on the way down here and we just received word on an ADOT project that our invoice has been received and we might expect the money in about 49 days. For a small business, that is a catastrophe. Cash is king in any business, but particularly a small business. So when our people's businesses that are prime contractors are not paid on time, it really affects our cash flow and ability to do business and stay in business."
- At one of the public hearings another minority vendor stated that, "One of the problems that you're going to go face over and over again is bonding. We talk to ADOT over and over again, but bonding is the big issue. That is the big hurdle. That is why they all get us with the bonding. Well, they say go to SBA. That bonding program is worse than it is on the open market for the

requirements. We need to have a specific program within ADOT to handle the bonding issue...bonding companies don't understand contractors even though they issue contractor bonds. ...With two or three years of financials, they can't get bonds."

8.4 Financing

8.4.1 Survey Results

The econometric analysis of data from the National Survey of Small Business Finance found evidence of disparities in loan denials after controlling for credit worthiness. This section deals with financing and obtaining loans and insurance. Respondents were asked how many times they have applied for a commercial bank loan over the past three years. M/WBE firms answered never to this question 62 percent of the time and non-M/WBE firms answered never 72 percent of the time. Asian American and non-M/WBE firms applied for loans one or more times (24 percent and 20 percent of the time, respectively), while Hispanic Americans and Native Americans applied one or more times 48 percent and 45 percent, respectively.

Of those firms that did apply one or more times, non-M/WBE firms were approved 92 percent of the time followed by Asian American firms 80 percent and nonminority women receiving approval 75 percent of the time. Native American firms reported receiving approval only 36 percent of the time followed by African American firms at 53 percent and Hispanic American firms at 60 percent.

- Of the 23 M/WBE respondents who applied for a business start up loan, 11 (47.8 percent) were denied.
- Of the 58 M/WBE respondents who applied for a operating loan, 21 (36.2 percent) were denied.

Exhibit 8-8 summarizes the participants' responses.

**EXHIBIT 8-8
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
FINANCING BY ETHNICITY**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
How many times have you applied for a commercial bank loan over the past 3 years?																	
0	36	71%	22	76%	54	51%	13	54%	101	65%	228	62%	90	72%	22	69%	519
1	6	12%	2	7%	27	25%	8	33%	31	20%	74	20%	14	11%	0	0%	
2	3	6%	3	10%	9	8%	1	4%	9	6%	26	7%	7	6%	1	3%	
3	4	8%	2	7%	7	7%	0	0%	3	2%	16	4%	1	1%	0	0%	
4	1	2%	0	0%	3	3%	1	4%	1	1%	6	2%	0	0%	0	0%	
5	1	2%	0	0%	2	2%	0	0%	1	1%	4	1%	0	0%	0	0%	
6	0	0%	0	0%	1	1%	0	0%	2	1%	3	1%	0	0%	0	0%	
10	0	0%	0	0%	1	1%	1	4%	2	1%	4	1%	1	1%	0	0%	
12	0	0%	0	0%	1	1%	0	0%	0	0%	1	0%	0	0%	0	0%	
30	0	0%	0	0%	0	0%	0	0%	1	1%	1	0%	1	1%	0	0%	
Don't Know	0	0%	0	0%	1	1%	0	0%	4	3%	5	1%	11	9%	9	28%	
Number of times denied a commercial bank loan over the past 3 years?																	
0	8	53%	8	80%	32	60%	4	36%	39	75%	92	46%	22	92%	1	33%	169
1	3	20%	2	20%	10	19%	5	45%	8	15%	29	15%	1	4%	0	0%	
2	3	20%	0	0%	5	9%	1	9%	3	6%	15	8%	0	0%	1	33%	
3	0	0%	0	0%	2	4%	0	0%	2	4%	7	4%	0	0%	0	0%	
4	1	7%	0	0%	2	4%	0	0%	0	0%	7	4%	0	0%	0	0%	
5	0	0%	0	0%	1	2%	1	9%	0	0%	7	4%	0	0%	0	0%	
10	0	0%	0	0%	1	2%	0	0%	0	0%	11	6%	0	0%	0	0%	
30	0	0%	0	0%	0	0%	0	0%	0	0%	30	15%	1	4%	0	0%	
Don't Know	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	4%	1	33%	

**EXHIBIT 8-8 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
FINANCING
BY ETHNICITY**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
Applied, been approved, or denied for:																	
Business start up loan?																	
Yes	4	25%	0	0%	9	16%	3	23%	6	11%	23	16%	2	6%	1	14%	187
No	12	75%	7	100%	47	84%	10	77%	48	89%	125	84%	32	94%	6	86%	
Approved/Denied?																	
N/A	47	92%	29	100%	97	92%	21	88%	149	96%	345	94%	123	98%	31	97%	519
Approved	0	0%	0	0%	7	7%	2	8%	3	2%	12	3%	2	2%	0	0%	
Denied	4	8%	0	0%	2	2%	1	4%	3	2%	11	3%	0	0%	1	3%	
Why denied?																	
Gender of Owner (G),	0	0%	0	0%	0	0%	0	0%	1	1%	1	0%	0	0%	0	0%	519
Insufficient Business History (IBH),	1	2%	0	0%	1	1%	0	0%	1	1%	4	1%	0	0%	1	3%	
No Response (NR).	1	2%	0	0%	1	1%	1	4%	0	0%	3	1%	0	0%	0	0%	
Other, (O) and Please Specify in the Last Column,	1	2%	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%	
(blank)	48	94%	29	100%	104	98%	23	96%	153	99%	359	98%	125	100%	31	97%	
Operating Capital Loan?																	
Yes	10	63%	4	57%	22	39%	3	23%	18	33%	58	39%	8	24%	1	14%	188
No	6	38%	3	43%	34	61%	10	77%	37	67%	91	61%	26	76%	6	86%	

**EXHIBIT 8-8 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
FINANCING
BY ETHNICITY**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents	
Approved/Denied?																		
N/A	41	80%	25	86%	84	79%	21	88%	137	88%	310	84%	117	94%	31	97%	519	
Approved	7	14%	3	10%	12	11%	2	8%	13	8%	37	10%	7	6%	0	0%		
Denied	3	6%	1	3%	10	9%	1	4%	5	3%	21	6%	1	1%	1	3%		
Why denied?																		
CONFUSION ABOUT PROCESS (C),	0	0%	0	0%	0	0%	0	0%	1	17%	1	18%	0	0%	0	0%	23	
GENDER OF OWNER (G),	0	0%	0	0%	1	10%	0	0%	2	33%	4	36%	0	0%	0	0%		
INSUFFICIENT BUSINESS HISTORY (IBH),	0	0%	0	0%	3	30%	0	0%	1	17%	8	23%	0	0%	1	100%		
NO RESPONSE (NR),	1	33%	1	100%	3	30%	0	0%	1	17%	5	18%	1	100%	0	0%		
OTHER, (O) AND PLEASE SPECIFY IN THE LAST COLUMN,	2	67%	0	0%	2	20%	0	0%	1	17%	4	0%	0	0%	0	0%		
RACE OR ETHNIC ORIGIN (RE),	0	0%	0	0%	1	10%	1	1%	0	0%	0	0%	0	0%	0	0%		
(blank)	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Performance Bond?																		
Yes	3	19%	1	14%	4	7%	2	15%	6	11%	8	12%	2	6%	0	0%	187	
No	13	81%	6	86%	52	93%	11	85%	48	89%	59	88%	32	94%	7	100%		
Approved/Denied?																		
N/A	48	94%	28	97%	103	97%	22	92%	150	97%	354	96%	123	98%	32	100%	519	
Approved	1	2%	1	3%	2	2%	2	8%	3	2%	9	2%	1	1%	0	0%		
Denied	2	4%	0	0%	1	1%	0	0%	2	1%	5	1%	1	1%	0	0%		

**EXHIBIT 8-8 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
FINANCING
BY ETHNICITY**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
Why denied?																	
Gender of Owner (G),	0	0%	0	0%	0	0%	0	0%	1	100%	0	0%	0%	0	0%	0%	3
No Response (NR).	1	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0%	0	0%	0%	
Bid Bond?																	
Yes	3	19%	0	0%	5	9%	2	15%	4	67%	27	28%	50	61%	0	0%	187
No	13	81%	7	100%	51	89%	11	85%	2	33%	71	72%	32	39%	7	100%	
Approved/Denied?																	
N/A	48	94%	29	100%	102	96%	22	92%	151	97%	355	96%	123	98%	32	100%	519
Approved	1	2%	0	0%	3	3%	2	8%	3	2%	9	2%	1	1%	0	0%	
Denied	2	4%	0	0%	1	1%	0	0%	1	1%	4	1%	1	1%	0	0%	
Why denied?																	
Gender of Owner (G),	0	0%	0	0%	0	0%	0	0%	1	100%	1	50%	0	0%	0	0%	3
No Response (NR).	0	0%	0	0%	0	0%	0	0%	0	0%	1	50%	1	100%	0	0%	
Other, (O) and Please Specify in the Last Column,	1	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Equipment Loan?																	
No	0	0%	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	519
No Answer	51	100%	29	100%	105	99%	24	100%	155	100%	367	100%	125	100%	32	100%	

**EXHIBIT 8-8 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
FINANCING
BY ETHNICITY**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
Approved/Denied?																	
N/A	47	92%	27	93%	94	89%	21	88%	143	92%	335	91%	118	94%	32	100%	519
Approved	1	2%	2	7%	12	11%	2	8%	10	6%	27	7%	6	5%	0	0%	
Denied	3	6%	0	0%	0	0%	1	4%	2	1%	6	2%	1	1%	0	0%	
Gender of Owner (G),	0	0%	0	0%	0	0%	0	0%	1	100%	1	14%	0	0%	0	0%	6
No Response (NR).	0	0%	0	0%	0	0%	1	100%	0	0%	2	28%	1	100%	0	0%	
Other, (O) and Please Specify in the Last Column,	2	100%	0	0%	0	0%	0	0%	1	100%	4	57%	0	0%	0	0%	
Commercial Liability Insurance																	
Yes	8	50%	1	14%	17	30%	4	31%	20	36%	50	34%	13	38%	7	100%	188
No	8	50%	6	86%	39	70%	9	69%	35	64%	99	66%	21	62%	0	0%	
N/A	43	84%	28	97%	90	78%	20	83%	137	89%	321	87%	112	90%	31	97%	519
Approved	8	16%	1	3%	16	14%	4	17%	17	11%	46	13%	12	10%	0	0%	
Denied	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	
No	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	3%	

**EXHIBIT 8-8 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
FINANCING
BY ETHNICITY**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
Professional Liability Insurance																	
Yes	6	38%	2	29%	11	20%	2	15%	7	13%	28	19%	14	41%	0	0%	188
No	10	63%	5	71%	45	80%	11	85%	48	87%	121	81%	20	59%	7	100%	
N/A																	
Approved	45	88%	27	93%	96	91%	22	92%	149	96%	342	93%	111	89%	32	100%	519

8.5 Conducting Business with ADOT as a Subcontractor

8.5.1 Survey Results

This section is related to questions pertaining to conducting business with ADOT as a subcontractor.

- When the respondents were asked if they were a DBE, 86 percent of all M/WBE firms answered yes while only 4 percent of non-M/WBE firms answered yes. A further breakdown upon ethnic classifications revealed that the percentage of DBE firms across ethnic categories was fairly uniform with Native Americans interviewees having the lowest amount of DBE certification at 79 percent.
- 261 respondents answered yes when asked if they were registered as a subcontractor with ADOT. The percentages for each ethnic group were fairly consistent at approximately 54 percent for all M/WBE firms and 50 percent for non-M/WBE firms. In comparison, when asked if they had ever served as a subcontractor on an ADOT project, only 10 percent of African Americans answered yes, while 74 percent of non-M/WBEs and 54 percent of nonminority women answered yes.
- Interviewees were asked if they felt there was favoritism toward particular subcontractors when procuring services and products for ADOT projects. Nonminority women answered yes only 53 percent of the time while in comparison Asian Americans answered yes 72 percent of the time. Below are some of the explanations as to how this favoritism is shown.
 - An African American female in the construction industry stated, “I have put in several bids. If they don’t know you, you don’t get the work.”
 - A nonminority woman-owned architecture and engineering firm stated, “ADOT contracts go to the same firms over and over again. ADOT knows these firms and are comfortable with them.”
 - A Native American male in the construction industry stated, “Hard to break into the market in Arizona. It’s the ‘good old boy network.’”
 - A Native American male in the construction industry stated, “Yes, but everyone is more likely to use people whom they have worked with in the past.”
 - An African American male from a specialty trades firm stated, “They use who they always use. If they are suppose to get a minority contractor, they don’t.”
 - A Hispanic American male from a goods and supplies firm stated, “I think they go with who they are familiar with”

- An Asian American male in the architecture and engineering industry stated, “Generally business goes to the same people they have built relationships with”
- An Asian American female in the architecture and engineering industry stated, “Small businesses have no luck”
- A nonminority male in the architecture and engineering industry stated, “If you have worked with them in the past, managers want to see people who work well together”

Exhibit 8-9 shows the telephone survey results for conducting business with ADOT as a subcontractor.

**EXHIBIT 8-9
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
CONDUCTING BUSINESS WITH ADOT AS A SUBCONTRACTOR**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
Company listed as a DBE (disadvantaged) business with the state of Arizona?																	
1 - Yes	47	92%	25	86%	92	87%	19	79%	130	84%	315	86%	5	4%	4	13%	519
2 - No	1	2%	4	14%	13	12%	5	21%	19	12%	43	12%	112	90%	27	84%	
9 - No Response/ Don't Know	3	6%	0	0%	1	1%	0	0%	6	4%	10	3%	8	6%	1	3%	
Registered as a subcontractor with ADOT?																	
Don't Know	9	18%	5	17%	16	15%	2	8%	28	18%	60	16%	19	15%	3	9%	519
No	12	24%	11	38%	28	26%	9	38%	48	31%	109	30%	44	35%	11	34%	
Yes	30	59%	13	45%	62	58%	13	54%	79	51%	199	54%	62	50%	18	56%	
Served as a subcontractor on an ADOT project?																	
Don't Know	0	0	0	0%	3	5%	0	0%	3	4%	6	3%	2	3%	2	12%	284
No	28	90%	8	62%	34	53%	8	62%	34	43%	113	56%	15	23%	6	35%	
Yes	3	10%	5	38%	27	42%	5	38%	43	54%	84	41%	48	74%	9	53%	
How often have you served as a subcontractor on an ADOT project?																	
1 to 10	2	67%	5	100%	15	56%	1	20%	18	44%	42	51%	26	57%	3	38%	136
11 to 25	1	33%	0	0%	7	26%	1	20%	7	17%	16	20%	7	15%	2	25%	
26 to 50	0	0%	0	0%	2	7%	0	0%	7	17%	9	11%	6	13%	1	13%	
51 to 100	0	0%	0	0%	1	4%	1	20%	6	15%	8	10%	2	4%	1	13%	
Over 100	0	0%	0	0%	2	7%	2	40%	3	7%	7	9%	5	11%	1	13%	

**EXHIBIT 8-9 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
CONDUCTING BUSINESS WITH ADOT AS A SUBCONTRACTOR**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents	
Been informed that you were awarded a contract then learned that another subcontractor or prime was performing the work?																		
Yes	3	6%	2	7%	8	8%	1	4%	11	7%	25	7%	4	3%	0	0%	505	
No	48	94%	26	93%	95	92%	22	96%	138	93%	332	93%	115	97%	30	100%		
Firm performed subcontracts with the same prime contractor on both federally funded ADOT and state funded ADOT projects?																		
Yes	4	8%	4	14%	22	21%	7	29%	30	20%	68	19%	42	34%	9	28%	519	
No	47	92%	25	86%	80	75%	16	67%	113	74%	283	78%	71	57%	20	63%		
No Response/ Don't Know	0	0%	0	0%	4	4%	1	4%	9	6%	14	4%	11	9%	3	9%		
Firm performed subcontracts with the same prime contractor on both federally funded ADOT and private sector commercial projects?																		
Yes	5	10%	2	7%	21	20%	4	17%	27	47%	84	32%	115	59%	8	25%	457	
No	46	90%	26	93%	80	76%	17	74%	30	53%	180	68%	80	41%	22	69%		
No Response/ Don't Know	0	0%	0	0%	4	4%	2	9%	0	0%	2	1%	1	1%	2	6%		
Favoritism toward particular subcontractors when procuring services/products for ADOT projects?																		
Yes	32	59%	18	72%	51	51%	10	56%	60	43%	173	53%	67	65%	14	52%	519	
No	12	22%	7	28%	49	49%	8	44%	78	57%	155	47%	36	35%	13	48%		
Rate your experience(s) with the prime contractor (if subcontractor since July 1, 2002).																		
Excellent	5	10%	2	7%	32	30%	8	33%	33	21%	80	22%	25	20%	2	6%	515	
Good	21	41%	16	55%	34	32%	9	38%	70	45%	151	41%	62	50%	19	59%		
Fair	2	4%	4	14%	15	14%	2	8%	8	5%	31	8%	14	11%	1	3%		
Poor	7	14%	1	3%	2	2%	0	0%	3	2%	13	4%	1	1%	0	0%		
No Response/ Don't Know	16	31%	6	21%	23	22%	5	21%	41	26%	93	25%	23	18%	10	31%		

8.6 Subcontracting Experience

8.6.1 Survey Results

MGT included questions in the telephone survey that asked about respondent experiences when subcontracting to other firms on ADOT projects and on jobs in the private sector. Three key issues emerged from these inquiries. Firm representatives were more concerned about instances where bids or quotes were submitted to prime contractors and the potential subcontractor received no response; subcontractors were concerned about feeling pressure to lower bids or quotes; and firms were concerned about payments being delayed. Of the M/WBE interviewees who responded to questions about barriers to doing business, key issues noted were as follows:

- No response to bid or quote (42 percent).
- Pressured to lower bid or quote (31 percent).
- Performed different and less work than specified in the contract (26 percent).
- Payment substantially delayed (38 percent).

Exhibit 8-10 summarizes participants' responses to questions about their experiences as subcontractors.

**EXHIBIT 8-10
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
SUBCONTRACTING EXPERIENCES**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
<i>Provided a bid and/or quote, but the prime contractor and/or consultant never responded</i>																	
Yes	24	47%	12	41%	51	48%	9	38%	59	38%	156	42%	41	8%	8	25%	519
No	19	37%	13	45%	37	35%	9	38%	64	41%	142	39%	54	10%	14	44%	
No Response	8	16%	4	14%	18	17%	6	25%	32	21%	70	19%	27	5%	10	31%	
<i>Was asked to be a front for a non-minority firm</i>																	
Yes	4	8%	2	7%	9	8%	3	13%	12	8%	30	8%	2	2%	4	13%	519
No	41	80%	25	86%	82	77%	15	63%	108	70%	271	74%	95	76%	22	69%	
No Response	6	12%	2	7%	15	14%	6	25%	35	23%	64	17%	28	22%	6	19%	
<i>Pressured to lower quote on a bid</i>																	
Yes	14	27%	9	31%	34	32%	7	29%	51	33%	115	31%	38	30%	10	31%	519
No	30	59%	17	59%	58	55%	12	50%	71	46%	189	51%	60	48%	13	41%	
No Response	7	14%	3	10%	14	13%	5	21%	33	21%	64	17%	27	22%	9	28%	
<i>Was paid less than the negotiated amount in the contract</i>																	
Yes	7	14%	2	7%	18	17%	3	13%	19	12%	49	13%	21	17%	4	13%	519
No	36	71%	25	86%	75	71%	16	67%	102	66%	255	69%	78	62%	19	59%	
No Response	8	16%	2	7%	13	12%	5	21%	34	22%	64	17%	26	21%	9	28%	

**EXHIBIT 8-10 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
SUBCONTRACTING EXPERIENCES**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
<i>Dropped from the project after prime was awarded the contract</i>																	
Yes	4	8%	2	7%	9	8%	3	13%	35	23%	67	18%	15	12%	4	13%	519
No	41	80%	25	86%	82	77%	15	63%	87	56%	231	63%	84	67%	22	69%	
No Response	6	12%	2	7%	15	14%	6	25%	33	21%	70	19%	26	21%	6	19%	
<i>Completed the job and payment was substantially delayed</i>																	
Yes	17	33%	9	31%	39	37%	12	50%	61	39%	139	38%	52	42%	9	28%	519
No	27	53%	19	66%	51	48%	7	29%	64	41%	168	46%	44	35%	13	41%	
No Response	7	14%	1	3%	16	15%	5	21%	30	19%	61	17%	29	23%	10	31%	
<i>Completed the job and never received payment</i>																	
Yes	6	12%	7	24%	17	16%	7	29%	19	12%	56	15%	20	16%	5	16%	519
No	36	71%	20	69%	75	71%	12	50%	109	70%	253	69%	80	64%	18	56%	
No Response	9	18%	2	7%	14	13%	5	21%	27	17%	59	16%	25	20%	9	28%	
<i>Did different and less work than specified in the contract</i>																	
Yes	11	22%	6	21%	28	26%	7	29%	45	29%	97	26%	40	32%	5	16%	519
No	31	61%	20	69%	62	58%	11	46%	81	52%	206	56%	59	47%	17	53%	
No Response	9	18%	3	10%	16	15%	6	25%	29	19%	65	18%	26	21%	10	31%	

**EXHIBIT 8-10 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
SUBCONTRACTING EXPERIENCES**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
<i>Was held to higher standards than other subs on the job.</i>																	
Yes	12	24%	5	17%	20	19%	4	17%	21	14%	62	17%	5	4%	2	6%	519
No	31	61%	22	76%	66	62%	13	54%	99	64%	232	63%	87	70%	20	63%	
No Response	8	16%	2	7%	20	19%	7	29%	35	23%	74	20%	33	26%	10	31%	
<i>Was not paid as specified in the contract or payment schedule</i>																	
Yes	14	27%	2	7%	22	21%	8	33%	30	19%	76	21%	19	15%	1	3%	519
No	28	55%	24	83%	67	63%	11	46%	93	60%	224	61%	75	60%	22	69%	
No Response	9	18%	3	10%	17	16%	5	21%	32	21%	68	18%	31	25%	9	28%	
<i>Untimely release of retainage</i>																	
Yes	11	22%	10	34%	15	14%	6	25%	16	10%	58	16%	21	17%	3	9%	519
No	29	57%	17	59%	71	67%	11	46%	98	63%	227	62%	72	58%	20	63%	
No Response	11	22%	2	7%	20	19%	7	29%	41	26%	83	23%	32	26%	9	28%	

8.6.2 Results from the Focus Group, Interviews, and Public Hearings

Respondents were evenly split as to whether ADOT showed favoritism in the contracting process. Some who responded affirmatively did not consider the favoritism unwarranted; rather, a logical outcome of doing business over time with a firm whose product or service ADOT found to be of high quality. In other cases, the favoritism was perceived to be primarily relationship-based and a strong negative.

Respondents were more emphatic on the issue of favoritism on the part of primes:

- A Hispanic American owner of a construction firm noted that primes will select their subs based on geographical region and previous relationships, and that the lack of DBE goals at the present time facilitates the continuation of unwarranted favoritism.
- A female owner of an engineering firm stated that the subconsultants most often used are firms with former ADOT employees. They are not DBE firms, but are used repeatedly, she said. She suggested that the return of DBE goals could mitigate this situation.

Several firm representatives emphasized that large primes did not wish to use subcontractors at all. This was particularly true in the case of engineering firms. One African American firm owner was told by a large firm's representative that *he* was their competition (they did not use him); while an Asian American owner believed that ADOT's emphasis on using large, out-of-state corporations for many jobs allows those primes to do as they please in hiring or not hiring Arizona subconsultants.

8.7 Discrimination

8.7.1 Survey Results for ADOT Discrimination

The telephone survey included questions about business owner experiences with discrimination directed toward them because of race, ethnicity, or gender. The only discrimination cited was verbal by 14 respondents, 54 percent of respondents to the question. Most firms were of the opinion that discrimination was not a factor in the hindrances noted in the previous sections. Slightly less than one in 16 firms complained of discriminatory experiences while conducting business. Of the firms that did cite discriminatory occurrences, Hispanic Americans and women were more likely to note incidents.

It should be noted that the responses given in this portion of the survey differed from the responses given later in the survey when the question was asked again. Later in the survey, only 4 percent of the total respondents indicated that they had experienced discriminatory behavior from ADOT in the past. In either case, the incidences of discriminatory behavior from ADOT in the past were low.

Exhibit 8-11 summarizes the participants' responses.

**EXHIBIT 8-11
ARIZONA DEPARTMENT OF TRANSPORTATION
ADOT DISCRIMINATION
TELEPHONE SURVEY
BY ETHNICITY**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents	
Discrimination occurrence by ADOT																		
Verbal	0	0%	0	0%	5	56%	1	50%	8	80%	14	54%	2	29%	0	0%	33	
Written	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	14%	0	0%		
Actions	4	100%	1	100%	4	44%	1	50%	2	20%	12	46%	4	57%	0	0%		
Owner's Race or Ethnicity																		
Yes	2	4%	0	0%	6	6%	1	4%	1	1%	10	3%	3	2%	0	0%	519	
No	0	0%	0	0%	1	1%	1	4%	3	2%	5	1%	3	2%	0	0%		
No Answer	49	96%	29	100%	99	93%	22	92%	151	97%	353	96%	119	95%	32	100%		
Owner's Sex																		
Yes	0	0%	0	0%	3	3%	1	4%	8	5%	12	3%	5	4%	0	0%	519	
No	1	2%	0	0%	3	3%	1	4%	1	1%	6	2%	1	1%	0	0%		
No Answer	50	98%	29	100%	100	94%	22	92%	146	94%	350	95%	119	95%	32	100%		
Time in Business																		
Yes	1	2%	0	0%	1	1%	0	0%	0	0%	2	1%	2	2%	0	0%	519	
No	1	2%	0	0%	2	2%	1	4%	4	3%	8	2%	5	4%	0	0%		
No Answer	49	96%	29	100%	103	97%	23	96%	151	97%	358	97%	118	94%	32	100%		
Before-Contract																		
Yes	2	4%	0	0%	6	6%	1	4%	7	5%	16	4%	5	4%	0	0%	519	
No	2	4%	0	0%	0	0%	1	4%	2	1%	5	1%	2	2%	0	0%		
No Answer	47	92%	29	100%	100	94%	22	92%	146	94%	347	94%	118	94%	32	100%		

**EXHIBIT 8-11 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
ADOT DISCRIMINATION
TELEPHONE SURVEY
BY ETHNICITY**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents	
After Contract Award																		
Yes	2	4%	1	3%	2	2%	1	4%	3	2%	9	2%	2	2%	0	0%	519	
No	0	0%	0	0%	2	2%	0	0%	3	2%	5	1%	4	3%	0	0%		
No Answer	49	96%	28	97%	102	96%	23	96%	148	95%	353	96%	119	95%	32	100%		
Discrimination occurrence by ADOT																		
Verbal	1	100%	0	0%	0	0%	0	0%	2	50%	3	38%	1	50%	0	0%	10	
Written	0	0%	1	100%	1	50%	0	0%	1	25%	3	38%	0	0%	0	0%		
Actions	0	0%	0	0%	1	50%	0	0%	1	25%	2	25%	1	50%	0	0%		
Owner's Race or Ethnicity																		
Yes	1	2%	0	0%	1	1%	0	0%	0	0%	2	1%	0	0%	0	0%	519	
No	0	0%	0	0%	0	0%	0	0%	2	1%	2	1%	1	1%	0	0%		
No Answer	50	98%	29	100%	105	99%	24	100%	153	99%	364	99%	124	99%	32	100%		
Owner's Sex																		
Yes	0	0%	0	0%	1	1%	0	0%	4	3%	5	12%	1	1%	0	0%	519	
No Answer	51	100%	29	100%	105	99%	24	100%	151	97%	36	88%	124	99%	32	100%		
Time in Business																		
Yes	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	519	
No	0	0%	0	0%	0	0%	0	0%	3	2%	3	1%	1	1%	0	0%		
No Answer	51	100%	29	100%	106	100%	24	100%	152	98%	365	99%	123	98%	32	100%		

**EXHIBIT 8-11 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
ADOT DISCRIMINATION
TELEPHONE SURVEY
BY ETHNICITY**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents	
Before-Contract																		
Yes	1	2%	0	0%	1	1%	0	0%	2	1%	4	1%	2	2%	0	0%	519	
No	0	0%	0	0%	0	0%	0	0%	2	1%	2	1%	0	0%	0	0%		
No Answer	50	98%	29	100%	105	99%	24	100%	151	97%	362	98%	123	98%	32	100%		
After Contract Award																		
Yes	0	0%	1	3%	0	0%	0	0%	1	1%	2	1%	1	1%	0	0%	519	
No	0	0%	0	0%	0	0%	0	0%	2	1%	2	1%	0	0%	0	0%		
No Answer	51	100%	28	97%	106	100%	24	100%	152	98%	364	99%	124	99%	32	100%		
Discrimination occurrence by ADOT																		
Verbal	0	0%	1	100%	0	0%	0	0%	0	0%	1	50%	0	0%	0	0%	2	
Actions	0	0%	0	0%	1	100%	0	0%	0	0%	1	50%	0	0%	0	0%		
Owner's Race or Ethnicity																		
Yes	0	0%	0	0%	1	1%	0	0%	0	0%	1	0%	0	0%	0	0%	519	
No Answer	51	100%	29	100%	105	99%	24	100%	155	100%	367	100%	125	100%	32	100%		
Owner's Sex																		
Yes	0	0%	0	0%	1	1%	0	0%	0	0%	1	0%	0	0%	0	0%	519	
No Answer	51	100%	29	100%	105	99%	24	100%	155	100%	367	100%	125	100%	32	100%		
Time in Business																		
	51	100%	29	100%	106	100%	24	100%	155	100%	367	100%	125	100%	32	100%	519	

EXHIBIT 8-11 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
ADOT DISCRIMINATION
TELEPHONE SURVEY
BY ETHNICITY

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents	
Before Contract Award																		
Yes	0	0%	0	0%	1	1%	0	0%	0	0%	1	0%	0	0%	0	0%	519	
No Answer	51	100%	29	100%	105	99%	24	100%	155	100%	367	100%	125	100%	32	100%		
Yes	0	0%	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	519	
No Answer	51	100%	28	97%	106	100%	24	100%	155	100%	367	100%	125	100%	32	100%		

8.7.2 Discrimination in the Private Sector: Survey Results

Questions in this section are related to instances of discrimination in the Private Sector. Respondents were asked if they have experienced discriminatory behavior from the private sector in the past.

African American firms answered yes to this question 47 percent of the time. In comparison, nonminority males answered yes only 14 percent of the time. All other ethnic groups answered yes between 28 and 32 percent of the time.

Exhibit 8-12 outlines the responses.

**EXHIBIT 8-12
ARIZONA DEPARTMENT OF TRANSPORTATION
DISCRIMINATION IN THE PRIVATE SECTOR**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents	
Have you experienced discriminatory behavior from the private sector in the past?																		
Don't Know	3	6%	4	14%	11	10%	2	8%	12	8%	32	9%	4	3%	0	0%	519	
No	24	47%	17	59%	61	58%	14	58%	93	60%	212	58%	104	83%	28	88%		
Yes	24	47%	8	28%	34	32%	8	33%	50	32%	124	34%	17	14%	4	13%		
If yes, how was the discrimination expressed to you?																		
Verbal	6	29%	1	14%	15	50%	4	50%	26	58%	52	47%	12	75%	2	50%	131	
Written	0	0%	1	14%	0	0%	0	0%	0	0%	1	1%	1	6%	0	0%		
Action against company	15	71%	5	71%	15	50%	4	50%	19	42%	58	52%	3	19%	2	50%		
Do you feel that the discrimination was due to:																		
Owner's race or ethnicity	13	65%	5	71%	24	77%	6	75%	4	9%	52	47%	8	62%	1	33%	127	
Owner's sex	2	10%	0	0%	4	13%	1	13%	37	82%	44	40%	3	23%	1	33%		
Time in business	5	25%	2	29%	3	10%	1	13%	4	9%	15	14%	2	15%	1	33%		
When did the discrimination occur?																		
During bidding process	10	36%	2	29%	12	35%	5	63%	19	40%	48	40%	8	47%	1	25%	141	
After contract awarded	4	14%	2	29%	9	26%	2	25%	6	13%	23	19%	4	24%	0	0%		
No Answer	10	36%	3	43%	13	38%	1	13%	22	47%	49	41%	5	29%	3	75%		
What action did you take?																		
Filed a complaint	3	13%	1	13%	5	15%	0	0%	2	4%	11	9%	2	12%	0	0%	142	
No action taken	21	88%	7	88%	29	85%	8	100%	45	96%	110	91%	15	88%	4	100%		

8.7.3 Results from the Focus Group, Interviews, and Public Hearings

Most respondents did not believe that they had experienced discrimination directly from ADOT. Anecdotal responses to the discrimination question focused on other public agencies and the private sector, including ADOT contractors. Blatant comments were rare, but included incidents like the following:

- The female owner of an engineering firm was told by a prime contractor on the Valley Metro light rail project that the task he'd picked for her was "so simple a monkey could do it." Other public officials (not ADOT) have spoken to her as though she is stupid when she called seeking work. They asked her whether she was a real estate agent; when she told them she is an engineer, they continued to talk down to her. When some private sector representatives called her firm, they asked to speak with one of her "guys;" then hung up when she told them that she could help them.
- A representative of a Hispanic American owned construction firm inquired from a winning prime why his firm was not selected to subcontract on a job. The prime's representative asked the firm's representative what the surname of the owner was. When the surname was given, the prime responded, "That's the reason." No action was taken by the potential subcontractor due to concern over retaliation.
- A Native American professional services firm owner stated that she was approached by a group of non-minority women asking her to do some work for them. Her firm performed the work, but was never paid. The owner decided to take no action due to the high profile of the women in the municipality.
- A woman-owned janitorial firm stated "it was absolutely discrimination and he let me know in so many words that that was – you know, that's the way that we do it: "We have chosen who we are going to use and we don't care that you wanted it." "Can you tell me any specific thing that kept us from getting this? We obviously want it, and we have everything filled out appropriately. Is there something that is not appropriate in the bid?" "No, we just want to choose someone else." So I feel that we have been discriminated against, roughly discriminated against in that particular instance."

In only one case was a formal complaint filed, by a Hispanic American owned construction firm over discrimination from the private sector. The firm's representative did not elaborate on the discrimination incident, but stated that the perceived reason was the owner's race/ethnicity.

The one nonminority male-owned firm interviewed did not perceive a reverse discrimination scenario based on DBE certification of other firms. That firm had previously participated in the DBE program as a nonminority woman-owned business before a recent change in ownership.

- At one public hearing, a minority vendor stated: "I can tell you about a discussion I witnessed as a sub, but it didn't particularly affect my firm, but this was a woman-owned firm, who at this point in time, was doing some curb and gutter work on an ADOT project and there were some issues, and from a

quality control perspective because my firm was doing the testing, there were no issues of quality or performance on the part of the woman-owned business, but there was some other issues that I don't remember what the issue was, but the general contractor made a comment to the ADOT representative, "Well, that's your minority business community, but you're telling us we've got to use them," which I thought was very inappropriate at that meeting. So yeah, I have heard, that's the one that comes to mind on a direct basis. There is no race-neutral. If there were, we wouldn't be here today. If people were doing business with each other in the community like it should be, we wouldn't be here talking."

- At a public hearing, a minority professional services vendor stated that: "As I went through the specifications, they specifically stated that there would be no MBE, MB-nothing. Nothing would be considered. So for a person like myself and others, we take that as, "Go away. Don't even apply. Why are you here? We are not going to give you any consideration whatsoever." So what I did, instead of responding to it, I sent a letter of protest saying I'm not going to respond because of these specific reasons. That was last year in January. They still haven't responded to me. They didn't say I can't, we got your letter -- nothing."
- A minority vendor at the Tucson public hearing stated that, "...we have to really fight in the private sector to get some business and stay profitable in the company."

8.7.4 Informal Networks: Survey Results

Questions in this section addressed informal networks in Arizona as well as exclusion from this network.

- When respondents were asked if they felt there was an informal network of prime and subcontractors that have excluded their company from doing business on state of Arizona private sector commercial projects, 65 percent of Non-M/WBE firms said they either disagreed or strongly disagreed with this statement followed by nonminority women (52 percent) and Native Americans (51 percent). In comparison, 34 percent of the African American firms responded that they either strongly agree or agree with this statement, and 26 percent of Hispanic American firms also answered strongly agree or agree.
- Comparatively, when asked the question, "Is there an Informal Network of prime and subcontractors in Arizona?" the incidence of either strongly agreeing or agreeing was much higher. African Americans and nonminority women answered strongly agree or agree (63 percent) and (61 percent) respectively, followed by Hispanic Americans (59 percent), Native Americans (54 percent), non-M/WBE at (46 percent), and Asian Americans (45 percent).
- When asked if exclusion from this network has kept their company from bidding or has interfered with their ability to contract in the public/private sector, 49 percent of the African American respondents to this question either strongly agreed or agreed with this question. All other respondents were in the

mid 30 percent range with the exception of non-M/WBE firms that answered strongly agree or agree 21 percent of the time.

Exhibit 8-13 summarizes the responses.

**EXHIBIT 8-13
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
INFORMAL NETWORKS**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents	
<i>There is an informal network of prime and subcontractors that has excluded my company from doing business on State of Arizona private sector commercial projects</i>																		
1 Strongly Agree	8	16%	2	7%	12	11%	2	8%	5	3%	29	8%	8	6%	1	3%	519	
2 Agree	9	18%	4	14%	16	15%	3	13%	23	15%	56	15%	8	6%	1	3%		
3 Neither Agree or Disagree	2	4%	3	10%	7	7%	0	0%	10	6%	22	6%	6	5%	1	3%		
4 Disagree	16	31%	12	41%	39	37%	9	38%	60	39%	137	37%	66	53%	14	44%		
5 Strongly Disagree	2	4%	2	7%	10	9%	3	13%	20	13%	37	10%	15	12%	7	22%		
9 No Answer/Don't Know	14	27%	6	21%	22	21%	7	29%	37	24%	87	24%	22	18%	8	25%		
<i>There is an informal network of prime and subcontractors in Arizona</i>																		
1 Strongly Agree	12	24%	5	17%	21	20%	5	21%	26	17%	69	19%	15	12%	2	6%	519	
2 Agree	20	39%	8	28%	41	39%	8	33%	64	41%	143	39%	43	34%	12	38%		
3 Neither Agree or Disagree	3	6%	3	10%	5	5%	0	0%	8	5%	19	5%	4	3%	3	9%		
4 Disagree	2	4%	4	14%	10	9%	3	13%	13	8%	32	9%	26	21%	6	19%		
5 Strongly Disagree		0%	2	7%	5	5%	1	4%	5	3%	13	4%	7	6%	3	9%		
9 No Answer/Don't Know	14	27%	7	24%	24	23%	7	29%	39	25%	92	25%	30	24%	6	19%		
<i>From July 1, 2002 to the present our company experienced discrimination due to the race, ethnicity, or gender of our company's owners?</i>																		
1 Yes very often	5	10%	1	3%	4	4%	0	0%	5	3%	15	4%	2	2%	0	0%	519	
2 Yes, sometimes	11	22%	4	14%	18	17%	5	21%	16	10%	54	15%	5	4%	0	0%		
3 Yes, but seldom	3	6%	3	10%	7	7%	1	4%	11	7%	26	7%	4	3%	1	3%		
4 Never	22	43%	19	66%	53	50%	13	54%	108	70%	217	59%	103	82%	27	84%		
9 No response	10	20%	2	7%	24	23%	5	21%	15	10%	56	15%	11	9%	4	13%		

**EXHIBIT 8-13 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
INFORMAL NETWORKS**

Demographics	African American		Asian American		Hispanic American		Native American		Nonminority Women		Total M/WBE		Non-M/WBE		No Response		Total Respondents
<i>Exclusion from this network has kept my company from bidding or has interfered with our ability to contract in the public (government) or private sector.</i>																	
1 Strongly Agree	7	14%	4	14%	12	11%	2	8%	15	10%	40	11%	5	4%	0	0%	519
2 Agree	18	35%	6	21%	25	24%	0	0%	32	21%	82	22%	17	14%	5	0%	
3 Neither Agree or Disagree	4	8%	2	7%	4	4%	0	0%	7	5%	17	5%	6	5%	0	16%	
4 Disagree	14	27%	10	34%	36	34%	12	50%	54	35%	127	35%	56	45%	16	0%	
5 Strongly Disagree		0%	1	3%	6	6%	2	8%	9	6%	18	5%	13	10%	4	50%	
9 No Answer/Don't Know	8	16%	6	21%	23	22%	8	33%	38	25%	84	23%	28	22%	7	13%	
<i>Although exclusion from this informal network adversely affects a majority of small businesses, the adverse impact is probably felt the greatest among women and minority owned business.</i>																	
1 Strongly Agree	10	20%	5	17%	9	8%	2	8%	16	10%	42	11%	3	2%	0	0%	519
2 Agree	27	53%	7	24%	32	30%	4	17%	39	25%	109	30%	12	10%	1	3%	
3 Neither Agree or Disagree	2	4%	3	10%	10	9%	1	4%	17	11%	34	9%	10	8%	4	13%	
4 Disagree	3	6%	6	21%	23	22%	7	29%	30	19%	71	19%	46	37%	12	38%	
5 Strongly Disagree	0	0%	1	3%	3	3%	3	13%	1	1%	8	2%	10	8%	5	16%	
9 No Answer/Don't Know	9	18%	7	24%	29	27%	7	29%	52	34%	104	28%	44	35%	10	31%	
<i>Double standards in qualifications and performance make it more difficult for minority and women owned businesses to win bids and contracts. (Q38)</i>																	
1 Strongly Agree	10	20%	5	17%	9	8%	3	13%	11	7%	38	10%	1	1%	1	3%	519
2 Agree	16	31%	5	17%	35	33%	6	25%	40	26%	103	28%	12	10%	2	6%	
3 Neither Agree or Disagree	7	14%	3	10%	6	6%	1	4%	23	15%	40	11%	7	6%	4	13%	
4 Disagree	10	20%	12	41%	29	27%	8	33%	47	30%	108	29%	55	44%	13	41%	
5 Strongly Disagree	1	2%	2	7%	13	12%	2	8%	12	8%	30	8%	16	13%	6	19%	
9 No Answer/Don't Know	7	14%	2	7%	14	13%	4	17%	22	14%	49	13%	34	27%	6	19%	

**EXHIBIT 8-13 (Continued)
ARIZONA DEPARTMENT OF TRANSPORTATION
TELEPHONE SURVEY
INFORMAL NETWORKS**

Demographics	African American		Asian American		Hispanic American		Native American		Non Minority Women		Total M/WBE		Non M/WBE (non minority males)		No Response		Total Respondents
<i>Sometimes, a prime contractor will include a minority or woman subcontractor</i>																	
1 Strongly Agree	9	18%	2	7%	10	9%	3	13%	20	13%	45	12%	6	5%	3	9%	519
2 Agree	19	37%	8	28%	23	22%	8	33%	28	18%	87	24%	10	8%	1	3%	
3 Neither Agree or Disagree	2	4%	2	7%	7	7%	1	4%	22	14%	34	9%	9	7%	4	13%	
4 Disagree	5	10%	6	21%	25	24%	1	4%	27	17%	64	17%	28	22%	8	25%	
5 Strongly Disagree	0	0%	1	3%	12	11%	4	17%	7	5%	24	7%	16	13%	6	19%	
9 No Answer/Don't Know	16	31%	10	34%	29	27%	7	29%	51	33%	114	31%	56	45%	10	31%	
<i>Women owned businesses as viewed by the general public</i>																	
1 Strongly Agree	15	29%	3	10%	16	15%	2	8%	15	10%	51	14%	4	3%	1	3%	519
2 Agree	24	47%	11	38%	40	38%	12	50%	56	36%	144	39%	24	19%	3	9%	
3 Neither Agree or Disagree	2	4%	5	17%	7	7%	1	4%	12	8%	28	8%	7	6%	3	9%	
4 Disagree	6	12%	8	28%	24	23%	4	17%	40	26%	83	23%	49	39%	16	50%	
5 Strongly Disagree	1	2%	1	3%	10	9%	1	4%	13	8%	26	7%	17	14%	7	22%	
9 No Answer/Don't Know	3	6%	1	3%	9	8%	4	17%	19	12%	36	10%	24	19%	2	6%	
<i>Change bidding procedures</i>																	
1 Strongly Agree	17	33%	4	14%	19	18%	5	21%	29	19%	74	20%	11	9%	2	6%	519
2 Agree	15	29%	10	34%	36	34%	8	33%	35	23%	105	29%	38	30%	6	19%	
3 Neither Agree or Disagree	2	4%	3	10%	5	5%	0	0%	8	5%	19	5%	7	6%	4	13%	
4 Disagree	4	8%	3	10%	12	11%	3	13%	15	10%	37	10%	18	14%	8	25%	
5 Strongly Disagree		0%	1	3%	4	4%	0	0%	2	1%	7	2%	5	4%	1	3%	
9 No Answer/Don't Know	13	25%	8	28%	30	28%	8	33%	66	43%	126	34%	46	37%	11	34%	

8.8 DBE Program

8.8.1 Results from the Focus Group, Interviews, and Public Hearings

Of the 50 firms interviewed, 26, or 52 percent, believed that prime contractors and consultants would not use minority and woman-owned firms if they were not required to. Of the 32 percent who believed that DBE firms would be used by prime contractors in absence of a requirement, several stated that the firms would be used less.

- A representative of an M/W/DBE firm who did not believe that primes would use minority and woman-owned business if not required to noted that the primes who have contacted his firm in the past are the ones who take DBE goals seriously.
- An M/W/DBE professional services firm owner argued that while DBE firms can perform in excess of the previous goal requirement of work as a subcontractor, primes typically allot only the DBE quota to such firms, and no more. Had they seen a firm and not a goal, she argued, they would have given more work to the minority- or woman-owned firm. The fact that the firm received any work at all was due to the goal.
- A representative of an M/W/DBE-owned computer firm believed that in the computer industry, quality of work is the prime criterion upon which decisions are made. He believed that minority- and woman-owned firms would continue to receive work in the absence of DBE goals.
- A Native American owner of a promotional products firm said that some primes would use minority- and woman-owned businesses in the absence of goals; most would not.
- A Native American owner of a construction firm stated that primes would not use minority or woman-owned businesses if there were no DBE goals unless the firm was already established and known. He also mentioned, elsewhere in the interview, that the DBE program had helped his firm gain visibility among primes to get the critical first opportunity. Since that time, he stated, his firm has succeeded based upon its reputation for quality work. He concluded that the DBE program was working the way it was supposed to.
- At a public hearing, a minority engineering firm stated that: “My particular concern at this point, besides the low percentages that ADOT general contractors normally do, I can take you back to years when they were only doing 2, 2.5 percent, and we have large meetings and disagreements and arguments trying to get it up to 6 percent with the City of Phoenix and saw that other agencies, utilizing the same contractors, were going to 11, 12, 13 percent utilization, and yet, the ADOT contractors were down below 5.”
- At a public hearing a minority vendor stated that: “I have received invitations to bid and following up with those invitations, I took the opportunity to visit a contractor and said, “Okay, I got this invitation on this project that you’re doing. Okay, what is it that you do?” “We do concrete, but we do our own concrete.”

“Good. “So I’m saying if you do your own concrete and you’re sending me this invitation, why am I getting it, or do you not ever have the opportunity to outsource some of that work, even though you do the concrete work because I do work for other firms that do the same thing we do that, you know, I have the opportunity there. Basically, the individual that I talked to said my opportunities there were limited to none, and I find it disturbing that contractors would send out invitations to minority firms saying that they are soliciting for the sake of the goal, okay, which, again, going back to what [the previous speaker] said is way low.”

- One minority vendor at the Tucson hearing noted with regard to the ending of goals “It’s ironic that just in the last year and a half or two years that we have not had a single ADOT project since the goals were taken away from the state because of the lawsuit in Washington State -- and I can understand that -- but to have some of the experiences that we’ve had in the last --just in the last year has great testimonies to what I have to say about it. One of them has to do with the ADOT project on I-10. I-10, the one here in Tucson. On that particular project, there was three bidders, general contractor that were bidding on it. And we gave two of the general contractors a bid 1 of \$12,600,000. We gave another contractor a bid of \$500,000 or \$12 million, which we gave him a break of \$600,000 on that project. We found that, after the fact, that the subcontractor that was second lowest bidder, his bid was \$14 million compared to our \$12,600,000. Well, 10 and behold, ten minutes before bid time, the one contractor that we gave the price of \$12,600,000 said that ten minutes before bid time, they got a bid for \$12,500,000. The third bidder that we gave that \$12 million price to, they didn’t put the number out. So they would have used us if they would have been the low bidder. So that just goes to show you that there’s a lot of that going on. Because we are a minority, I believe that’s what it was. As you can see, that’s exactly what happened because the general contractor told us -- the one that had the \$12 million bid from us -- didn’t get a last minute Another project that was just here recently, that’s the one over here on Oracle Road, the three other contractors that we bid, besides the low bidder, they told us we were the low bidders, but when they awarded the project, the general contractor told us we weren’t low.”
- Another Asian American-owned professional services firm commented at the public hearing that, “ADOT used to have professional services, and again the point having the DBE doing 10 percent of the work with the Prime, and we have received a few subcontracts as a DBE sub, but since the last two year, I believe, or maybe three, that DBE point has been canceled. So there’s no DB program, as far as I know, at ADOT. And that has hurt us for getting any subcontracting work with ADOT. When we talked to the Prime, they said they don’t need for DBE anymore, so we can do whatever we want to do. So that has affected our business.”

Other Survey Comments

At the completion of the survey, interviewees were asked if they had any additional comments or if there was something that they felt were not covered. Two hundred and one interviewees responded to that question. Below is a sampling of some of the responses.

- A representative from a Hispanic American firm stated, “I bid like crazy. No one ever hires us. Very discouraging.”
- A representative from a Hispanic American firm stated, “Requirements for DBE’s since early 2005 has dramatically dropped. Having no requirement means less or no work for DBE’s since the new law was passed.”
- A representative from a Hispanic American firm stated, “I have not gotten notifications of bids from ADOT. How can we know more about the bids and opportunities? Is there a class we can attend?”
- A representative from a nonminority firm stated, “If ADOT is really trying to get minorities involved, they must be more aggressive in pursuing advertising to the small businesses.”
- A representative from a Hispanic American firm stated, “Working hard is the way to success. Having a minority last name is a little difficult, but if hard work is provided then I will succeed.”
- A representative from a nonminority firm stated, “There is no advantage to being a woman owned or not! Do good jobs and get good jobs.”
- A representative from a nonminority firm stated, “ADOT has a great certification program. They have helped my company grow as a whole.”
- A representative from a Hispanic American firm stated, “If you took my name and my color away, my 20 years experience and Masters Degree would probably shine.”
- A representative from a nonminority firm stated, “From the sound of these questions someone does not understand that just because you are a DBE does not mean that you are qualified. There is a need for an extensive amount of experience before you should be allowed to do the work the State is requiring us to hire DBE’s for.”
- A representative from an Asian American firm stated, “I feel all opportunities are pretty much fair. Sometimes I will get a job because I am a DBE, sometimes I won’t.”
- A representative from an African American firm stated, “Big companies don’t give us the work and when they finally do, they try to break you. Sometimes they don’t pay on time and other things. They don’t do right by the minorities.”

- A representative from a Native American firm stated, “ADOT needs to give out more contracts.”
- A representative from an African American firm stated, “I see ADOT being the most active in the certification help. They give more opportunities to us and they connect well.”
- A representative from a nonminority firm stated, “I think the process should be unbundled. Small businesses have no opportunities. More information should be available.”
- A representative from a nonminority firm stated, “It is difficult doing work with ADOT. Timing and responses are very poor. They change their decisions after already agreed with it. I have not had a great experience doing business with ADOT.”
- A representative from a Native American firm stated, “It’s hard to break into the good old boy system that has been established in Arizona.”
- A representative from a Hispanic American firm stated, “I think that getting in the front door is a big barrier. I’ve been working with minority firms for more than 20 years and we have come a long way, but discrimination still exists and requirements should be in play.”
- A representative from a nonminority firm stated, “Love working with ADOT.”
- A representative from an African American firm stated, “More business networks need to be performed and utilized.”
- A representative from a nonminority firm stated, “I feel that minorities don’t get a fair shot on job opportunities.”
- A representative from a Hispanic American firm stated, “Make it easier for people to sign up to be a vendor for ADOT. It can be a headache. Not all minorities understand what to do to become a vendor. Maybe ADOT should hold a class in the language of the minority.”
- A representative from a nonminority firm stated, “If you do good work, you get good jobs.”

8.9 Conclusions

There is not a large number of specific incidents of discrimination by ADOT reported in the anecdotal testimony. While this chapter reports negative comments, most vendors did want the DBE program to stay in place. Most M/WBE vendors were skeptical of their ability to secure subcontracting work in the absence of programmatic incentives. There was greater concern about discrimination in the private sector than from ADOT.

9.0 FINDINGS AND RECOMMENDATIONS

9.0 FINDINGS AND RECOMMENDATIONS

In July 2007, MGT of America, Inc. (MGT), was retained to conduct a Disadvantaged Business Enterprise (DBE) Disparity Study for the Arizona Department of Transportation (ADOT). The study consisted of fact-finding to determine whether existing ADOT efforts had eliminated active and passive discrimination; analysis of ADOT procurement trends and practices for the study period from July 1, 2001, through June 30, 2007, in the relevant market of the state of Arizona; and evaluation of various options for future program development.

The purpose of this study is to determine if there are disparities in procurement related to the race, ethnicity, or gender of businesses utilized by ADOT—and if any disparities were found, to present evidence on various factors that might account for them.

The results of this study and conclusions drawn are presented in detail in **Chapters 2.0** through **8.0** of this report. The study reported utilization and availability data for certified DBEs and minority and women business enterprises (M/WBEs) that were not certified DBEs. MGT found that M/WBEs as a whole were substantially underutilized as prime contractors in construction, architecture & engineering, professional services, other services, and goods and supplies. African American-, Hispanic American-, and Asian American-owned firms were under-utilized as construction subcontractors.

The following sections summarize each of the study's findings, which are followed by related major recommendations. Commendations are also noted in those instances in which ADOT already has procedures, programs, and policies in place that respond to findings. Selected best practices are presented at the end of this chapter. These best practices expand on recommendations indicated with an asterisk (*).

9.1 Findings and Recommendations for Prime Contracting

Findings for Prime Contracting

FINDING 9-1: DBE Prime Utilization and Availability

The dollar value of M/WBE prime utilization in the relevant market by ADOT is shown in **Exhibit 9-1**. Over the current study period (July 1, 2001, through June 30, 2007) in the relevant market, the following took place:

- Seven M/WBEs won 27 prime construction contracts for \$31.3 million on ADOT projects (1.28 percent of the total).
- Eighteen M/WBEs won 65 prime architecture and engineering (A&E) contracts for \$36.5 million on ADOT projects (14.15 percent of the total).
- Fourteen M/WBEs won 16 prime professional services contracts for \$4.3 million on ADOT projects (7.62 percent of the total).

- Two M/WBEs won 6 other services contracts for \$913,199 on ADOT projects (2.80 percent of the total).
- Three M/WBEs won 3 goods and supplies contracts for \$1.08 million on ADOT projects (1.96 percent of the total).

**EXHIBIT 9-1
ARIZONA DEPARTMENT OF TRANSPORTATION
SUMMARY OF UTILIZATION BY BUSINESS CATEGORY**

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Prime Contractors	\$0	\$0	\$0	\$0	\$31,326,519	\$31,326,519
Architecture and Engineering Primes	\$250,000	\$7,684,706	\$26,892,496	\$993,540	\$742,999	\$36,563,741
Professional Services	\$41,967	\$2,329,938	\$42,156	\$0	\$1,915,487	\$4,329,548.00
Other Services	\$0	\$44,166	\$0	\$0	\$869,033	\$913,199.00
Goods and Supplies Vendors	\$0	\$0	\$0	\$0	\$1,082,433	\$1,082,433

Source: **Chapter 4.0**, Analysis Results.

**EXHIBIT 9-2
ARIZONA DEPARTMENT OF TRANSPORTATION
PERCENTAGE UTILIZATION
BY BUSINESS CATEGORY**

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Prime Contractors	0%	0%	0%	0%	1.28%	1.28%
Architecture and Engineering Primes	.10%	2.97%	10.41%	.38%	.29%	14.15%
Professional Services	.07%	4.10%	.07%	0%	3.37%	7.61%
Other Services	0%	.14%	0%	0%	2.67%	2.81%
Goods and Supplies Vendors	0%	0%	0%	0%	1.96%	1.96%

Source: **Chapter 4.0**, Analysis Results.

M/WBEs constituted between 7 and 23.5 percent of bidders and vendors, depending on the procurement category. M/WBE prime bidder and vendor availability is shown in **Exhibit 9-3**.

**EXHIBIT 9-3
ARIZONA DEPARTMENT OF TRANSPORTATION
SUMMARY OF MINORITY AVAILABILITY
BY BUSINESS CATEGORY**

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Prime Bidders	.45%	4.73%	.19%	.77%	4.41%	10.55%
Architecture and Engineering Primes Vendors	1.46%	4.85%	6.55%	1.46%	9.22%	23.54%
Professional Services Vendors	1.90%	2.22%	1.27%	.63%	7.30%	13.32%
Other Services Vendors	1.90%	3.79%	.95%	.47%	8.06%	15.17%
Goods and Supplies Vendors	.37%	2.60%	.37%	1.12%	2.60%	7.06%

Source: **Chapter 4.0**, Analysis Results.

FINDING 9-2: Disparity in M/WBE Prime Utilization

As shown in **Exhibit 9-4**, substantial disparity for prime contracting existed for the following underutilized M/WBE groups:

**EXHIBIT 9-4
ARIZONA DEPARTMENT OF TRANSPORTATION
SUMMARY OF M/WBE UNDERUTILIZATION
JULY 1, 2001, THROUGH JUNE 30, 2007**

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Primes	Yes	Yes	Yes	Yes	Yes
Architecture and Engineering Primes	Yes	Yes	No	Yes	Yes
Professional Services	Yes	No	Yes	Yes	Yes
Other Services	Yes	Yes	Yes	Yes	Yes
Goods and Supplies	Yes	Yes	Yes	Yes	Yes

Source: **Chapter 5.0**, Analysis Results.

FINDING 9-3: Anecdotal Comments

Of the M/WBE respondents who responded to our questions about barriers to doing business, key issues noted were as follows:

- Size of contracts (23 percent).
- Limited information received on pending projects (28 percent).
- Time allotted to prepare bids and quotes (23 percent).
- Expenses associated with bid preparation (24 percent).
- Pre-qualification requirements (17 percent).

The areas where there was the biggest gap in the percentage of M/WBEs expressing concern and non-M/WBEs, was limited information received on pending projects (10 percent difference), performance bond requirements (12 percent difference), bid bond

requirements (9 percent difference) and financing (10 percent difference). Few firms attributed their negative experiences to discrimination by ADOT.

9.2 Findings for Subcontracting

FINDING 9-4: M/WBE Subcontractor Utilization and Availability

The dollar value of M/WBE subcontractor utilization on federally subsidized contracts in the relevant market by ADOT is shown in **Exhibit 9-5**. Data on A&E subcontracting was limited. Over the current study period in the relevant market, the following took place:

- One hundred and five M/WBE construction subcontractors won 1,236 construction subcontracts for \$191.6 million on ADOT projects (23.9 percent of the total). Certified DBEs averaged 8.34 percent of construction subcontracts on federally subsidized projects.
- Six M/WBEs won 9 A&E subcontracts for \$1.1 million on ADOT projects (44.9 percent of total A&E subcontracts).

**EXHIBIT 9-5
ARIZONA DEPARTMENT OF TRANSPORTATION
SUMMARY OF UTILIZATION
BY BUSINESS CATEGORY**

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Subcontractors	\$237,160	\$37,349,960	\$2,243.00	\$53,645,00	\$100,422,258	\$138,065,2679
Percent	.03%	4.66%	0%	6.69%	12.52%	23.90%
Architecture and Engineering Subconsultants	\$0	\$337,916	\$531,443	\$170,410	\$74,114	\$1,113,883
Percent	0%	13.48%	21.20%	6.80%	2.96%	44.44%

Source: **Chapter 4.0**, Analysis Results.

M/WBEs constituted 15.6 percent of construction subcontractors and 27 percent of A&E subcontractors. M/WBE subcontractor vendor availability is shown in **Exhibit 9-6** below.

**EXHIBIT 9-6
ARIZONA DEPARTMENT OF TRANSPORTATION
SUMMARY OF MINORITY AVAILABILITY
BY BUSINESS CATEGORY**

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Primes and Subs	.38%	6.27%	.13%	1.15%	7.68%	15.61%
Architecture and Engineering Primes and Subs	1.53%	6.47%	6.64%	1.53%	10.90%	27.07%

Source: **Chapter 4.0**, Analysis Results.

FINDING 9-5: Disparity in M/WBE Subcontractor Utilization

As shown in **Exhibit 9-7**, substantial disparity for subcontracting existed for the following underutilized M/WBE groups:

**EXHIBIT 9-7
ARIZONA DEPARTMENT OF TRANSPORTATION
SUMMARY OF M/WBE UNDERUTILIZATION
JULY 1, 2001, THROUGH JUNE 30, 2007**

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Subcontractors	Yes	Yes	Yes	No	No
Architecture and Engineering Subconsultants	Yes	No	No	No	Yes

Source: **Chapter 5.0**, Analysis Results.

FINDING 9-6: Anecdotal Comments on Subcontracting

Of the M/WBE respondents who responded to our questions about their subcontracting experience, key issues noted were as follows:

- No response to bid/quote (42 percent).
- Pressured to lower bid/quote (31 percent).
- Did different and less work than specified in the contract (26 percent).
- Payment substantially delayed (38 percent).

The areas where there was the biggest gap in the percentage of M/WBE expressing concern and non-M/WBEs was no response to bid/quote (34 percent difference) and held to a higher standard than other subcontractors (13 percent difference).

Findings for Non-Goal and Private Sector Analysis

FINDING 9-7: DBE Utilization on Non-Goal Projects

ADOT does not place goals on state-funded projects and on certain federally-funded projects. Sixty-seven M/WBE construction subcontractors won \$22.1 million, 18.49 percent of ADOT spending on state-funded projects over the study period. Sixty-three M/WBEs construction subcontractors won \$49.4 million, 26 percent of ADOT spending on federally-funded projects without DBE goals over the study period.

ADOT suspended the use of race conscious project goals in January 2006 following the Ninth Circuit decision in *Western State Paving v Washington DOT*. M/WBE subcontractor spending in percentage terms did fall significantly in 2007, the first year of the suspension of DBE project goals. M/WBE construction subcontractor spending averaged \$33.2 million, 24.9 percent of total spending with subcontractors on federally subsidized projects, from 2002 through 2006.¹ In the FY2007 M/WBE subcontractors won \$25.5 million in subcontracts, 18.9 percent of total spending with subcontractors on federally subsidized projects. The biggest drop came for Native American-owned firms that fell from an average of 8.8 percent to about 0.1 percent in FY2007. Certified DBE construction subcontractor utilization on federally subsidized projects fell from an average of 9.49 percent on subcontracts in the relevant market to 2.06 percent in FY2007.

FINDING 9-8: Disparities in Census Measures of Firm Sales and Availability

Using data from the 2002 *Survey of Business Owners*, substantial disparities were found between the availability of construction and professional services firms owned by women and minorities with paid employees and their sales. For both construction and professional services firms, sales per firm for each ethnic/gender group were generally between 30 and 60 percent of the market place average.

FINDING 9-9: Disparities in Self-Employment and Revenue Earnings

In general, findings from the U.S. Bureau of the Census Public Use Micro Sample (PUMS) 2000 data for the state of Arizona indicated that there were statistically significant disparities in entry into and earnings from self-employment by women and minorities after controlling for education, age, wealth, and other variables.

FINDING 9-10: Disparities in Loan Denials and Interest Rates

Approval and denial rates on commercial loans in the survey sample between nonminority males and women and minorities were similar, but the number of respondents was very small. An econometric analysis of data in the 2003 National Survey of Small Business Finance (NSSBF) found a statistically significant positive relationship between the probability of loan denial and African American ownership. The

¹ Based on **Exhibit 4-10** in **Chapter 4**.

data also found that African American-owned businesses pay approximately 30 percent to 150 percent (average interest rate charged on approved loan is about 4.5 percent) more in interest than non-African American-owned firms.

FINDING 9-11: Regression Analysis on Firm Revenue and Capacity

When controlling for the effects of variables related to company demographics (company capacity, ownership level of education, and experience) in a survey of vendors, ethnic/gender status had a negative effect on 2007 company earnings of all minority groups, except Native Americans and Asian Americans.

FINDING 9-12: Anecdotal Comments on the Private Sector

Survey respondents reported some discriminatory behavior in the private sector. African American firms answered yes to this question 47 percent of the time. In comparison, nonminority males answered yes only 14 percent of the time. All other Ethnic groups answered yes between 28 and 32 percent of the time.

When asked if exclusion from an informal network has kept their company from bidding or has interfered with their ability to contract in the public/private sector, 49 percent of the African American respondents to this question either strongly agreed or agreed with this question. All other M/WBE respondents were in the mid 30 percent range.

9.3 Findings for Race-Neutral Alternatives

FINDING 9-13: Commercial Antidiscrimination Rules

Arizona state law does not contain an express commercial nondiscrimination provision that forbids discrimination in subcontracting. The state of Arizona does have legal provisions covering nondiscrimination in employment by contractors and subcontractors on state projects.²

FINDING 9-14: Business Development Assistance

ADOT has conducted supportive services internally since 2003. ADOT has partnered with over a dozen development assistance organizations in the state. ADOT is currently working on a mentor-protégé program.

FINDING 9-15: Access to Capital, Bonding, and Insurance*

ADOT does not currently have any initiatives covering access to capital, bonding and insurance. There are several financing and bonding assistance programs established by the state and in the Phoenix area.

² Executive Order 99-4 amending Executive Order 75-5.

FINDING 9-16: Small Contractors Program

There is no small contractors program at ADOT. The state of Arizona has a small business set aside insofar as state law restricts, where practicable, procurements of less than \$50,000 to small businesses.³

9.4 DBE Program Findings

FINDING 9-17: DBE Goal Setting

The FFY 2003 ADOT DBE goal was 9 percent, with 2.5 percent being race-neutral. The DBE goal was based on ADOT contractor lists. The FFY 2009 ADOT DBE was 7.38 percent, and was entirely race-neutral. The ADOT DBE program has been a subcontractor goals program, with no race-conscious set-asides, bid preferences, or mandatory joint ventures for DBE prime contractors during the study period.

FINDING 9-18: DBE Program Data

ADOT is currently implementing B2G tracking system. The B2G implementation will allow the FAST system to communicate with the ECS system in real time. The ADOT system does not track DBE professional services subcontractor utilization. In general, the tracking and organization of data on engineering services is less centralized and organized than the construction data.

FINDING 9-19: Performance Measures

At present, ADOT provides tracking of DBE certification and DBE utilization.

FINDING 9-20: DBE Program Web Site

The ADOT Web site contains information on the Prime matchmaking, a DBE newsletter, calendar, supportive services, as well as links to certification forms and extensive ADOT contracting information.

FINDINGS 9-21: DBE Program Oversight

ADOT does not currently have Small Business or DBE Advisory Council, but ADOT has had informal meetings with the Associated General Contractors (AGC) on goal setting.

³ Arizona Revised Statutes § 41-2535. APC R2-7-335.

9.5 Recommendations

Recommendations for Prime Contracting

RECOMMENDATION 9-1: Small Contractors Program for Prime Contracts*

ADOT should consider establishing a small contractors program. A strong small business program is central to maintaining a narrowly tailored program to promote DBE utilization. Guidance on small business programs can be found in features of other small business programs around the United States, including:

- Setting aside contracts up to \$500,000 for small business.
- Modifying prequalification requirements for small contracts.
- Lowering bid bonds to a specific amount, rather than a percentage.
- Providing bid preferences to small businesses in bidding on contracts.
- Setting small businesses goals on formal and informal contracts.
- Setting department goals for small businesses.
- Access to low cost insurance on small contracts.
- Making small businesses utilization a part of department performance review.

RECOMMENDATION 9-2: Bidder Rotation for Professional Services and Other Services

Some political jurisdictions use bidder rotation schemes to limit habit purchases from majority firms and to ensure that M/WBEs have an opportunity to bid along with majority firms. The city of Atlanta, Georgia, and Miami-Dade County, Florida, have had particular success with rotating diverse teams of A&E firms. ADOT should review procurement categories where bidder rotation may increase M/WBE prime utilization and does not conflict with state procurement statutes.

RECOMMENDATION 9-3: Performance Reviews

ADOT should require employees with procurement authority to be evaluated on their DBE utilization as part of their performance review. ADOT should also ensure that all personnel with purchasing power are fully trained concerning ADOT's DBE program and that they conform with the program requirements when they solicit bids and make purchases.

Recommendations for Race-Neutral Alternatives

RECOMMENDATION 9-4: Commercial Antidiscrimination Rules

Some courts have noted that establishing anti-discrimination rules is an important component of race-neutral alternatives.⁴ Features of antidiscrimination policy selected from other entities include:

- Submission of a business utilization report on DBE subcontractor utilization.

⁴ *Engineering Contractors v. Dade County*, 943 F.Supp. 1546 (SD Fla 1996).

- Review of the business utilization report for evidence of discrimination.
- A mechanism whereby complaints may be filed against firms that have discriminated in the marketplace.
- Due process, in terms of an investigation by agency staff.
- A hearing process before an independent hearing examiner;
- An appeals process to the agency manager and ultimately to a court.
- Imposition of sanctions, including:
 - Disqualification from bidding with the agency for up to five years.
 - Termination of all existing contracts.
 - Referral for prosecution for fraud.

RECOMMENDATION 9-5: Access to Capital and Bonding

Examples of lending assistance programs include linked deposit programs* and collateral enhancement programs.* Agencies use linked deposit programs to subsidize lower rates for business and housing loans by accepting a lower rate on their deposits with participating financial institutions. Under a collateral enhancement program, ADOT would not loan funds directly to businesses, but instead would place a collateral reserve account at a bank. The business would then be required to secure financing from a lending institution, which could be conditioned on receipt of additional collateral supplied by the collateral enhancement program.

ADOT should also consider increasing the assistance it provides to contractors with bonding.

COMMENDATION and RECOMMENDATION 9-6: Supportive Services

ADOT should be commended for its extensive business development partnerships as well as its team of consultants assisting with bidding and estimating. ADOT should follow the example of the Port Authority of New York and New Jersey, for which management and technical assistance contracts have been structured to include incentives for producing results, such as the number of DBEs being registered as qualified vendors with ADOT, increasing African American subcontractor utilization and increasing the number of DBEs graduating from subcontract work to prime contracting.

COMMENDATION and RECOMMENDATION 9-7: Mentor-Protégé Program*

ADOT should be commended for having a modest mentor-protégé-program. The ADOT DBE program has generated several successful DBE subcontractors, some of which have graduated to undertaking prime projects. ADOT should consider a DBE mentor-protégé program where DBEs serve as mentors for other DBE subcontractors. Such an approach has been tried with some success in Florida.

DBE Program Recommendations

RECOMMENDATION 9-8: DBE Project Goal Setting

The evidence supporting the immediate restoration of race- and gender conscious DBE project goals in construction is mixed. There was still disparity for certain groups of minority construction subcontractors during the study period. Since the suspension of DBE goals, there has been a decline in M/W/DBE construction subcontractor utilization. Moreover, there is presented in **Chapter 7.0**, considerable statistical and anecdotal evidence of barriers in the private sector markets associated with race and gender after controlling for capacity variables. However, there was also evidence during the study period of utilization of M/W/DBEs on state-funded contracts and federally-funded construction projects without DBE goals. A summary of the relevant disparity evidence follows as an appendix at the end of this chapter.

ADOT should closely monitor DBE construction subcontractor utilization. ADOT should consider selectively placing race-conscious goals on projects, particularly large projects where there is demonstrated availability. On construction projects that are procured through a request for proposal (RFP) process and are not purely low bid, ADOT should request bidders' history in contracting with DBEs.

This study recommends a DBE goal of 8.0 percent with 4.9 percent being achieved through race neutral means and 3.1 percent through race conscious means. This DBE goal covers construction and A&E. African American, Hispanic American and Asian American construction firms should be eligible for race conscious goals for construction projects. African American, Hispanic American, Native American, Asian American and Nonminority Women owned A&E firms should be eligible for race conscious goals for A&E.

COMMENDATION AND RECOMMENDATION 9-9: DBE Program Data Management

ADOT has reasonably complete data on DBE construction utilization. ADOT should be commended for updating its DBE tracking system. There should be improved collection and reporting of DBE subconsultant utilization on engineering services contracts.

RECOMMENDATION 9-10: ADOT Web Site

ADOT's DBE Web site is thin as compared to other M/W/DBE Web sites. A survey of agencies has found the following information on their M/W/DBE Web sites, which serves as a source of additional ideas for ADOT: information on the loan programs, directory of certified firms, DBE program description, small business enterprise (SBE) program description, comprehensive contracting guides, bid tabulations, status of certification applications, links to management and technical assistance providers, data on SBE and DBE utilization, annual M/W/DBE program reports, direct links to on-line purchasing manuals, capacity, bonding, qualifications and experience data on certified firms, and 90-day forecasts of business opportunities.

RECOMMENDATION 9-11: Performance Measures*

ADOT should add performance measures other than DBE percentage utilization. Some suggested measures come from Florida DOT's Small Business Initiative. ADOT should develop additional measures to gauge the effectiveness of its efforts. Possible measures include:

- Growth in the number of DBEs winning their first award from ADOT.
- Growth in percentage of DBE utilization by ADOT.
- Growth in DBE prime contracting.
- Growth in DBE subcontractors to prime contractors.
- Number of firms that receive bonding.
- Number of firms that successfully graduate from the DBE program.
- Number of graduated firms that successfully win ADOT projects.
- Percentage of DBE utilization for contracts not subject to competitive bidding requirements.
- Growth in the number of DBEs utilized by ADOT.
- Number of joint ventures involving DBEs.
- Largest contract won by a DBE.

9.6 Selected Best Practices

9.6.1 Bidder Rotation

A number of agencies, including the city of Indianapolis, Indiana, Fairfax County, Virginia, the Port Authority of New York and New Jersey and Miami-Dade County, Florida, use bid rotation to encourage M/W/DBE utilization, particularly in A&E. Some examples of bidder rotation from other agencies include:

Miami-Dade County, Florida. Miami-Dade County uses small purchase orders for the Community Business Enterprise program and rotates on that basis. In addition, Miami-Dade County utilizes an Equitable Distribution Program, whereby a pool of qualified A&E professionals are rotated awards of county miscellaneous A&E services as prime contractors and subcontractors.

DeKalb County, Georgia. DeKalb County has used a form of bidder rotation called a bidder box system to promote M/W/DBE utilization. This system selects a group of bidders from the list of county registered vendors to participate in open market procurements. Under the bidder rotation system, the buyer identifies the commodity or service by entering an item box number. Using this item box, the computer selects five to

six firms. The lowest responsible bidder is awarded the contract. M/W/DBEs were afforded an increased number of bid opportunities than would ordinarily be the case with a sequential selection process.

Port Authority of New York and New Jersey. The Port Authority of New York and New Jersey has a Quick Bid rotation system for small contracts less than \$500,000. In this program, the agency solicits bids via telephone and fax from a minimum of six contractors on a rotating basis. The period between bid, award, and contract start is generally not more than six weeks. Bidders are provided free construction documents with which to prepare their bids.⁵

9.6.2 DBE Project Goal Setting

North Carolina Department of Transportation (NCDOT). The NCDOT regulations emphasize that goals should be set on projects “determined appropriate by the Department [of Transportation].”⁶ Individual goals are set based on a project’s geographic location, characteristics of the project, the percentage of that type of work that is typically performed by M/W/DBEs, the areas in which M/W/DBEs are known to provide services, and the goals set by the North Carolina General Assembly.⁷ The NCDOT M/W/DBEs regulations specify (although they do not limit to) particular areas for M/W/DBEs goals: clearing and grubbing, hauling and trucking, storm drainage, concrete and masonry construction, guardrail, landscaping, erosion control, reinforcing steel, utility construction, and pavement marking.

The NCDOT goal setting process begins with an engineering estimate of the project to determine what items might reasonably be subcontracted out. Next estimates of the percentage of work that could be potentially performed by M/W/DBEs are developed.⁸ These estimates are confidential and made available only to the Estimator (and staff), the Provisions Engineer in the Proposals and Contracts Section (and staff), and members of the M/W/DBE Committee at the M/W/DBE Committee meetings.

Next NCDOT looks at whether there are M/W/DBEs available based on the NCDOT M/W/DBE directory and the location of the project. The NCDOT directory is a searchable database that classifies firms by location, prime contractor/subcontractor status and six-digit work type.⁹ The Goal Setting Committee is assisted in this process by Equal Employment Opportunity (EEO) Compliance staff in the Office of Civil Rights.

Prime contractors then submit documentation of good faith efforts to achieve the individual project goal. A statement of how they will make efforts to achieve the goal satisfies the good faith effort requirements.

The NCDOT Goal Setting Committee (in collaboration with the EEO Compliance staff) seeks to set goals relative to where there is interest, availability and capacity, beyond mere looking at the certification lists. NCDOT relies on the EEO Compliance staff to provide input on whether existing businesses are fully occupied. However, if EEO

⁵ Port Authority of NY & NJ, Engineering Department, *2002 Construction Program*, at 9.

⁶ 19A NCAC 02D.1108(a).

⁷ 19A NCAC 02D.1108(a).

⁸ NCDOT, Division of Highways, Roadway Design and Design Services Unit, *Policy and Procedure Manual*, Chapter 10, at 4.

⁹ <http://apps.dot.state.nc.us/constructionunit/directory/>.

Compliance says M/W/DBEs are not fully occupied, but prime contractors submit evidence that M/W/DBEs are fully occupied (for example, with invoices), then NCDOT accepts those explanations.

As part of goal setting goals NCDOT regulations provide that:

- A documented excessive subcontractor bid constitutes a basis for not subcontracting with an M/W/DBE.
- A documented record of poor experience constitutes a basis for not subcontracting with an M/W/DBE.¹⁰

In addition, a review of NCDOT M/W/DBE goals has been a regular topic at the AGC-DOT Joint Cooperative Committee meetings.¹¹

9.6.3 Small Business Programs

Florida Department of Transportation (Florida DOT) Business Development Initiative. The Florida DOT has just undertaken a stepped up small business initiative with the following principal components:

- Reserving certain construction, maintenance, and professional services contracts for small businesses.
- Providing bid preference points to small businesses and to firms offering subcontracts to small businesses on professional services contracts.
- Waiving performance and bid bond requirements for contracts under \$250,000.
- Using a modified pre-qualification process for certain construction and maintenance projects.

California Department of Transportation (Caltrans) Small Business Program. Caltrans has a 25 percent small business goal. There is a Small Business Liaison for each Caltrans district. There is a Small Business Council that provides a venue for small business organizations to comment on Caltrans policies that impact contracting by small business.

Oregon Department of Transportation (ODOT) Small Contracting Pilot Program. In August 2006, under its small business initiative, ODOT started a pilot program targeting small firms in region 1. The program sets aside contracts of less than \$75,000 for competition amongst small firms. The program has targeted A&E firms thus far. Firms register for the program by responding to a request for quotations (RFQ) posted on the state purchasing site.

When projects arise, a selection panel is formed. If there are nine or fewer firms registered in the discipline necessary for the project, all the firms are considered. If there

¹⁰ The last two elements are adopted by the NCDOT. 19A NCAC 02D.1110(7).

¹¹ AGC-DOT Joint Cooperative Committee Meeting Minutes, February 2001 through August 2003.

are ten or more firms registered in the discipline, at least five firms are considered. Preference is given to firms without ODOT contracts. Consequently, firms that have a current contract with ODOT or have had a contract with ODOT in the last three years are not considered for that project.

The short list is invited to informal interviews. Only one representative from a firm attends the interviews, and there are no formal presentation materials. The selection panel scores the responses to three to six questions. The firm with the highest point total is selected.

Port of Portland Bid Preferences for Small Business. The Port of Portland found that a bid preference of 5 percent had no impact on contract outcomes, but a bid preference of 10 percent did impact contract outcomes.

NCDOT Small Contractors Program. In the NCDOT program, small contractors are defined as firms with less than \$1.5 million in revenue. There is a small contractor goal of \$2 million for each of the 14 NCDOT divisions. The current cap on project size for small contractors is \$500,000. For contracts of less than \$500,000, NCDOT can solicit three informal bids from SBEs.¹² North Carolina state law permits the waiving of bonds and licensing requirements on projects in the program.

9.6.4 Two-Tier Certification of Small Business

State of Oregon. The state of Oregon has a two-tier system for small business certification. A tier one firm employs fewer than 20 full-time equivalent employees and has average annual gross receipts for the last three years that do not exceed \$1.5 million for construction, or \$600,000 for non-construction. A tier two firm employs fewer than 30 full-time equivalent employees and has average annual gross receipts for the last three years that do not exceed \$3 million for construction, or \$1 million for non-construction.¹³ An emerging small business cannot be a subsidiary or a franchise. In 2006, small business program participation was extended from seven to 12 years.¹⁴

State of New Jersey. For the state of New Jersey, there are separate size standards for small businesses and emerging small businesses. For large projects, the state of New Jersey carves out portions of the contract for both tiers of small business. Thus, a single solicitation requires that the prime spend a certain percentage of the contract with small firms and another percentage with emerging small firms. Along related lines, the federal government sets aside contracts for bidding only amongst small firms, and other contracts may be set aside for bidding only by emerging small firms.

9.6.5 Collateral Enhancement Programs

Phoenix, Arizona. Other agencies offer collateral enhancement. For example, since 1992 the city of Phoenix Expansion Assistance and Development (EXPAND) program has allowed businesses to secure financing from traditional lending institutions with collateral offered by EXPAND. EXPAND is not a substitute for conventional loans. The city does not loan funds directly to businesses, rather, it places a collateral reserve

¹² NCGS § 136-28.10(a).

¹³ OAR 445-050-0115.

¹⁴ OAR 445-050-0135.

account at a bank. The business is then required to secure financing from a lending institution, which may be conditioned on receipt of additional collateral supplied by EXPAND. EXPAND maintains a collateral reserve account, and offers businesses collateral enhancement, which is generally 25 percent of the loan amount (up to \$150,000). EXPAND funds may be used for new construction, to purchase existing buildings (including land), to remodel an existing building, revolving lines of credit, for working capital, equipment and machinery, and leasehold improvements.

In order to be eligible for the program, a business must be located within the city of Phoenix, owned by a citizen or lawful permanent resident of the United States, have a net worth of less than \$7.5 million, and profits (after federal income tax) of less than \$2.5 million (averaged over the last two-year period). It also must have at least two years of operating history and be a for-profit retail, manufacturing, wholesale, or service company. Priority is given to businesses in the city's redevelopment areas and for economic development projects.

9.6.6 Linked Deposit Programs

New York. For example, a number of local agencies participate in the New York State Linked Deposit program. The program uses the leverage of public agency deposits to encourage participating banks to loan money to small, female and minority firms at favorable rates. The benefit to lenders is that they have a new loan product resulting from public agency deposits at a reduced rate. The Linked Deposit program makes loans of up to \$10 million to certified S/M/WBEs that have been awarded Port Authority of New York and New Jersey contracts. The program provides two-year financing at reduced rates to small and minority businesses. Businesses in economic development zones, highly distressed areas, defense, and certified S/M/WBEs are eligible for a 3 percent interest rate reduction. Manufacturing businesses must have fewer than 500 employees, and service businesses must have fewer than 100 employees and not be dominant in their field of operation. The program started in 1993.

9.6.7 Bonding Programs

NCDOT. The North Carolina Department of Transportation (NCDOT), through its supportive services contract, has funded a DBE Pilot Bonding Assistance Program since 2000. The bonding program is open to any DBE that holds or is in the process of obtaining a NCDOT contract. The program is for bid, payment, and performance bonds of up to \$1 million. The program is administered through the U.S. Department of Transportation Office of Small and Disadvantaged Business Utilization, the Minority Business Resource Center, and participating sureties.

Tennessee Department of Transportation (TDOT). TDOT guarantees up to 90 percent of a surety bond of \$250,000 or less.¹⁵ For a bond greater than \$250,000, TDOT guarantee 90 percent of the first \$250,000 and 80 percent of the next \$250,000.

Maryland. The state of Maryland, through its Surety Bonding Program, assists small contractors in bonding with government and public utility contracts that require bid, performance, and payment bonds. Maryland Small Business Development Financing Authority (MSBDFFA) has the authority to directly issue, bid, performance, or payment

¹⁵ TN State Section 4-3-2305.

bonds up to \$750,000. MSBDFA can also guarantee up to 90 percent of a surety's losses on bid, performance, or payment bonds up to \$900,000. This assistance is available to firms that have been denied bonds, but have not defaulted on loans or financial assistance from MSBDFA.

9.6.8 Insurance Programs

Port of Portland. The port has made noteworthy efforts to address barriers to small firms from insurance requirements. A Port Process Management sub group met on insurance barriers and issued a white paper in August of 2003. The sub group identified insurance barriers in the areas of insurance in excess of associated risk, complex language, difficulties in small firms obtaining blanket insurance certificates, and additional costs for on-call contractors. The sub-group identified low risk consultant areas that did not require insurance, simplified insurance language, altered some blanket insurance coverage requirements, clarified what could be met with primary and excess insurance, proposed simplifying the port indemnity, and proposed sending appropriate insurance requirements in sample contracts attached to RFPs and RFQs. The port also looked at a cooperative insurance program for small business although there was not much success with this initiative.

9.6.9 Mentor-Protégé Programs

Florida Business Roundtable. An interesting variant of mentor-protégé program is the Business Roundtable. The Florida African American Business Investment Fund (BBIF) Roundtable Technical and Financial Assistance Program helps build management capacity within firms through an interactive management group that allows for firms to benefit from consulting with qualified advisors and to interface with their peers. The BBIF Roundtable is funded by governmental and quasi-governmental entities.

The Roundtable is a management development tool that utilizes the results of a gap assessment and recommendations from the plan established with the business to develop the management capacity of business owners and the growth capacity of their businesses. In the Roundtable, business owners meet once a month and function as resources to one another. They develop creative solutions by collaborating on common obstacles. The Roundtable is an interactive management development tool, not a training course. In Roundtable sessions, principals present the real issues that they are dealing with in their businesses and work with a paid consultant advisors and their peers to develop action plans to resolve those issues.

An additional sub-group of the program is the Construction Roundtable. Construction specialists provide technical and operations guidance to construction firms. Members of the construction industry participate in Roundtable sessions, as mentors, with clients. The purpose of this group is to expose Roundtable participants to business techniques, business opportunities and professional relationships in the construction industry

Business challenges are then monitored on a month-to-month basis by advisors. Accountability that is encouraged by developing work plans; and tracking and sharing progress toward established goals. Financial ratios are used as baseline measures of business performance. Firms are graduated from the Roundtable when their ratio performance has met pre-determined standards and the firms have become "bankable."

San Francisco International Airport. Prime concessionaries subleased to smaller DBEs and provided management and training. These smaller DBEs subsequently “graduated” to winning concessions without assistance of a prime concessionaire.

Texas Department of Transportation (TxDOT). The TxDOT developed a mentoring program called Learning, Information, Networking and Collaboration (LINC) in which the TxDOT’s Business Opportunity Program Section serves as the mentor to selected S/M/W/DBE firms. The focus of the program is to prepare the LINC protégé firms to bid and perform on TxDOT contracts. The Business Opportunity Program section introduces the protégés to key TxDOT staff and to prime contractors. LINC mentors, TxDOT staff, business providers, bonding agents and trainers meet with LINC protégés in scheduled meetings and work individually with the LINC protégés. The selected LINC protégés sign an agreement committing to the time and effort needed for a successful mentor-protégé relationship. The duration of the LINC mentorship arrangement is one year.

Port of Portland Mentor-Protégé Program. The prime port management and technical assistance (M&TA) program is the mentor-protégé program (also widely known as the Stempel Plan), which has been nationally recognized as a best practice in management and technical assistance. Other agencies have come to Portland to observe the operations of the port plan. The mentor-protégé program has been in place since 1995. Most Port M&TA is run through the mentor-protégé program, which focuses on finances, marketing, and operations. The port’s mentor-protégé program was approved by the Federal Aviation Commission in FY2000 as a Small Business Development Program.

Protégés must be current in taxes and licensing requirements, in continuous operation for the past 24 months and be certified by the state Office of Minority, Women, and Emerging Small Businesses. Protégés also must pass an assessment evaluation. About 90 percent of mentor-protégé program participants have been construction firms, although assistance has also been provided to concessionaires. Firms are in the program two to three years on average.

The Port mentor-protégé program partners with the city of Portland, ODOT, and the AGC. The program has a supportive services budget of \$75,000 for outside consultants working with protégés. One firm helps with bookkeeping and Certified Public Accountants (CPA) reporting, one helps with operations and construction management, and another firm assists protégés with bidding and estimating. In addition to the consultants, there are two mentors for every protégé. Protégés are not charged for these services. The mentor-protégé program does not satisfy port DBE goals or good faith efforts requirements and does not promise work to protégés.

The program has sponsored small business development sessions with the city of Portland since program inception. Since 2002, the classes have covered construction subcontracting agreements and lien rights, estimating business planning, project management, human resources, prevailing wage, balance sheet, job costing, work in progress schedule, leadership and motivation, marketing, how to do business with the port and the city of Portland, general conditions, business law, costing equipment to jobs, and the basics of bonding. Course instructors have included attorneys, CPAs, engineers, construction firm owners, and Small Business Development Center staff. About 30 to 40 firms attend fall M&TA sessions every year.

Generally, the program’s budget was primarily spent on bookkeeping and accounting,

between 50 and 70 percent in most years. The rest of the budget was spent on business plans, operational consulting classes, and the AGC conferences.

9.6.10 Evaluation of Race- Neutral Alternatives

The Port of Portland has evaluated the effectiveness of its race-neutral efforts. The port produced an analysis of 67 firms that had graduated from its mentor-protégé program. Of the 67 mentor-protégé program graduates studied in the port data from 2001 to 2006, seven were out of business and 23 had Port experience. Most firms had between five and 40 employees and one had greater than \$1 million in revenue. One firm was greater than \$50 million in revenue another greater than \$15 million, and three were others were above \$5 million in revenue. The data was incomplete on all firms.

9.6.11 Outreach

Bexar County, Texas, Small, Minority, and Women Business Owners Conference. Bexar County, in conjunction with the city of San Antonio, has sponsored annual Small, Minority, and Women Business Owners conferences since 2001. The conferences have been co-sponsored by the Central and South Texas Minority Business Council in conjunction with a number of major corporations, including Dell, Toyota, and AT&T. Typically conference workshops have addressed the following:

- Doing business with federal, state, and local agencies, and the private sector.
- Access to capital.
- Human resources.
- Franchising.
- Management.
- Veterans.
- Responding to bids and RFPs.

Registered attendees grew from 1,200 in 2001 to 2,400 in 2006; estimated total attendance grew from 1,800 in 2001 to 5,000 in 2006. The number of exhibitors grew from 75 in 2001 to 180 in 2006.¹⁶ Virtually all the major local agencies, loan providers, business development providers, and chambers of commerce participate in the conference along with a number of major corporations. The conference budget for 2007 was \$250,000.

9.6.12 Performance Measures

Florida DOT. The Evaluation Plan for Florida Department of Transportation Small Business Initiative has the following performance measures:

1. What specific action(s) were identified that the Department could implement or continue to help small businesses increase their capacity to bid as a prime?
2. Which of the identified strategies resulted in new businesses becoming interested in a long term partnership with the Department as a prime?

¹⁶ Small, Minority, and Women Business Owners (S/M/WBO) Conference, Frequently Asked Questions, at 6.

3. What are the success stories?
4. How many businesses that were identified have the desire and ability to grow from a sub to a prime?
5. How many businesses are bidding on reserved contracts compared to those that are not reserved?
6. How many businesses that never bid as primes are now bidding on reserved contracts as primes?
7. How many businesses that were subcontractors or subconsultants have been awarded contracts as a prime?
8. How many businesses, awarded a reserved contract, bid on contracts that were not reserved?
9. How many businesses were able to take advantage of the waiver of the bonding requirements? What is the size of the businesses that took advantage of the waiver?
10. How many contracts resulted in a default? What was the dispute?
11. How many 'problem' contracts adversely affected the end product? What was the issue, i.e., product, time or cost?
12. How many protests were filed? What was the protest issue?

9.6.13 DBE Reporting

ODOT has a relatively complete reporting system for DBEs in construction, with 105 tables, and includes coverage of DBE utilization at the subcontract and prime contract levels, bidders, small business utilization, prompt payment, commercially useful function review, complaints against prime contractors, on-the-job training, and labor compliance. The system is updated daily.

**Appendix
Summary of Disparity Evidence**

Exhibit 9-8 below summarizes disparities found in chapters 4, 5, 6 and 7. The table also indicates where capacity is controlled for either (1) econometrically, (2) through controls for contract size, (3) through controls for prime versus subcontractor status, (4) through controls for bidder availability, or (5) through demonstrated capacity on goal projects. **Exhibit 9-8** provides the core of the factual predicate for the participation of African American, Hispanic American and Asian American firms in race-conscious DBE goals for construction. **Exhibit 9-9** provides a summary of disparity information for A&E.

**EXHIBIT 9-8
SUMMARY TABLE OF DISPARITY EVIDENCE
CONSTRUCTION
ADOT 2008 DISPARITY STUDY**

	African Americans	Hispanic Americans	Asian Americans	Native Americans	Women
ADOT Goal Projects Analysis					
Prime Contractor Disparity (bidder availability)	No Availability	Yes	No Availability	Yes	Yes
Disparity Small Prime Contracts (<\$1 million)	No Availability	Yes	No Availability	Yes	Yes
Disparity in Dollar Value of Construction Subcontracts	Yes	Yes	Yes	No	No
Disparity in Number of Construction Subcontracts	Yes	No	Yes	No	No
Regression Analysis on ADOT Construction Vendor Earnings (controlling for capacity variables)	Yes	Yes	Not statistically significant	Not statistically significant	Yes
Disparity in Dollar Value of Construction Subcontracts (State Funded Projects)	Yes	Yes	Yes	No	No
Disparity in Dollar Value of Construction Subcontracts (Federal Projects With No DBE Goals)	Yes	No	Yes	No	No

**EXHIBIT 9-8 (Continued)
SUMMARY TABLE OF DISPARITY EVIDENCE
CONSTRUCTION
ADOT 2008 DISPARITY STUDY**

	African Americans	Hispanic Americans	Asian Americans	Native Americans	Women
Non Goal Projects Analysis					
Disparity For Census Construction Firms with Paid Employees in marketplace (Census Dollars)	Yes	Yes	Yes	Yes	Yes
Disparity in Entry into Construction Self Employment (controlling for capacity variables)	Yes	Yes	Not statistically significant	Yes	Yes
Disparity in Earnings From Construction Self Employment (controlling for capacity variables)	Yes	Yes	Not statistically significant	Not statistically significant	Yes
Disparity for Prime Contractors in Phoenix Private Marketplace (Reed Construction, Dollars, relative to goal projects)	Yes	Yes	Yes	Yes	Yes
Disparity for Subcontractors in Phoenix Private Marketplace (Building Permits, Dollars, relative to goal projects)	Yes	Yes	Yes	Yes	Yes
Disparity in Small Business Credit (controlling for capacity variables)	Yes	Not statistically significant	Not statistically significant	Not statistically significant	Not statistically significant

Source: 2008 ADOT Disparity Study **Chapters 4.0, 5.0, 6.0, and 7.0.**

**EXHIBIT 9-9
SUMMARY TABLE OF DISPARITY EVIDENCE
ARCHITECTURE & ENGINEERING
ADOT 2008 DISPARITY STUDY**

	African Americans	Hispanic Americans	Asian Americans	Native Americans	Women
ADOT Goal Projects Analysis					
Prime A&E Disparity (bidder availability)	Yes	Yes	No	Yes	Yes
Disparity Small Prime Contracts (<\$1 million)	Yes	Yes	Yes	Yes	Yes
Disparity in Dollar Value of A&E Subcontracts	Yes	No	No	No	Yes
Disparity in Number of A&E Subcontracts	Yes	No	No	No	No
Non Goal Projects Analysis					
Disparity For Suspension Period	Yes	Yes	Yes	Yes	Yes
Disparity For Census A&E Firms with Paid Employees in marketplace (Census Dollars)	Yes	Yes	Yes	Yes	Yes
Disparity in Entry into A&E Self Employment (controlling for capacity variables)	Yes	Yes	Yes	Yes	Yes
Disparity in Earnings From A&E Self Employment (controlling for capacity variables)	Yes	Yes	Not statistically significant	Not statistically significant	Yes
Disparity in Small Business Credit (controlling for capacity variables)	Yes	Not statistically significant	Not statistically significant	Not statistically significant	Not statistically significant

Source: 2008 ADOT Disparity Study **Chapters 4.0, 5.0, 6.0, and 7.0.**

APPENDICES

APPENDIX A:
UTILIZED PRIME AND
SUBCONTRACTORS

APPENDIX A

CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY	FUNDING SOURCE
H626201C	ABBCO SIGN GROUP INC	\$62,525.00	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H646001C	ABBCO SIGN GROUP INC JV ELECTRICAL CONCEPTS INC	\$1,393,680.00	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS49101C	ACHEN GARDNER ENGINEERING LLC	\$3,800,169.00	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H576701C	AMES CONSTRUCTION INC	\$5,447,154.25	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H407601C	AMES CONSTRUCTION INC	\$25,643,042.70	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H592401C	AMES CONSTRUCTION INC	\$17,581,381.43	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H534801C	AMES CONSTRUCTION INC	\$13,219,984.65	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H563001C	AMES CONSTRUCTION INC	\$1,094,988.20	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H564201C	AMES CONSTRUCTION INC	\$8,331,522.10	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H386803C	AMES CONSTRUCTION INC	\$23,376,195.35	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H610001C	AMES CONSTRUCTION INC JV EDWARD KRAEMER & SONS INC	\$75,685,003.00	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SL46801C	ANNCOLE CONTRACTING CORP	\$472,504.50	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H586701C	ANNCOLE CONTRACTING CORP	\$323,528.55	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H569301C	ANNCOLE CONTRACTING CORP	\$555,603.50	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H539901C	ANNCOLE CONTRACTING CORP	\$194,111.00	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SL46901C	ANNCOLE CONTRACTING CORP	\$339,185.00	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H583701C	ANNCOLE CONTRACTING CORP	\$512,344.80	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H573801C	ANNCOLE CONTRACTING CORP	\$214,797.25	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H680301C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$194,413.00	2006	NONMINORITY WOMEN	YAVAPAI, AZ	C	FEDERAL
H610401C	ASHTON COMPANY INC CONTRACTORS & ENGINEERS	\$1,588,550.81	2003	NONMINORITY	PIMA, AZ	C	FEDERAL
H585201C	ASHTON COMPANY INC CONTRACTORS & ENGINEERS	\$2,263,789.06	2005	NONMINORITY	PIMA, AZ	C	FEDERAL
H434701C	ASHTON COMPANY INC CONTRACTORS & ENGINEERS	\$4,347,527.58	2003	NONMINORITY	PIMA, AZ	C	FEDERAL
H589701C	ASHTON COMPANY INC CONTRACTORS & ENGINEERS	\$379,915.00	2002	NONMINORITY	PIMA, AZ	C	FEDERAL
H584901C	ASHTON COMPANY INC CONTRACTORS & ENGINEERS	\$1,953,943.00	2004	NONMINORITY	PIMA, AZ	C	FEDERAL
H610301C	ASHTON COMPANY INC CONTRACTORS & ENGINEERS	\$537,469.00	2003	NONMINORITY	PIMA, AZ	C	FEDERAL
H526201C	ASHTON COMPANY INC CONTRACTORS & ENGINEERS	\$629,910.00	2002	NONMINORITY	PIMA, AZ	C	FEDERAL
H466501C	ASHTON COMPANY INC CONTRACTORS & ENGINEERS	\$5,603,387.94	2005	NONMINORITY	PIMA, AZ	C	FEDERAL
H585001C	ASHTON COMPANY INC CONTRACTORS & ENGINEERS	\$3,498,419.70	2004	NONMINORITY	PIMA, AZ	C	FEDERAL
H657701C	ASPHALT PAVING & SUPPLY INC	\$2,218,910.40	2007	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
SL46601C	B & F CONTRACTING INC	\$337,474.40	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS49901C	BISON CONTRACTING CO INC	\$1,853,641.50	2006	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H622801C	BISON CONTRACTING CO INC	\$949,450.00	2006	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
SS50001C	BISON CONTRACTING CO INC	\$1,946,160.50	2006	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H600001C	BISON CONTRACTING CO INC	\$3,145,443.51	2004	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H631001C	BISON CONTRACTING CO INC	\$1,556,918.81	2005	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H612201C	BISON CONTRACTING CO INC	\$175,000.00	2003	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H375301C	BISON CONTRACTING CO INC	\$5,501,275.00	2002	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H598601C	BISON CONTRACTING CO INC	\$140,195.00	2004	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H633101C	BISON CONTRACTING CO INC	\$680,218.45	2007	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H595544C	BISON CONTRACTING CO INC	\$3,178,465.55	2005	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
SS61001C	BISON CONTRACTING CO INC	\$3,697,995.75	2007	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H531901C	BISON CONTRACTING CO INC	\$693,746.80	2003	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H540201C	BISON CONTRACTING CO INC	\$2,283,776.45	2002	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
SH28601C	C K C CONSTRUCTION CO	\$1,214,103.64	2006	NONMINORITY	GRAHAM, AZ	C	FEDERAL

APPENDIX A

CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY	FUNDING SOURCE
H503706C	C K C CONSTRUCTION CO	\$5,472,796.69	2005	NONMINORITY	GRAHAM, AZ	C	FEDERAL
H557001C	C K C CONSTRUCTION CO	\$1,248,576.50	2003	NONMINORITY	GRAHAM, AZ	C	FEDERAL
H525501C	C K C CONSTRUCTION CO	\$1,268,333.80	2002	NONMINORITY	GRAHAM, AZ	C	FEDERAL
SS43601C	C M A INC DBA CMA COM SERV CO	\$2,377,938.00	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H595501C	C S & W CONTRACTORS INC	\$2,283,819.22	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H444401C	C S CONSTRUCTION INC	\$1,877,716.00	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS46401C	C S CONSTRUCTION INC	\$280,930.00	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SH28001C	C S CONSTRUCTION INC	\$290,053.00	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H666601C	C S CONSTRUCTION INC	\$8,216,213.00	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H543701C	C S CONSTRUCTION INC	\$1,289,608.50	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H638801C	C S CONSTRUCTION INC	\$1,789,517.00	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H525901C	C S MCCROSSAN INC	\$900,717.26	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H526001C	C S MCCROSSAN INC	\$1,846,203.51	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS56501C	CACTUS TRANSPORT INC	\$468,390.00	2006	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H577901C	CACTUS TRANSPORT INC	\$812,014.55	2006	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
SS56501C	CACTUS TRANSPORT INC	\$468,390.00	2006	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H548301C	CAITLIN CONSTRUCTION INC	\$292,640.38	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H586401C	CARSON CONSTRUCTION CO INC	\$757,020.00	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H561801C	COMBS CONSTRUCTION CO INC	\$2,959,759.52	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H526501C	COMBS CONSTRUCTION CO INC	\$519,350.22	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H636101C	COMBS CONSTRUCTION CO INC	\$1,562,241.32	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H629501C	COMBS CONSTRUCTION CO INC	\$1,085,695.16	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H355201C	COMBS CONSTRUCTION CO INC	\$1,286,745.55	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H648601C	COMBS CONSTRUCTION CO INC	\$404,757.75	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
HX13702C	COMBS CONSTRUCTION CO INC	\$339,803.10	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H561201C	COMBS CONSTRUCTION CO INC	\$721,639.90	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H585801C	COMBS CONSTRUCTION CO INC	\$1,106,321.80	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H586301C	COMBS CONSTRUCTION CO INC	\$758,904.17	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H586001C	COMBS CONSTRUCTION CO INC	\$721,151.55	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS45101C	COMBS CONSTRUCTION CO INC	\$537,785.15	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H536601C	COMBS CONSTRUCTION CO INC	\$1,043,788.50	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H582301C	CONTRACTORS WEST INC	\$444,869.00	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H532001C	CONTRACTORS WEST INC	\$1,637,003.74	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS42101C	CONTRACTORS WEST INC	\$1,448,395.00	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H528203C	D B A CONSTRUCTION INC	\$1,041,714.00	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H659001C	D J S CO INC	\$191,729.50	2006	NONMINORITY	GILA, AZ	C	FEDERAL
H589801C	DAR HIL CORPORATION	\$934,192.00	2003	NONMINORITY	PIMA, AZ	C	FEDERAL
H463901C	DAR HIL CORPORATION	\$2,107,350.00	2003	NONMINORITY	PIMA, AZ	C	FEDERAL
H494201C	DOWN TO EARTH CONTRACTING INC	\$351,109.60	2007	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H569001C	DOWN TO EARTH CONTRACTING INC	\$448,866.73	2003	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H605201C	DOWN TO EARTH CONTRACTING INC	\$389,568.69	2007	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H616901C	DOWN TO EARTH CONTRACTING INC	\$55,156.61	2007	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H633201C	DOWN TO EARTH CONTRACTING INC	\$816,001.50	2007	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
HX09101C	E M E WEST CONSTRUCTION INC	\$164,052.00	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
HX16101C	E M E WEST CONSTRUCTION INC	\$447,415.00	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY	FUNDING SOURCE
H612701C	F N F CONSTRUCTION INC	\$5,627,759.74	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H648801C	F N F CONSTRUCTION INC	\$2,196,731.05	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H556201C	F N F CONSTRUCTION INC	\$2,176,562.60	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H502501C	F N F CONSTRUCTION INC	\$12,625,294.85	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H555701C	F N F CONSTRUCTION INC	\$1,292,624.74	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H527901C	F N F CONSTRUCTION INC	\$999,274.02	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H585101C	F N F CONSTRUCTION INC	\$4,276,135.95	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H614901C	F N F CONSTRUCTION INC	\$4,328,366.40	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H615101C	F N F CONSTRUCTION INC	\$4,552,473.71	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H552301C	F N F CONSTRUCTION INC	\$3,351,931.40	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H595502C	F N F CONSTRUCTION INC	\$10,278,488.83	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H457303C	F N F CONSTRUCTION INC	\$14,750,149.92	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H568603C	F N F CONSTRUCTION INC	\$40,951,760.96	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H591201C	F N F CONSTRUCTION INC	\$50,458,079.70	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H524401C	F N F CONSTRUCTION INC	\$695,448.34	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H528501C	F N F CONSTRUCTION INC	\$1,949,247.36	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H584401C	F N F CONSTRUCTION INC	\$6,456,345.40	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H524601C	F N F CONSTRUCTION INC	\$7,565,881.09	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H559701C	F N F CONSTRUCTION INC	\$2,189,366.00	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H591001C	F N F CONSTRUCTION INC	\$12,293,333.25	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H535501C	F N F CONSTRUCTION INC	\$709,194.50	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H612801C	F N F CONSTRUCTION INC	\$1,674,674.00	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H524801C	F N F CONSTRUCTION INC	\$2,644,517.22	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H526401C	F N F CONSTRUCTION INC	\$1,156,799.70	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H426101C	F N F CONSTRUCTION INC	\$2,363,805.50	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H483102C	F N F CONSTRUCTION INC	\$7,558,161.20	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H637101C	F N F CONSTRUCTION INC	\$5,533,806.33	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H572201C	F N F CONSTRUCTION INC	\$3,422,835.40	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H613301C	F N F CONSTRUCTION INC	\$4,511,715.52	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H416001C	F N F CONSTRUCTION INC	\$18,979,938.45	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H526601C	F N F CONSTRUCTION INC	\$1,448,196.35	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H584701C	F N F CONSTRUCTION INC	\$6,369,198.79	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H615501C	F N F CONSTRUCTION INC	\$9,753,469.85	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H585601C	F N F CONSTRUCTION INC	\$1,329,854.90	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H664901C	F N F CONSTRUCTION INC	\$73,704,905.30	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H637103C	F N F CONSTRUCTION INC	\$10,782,690.30	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H589601C	F N F CONSTRUCTION INC	\$657,458.25	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H614201C	F N F CONSTRUCTION INC	\$5,177,668.00	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H646301C	F N F CONSTRUCTION INC	\$633,260.05	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H585501C	F N F CONSTRUCTION INC	\$865,886.23	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H560101C	F N F CONSTRUCTION INC	\$8,089,553.20	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H611501C	F N F CONSTRUCTION INC	\$6,443,901.20	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H678001C	F N F CONSTRUCTION INC	\$8,269,850.33	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H659301C	F N F CONSTRUCTION INC	\$4,439,234.67	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H556501C	F N F CONSTRUCTION INC	\$2,494,206.15	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY	FUNDING SOURCE
H626401C	F N F CONSTRUCTION INC	\$820,311.80	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H556901C	F N F CONSTRUCTION INC	\$1,195,584.35	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H556401C	F N F CONSTRUCTION INC	\$1,535,205.20	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H528001C	F N F CONSTRUCTION INC	\$1,165,924.74	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H584801C	F N F CONSTRUCTION INC	\$3,383,566.00	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H622201C	FALCONE BROS & ASSOCIATE INC	\$483,246.50	2005	NONMINORITY	PIMA, AZ	C	FEDERAL
H624401C	FALCONE BROS & ASSOCIATE INC	\$454,585.65	2005	NONMINORITY	PIMA, AZ	C	FEDERAL
H585701C	FANN CONTRACTING INC	\$3,119,441.60	2005	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H614801C	FANN CONTRACTING INC	\$4,221,589.10	2005	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H525201C	FANN CONTRACTING INC	\$1,097,511.22	2002	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H525401C	FANN CONTRACTING INC	\$1,107,115.29	2002	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H681001C	FANN CONTRACTING INC	\$3,857,257.00	2007	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H614101C	FANN CONTRACTING INC	\$1,232,168.32	2005	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H602701C	FANN CONTRACTING INC	\$2,127,724.95	2005	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H584501C	FANN CONTRACTING INC	\$2,770,424.88	2005	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H525001C	FANN CONTRACTING INC	\$784,515.03	2005	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H527001C	FANN CONTRACTING INC	\$1,469,408.41	2002	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H526901C	FANN CONTRACTING INC	\$1,142,015.34	2002	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H436101C	FANN CONTRACTING INC	\$915,367.72	2004	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H589201C	FANN CONTRACTING INC	\$2,589,858.78	2002	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H595506C	FANN CONTRACTING INC	\$7,497,596.40	2005	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H595508C	FANN CONTRACTING INC	\$6,933,790.70	2005	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H511801C	FANN CONTRACTING INC	\$9,450,199.80	2005	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H527501C	FANN CONTRACTING INC	\$4,577,300.60	2002	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H635901C	FANN CONTRACTING INC	\$1,777,748.50	2006	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H489301C	FANN CONTRACTING INC	\$4,067,783.20	2004	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H635701C	FANN CONTRACTING INC	\$3,754,766.75	2006	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H524501C	FANN CONTRACTING INC	\$2,250,770.71	2003	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H434501C	FANN CONTRACTING INC	\$4,329,619.24	2003	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H390201C	FANN CONTRACTING INC	\$2,787,815.00	2006	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H589901C	FANN CONTRACTING INC	\$1,447,039.90	2003	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H458301C	FANN CONTRACTING INC	\$2,497,743.00	2003	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
SS49801C	FISHEL CO	\$424,181.14	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H584201C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$4,753,200.76	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H613801C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$3,149,351.29	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H527301C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$460,555.44	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H613901C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$11,795,259.00	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H679101C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$1,943,603.00	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H636301C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$3,250,684.00	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H636701C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$7,799,060.00	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H683001C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$2,742,915.24	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H555801C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$3,662,286.37	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H637001C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$7,299,307.00	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H583901C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$2,545,245.25	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H567601C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$1,678,485.25	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY	FUNDING SOURCE
H614401C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$2,651,957.00	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H636601C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$10,105,187.00	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H636301C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$3,250,684.00	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H554401C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$25,471,633.40	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H615301C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$1,849,292.00	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H557201C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$2,761,732.67	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H341401C	FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	\$30,352,243.25	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H667001C	GRANITE CONSTRUCTION CO	\$272,185.12	2007	NONMINORITY	PIMA, AZ	C	FEDERAL
H510401C	GRANITE CONSTRUCTION CO	\$12,337,300.94	2005	NONMINORITY	PIMA, AZ	C	FEDERAL
H545501C	GRANITE CONSTRUCTION CO	\$16,276,276.00	2006	NONMINORITY	PIMA, AZ	C	FEDERAL
H453501C	GRANITE CONSTRUCTION CO	\$2,180,180.00	2003	NONMINORITY	PIMA, AZ	C	FEDERAL
H629401C	GRANITE CONSTRUCTION CO	\$793,366.00	2004	NONMINORITY	PIMA, AZ	C	FEDERAL
H585301C	GRANITE CONSTRUCTION CO	\$2,267,187.00	2004	NONMINORITY	PIMA, AZ	C	FEDERAL
H652701C	GRANITE CONSTRUCTION CO	\$888,362.00	2007	NONMINORITY	PIMA, AZ	C	FEDERAL
H458201C	GRANITE CONSTRUCTION CO	\$18,734,751.00	2005	NONMINORITY	PIMA, AZ	C	FEDERAL
H543101C	GRANITE CONSTRUCTION CO	\$996,767.00	2004	NONMINORITY	PIMA, AZ	C	FEDERAL
H586201C	GRANITE CONSTRUCTION CO	\$1,171,944.00	2004	NONMINORITY	PIMA, AZ	C	FEDERAL
H525601C	GRANITE CONSTRUCTION CO	\$5,549,549.00	2002	NONMINORITY	PIMA, AZ	C	FEDERAL
H516301C	GRANITE CONSTRUCTION CO	\$12,209,912.00	2003	NONMINORITY	PIMA, AZ	C	FEDERAL
H545501C	GRANITE CONSTRUCTION CO	\$16,276,276.00	2006	NONMINORITY	PIMA, AZ	C	FEDERAL
H613701C	GRANITE CONSTRUCTION CO	\$2,251,344.00	2006	NONMINORITY	PIMA, AZ	C	FEDERAL
H636001C	GRANITE CONSTRUCTION CO	\$4,509,287.93	2006	NONMINORITY	PIMA, AZ	C	FEDERAL
H528206C	GRANITE CONSTRUCTION CO	\$3,401,724.00	2006	NONMINORITY	PIMA, AZ	C	FEDERAL
H527801C	GRANITE CONSTRUCTION CO	\$405,601.00	2002	NONMINORITY	PIMA, AZ	C	FEDERAL
H587601C	GRANITE CONSTRUCTION CO	\$711,216.00	2002	NONMINORITY	PIMA, AZ	C	FEDERAL
H451001C	GRANITE CONSTRUCTION CO	\$1,465,136.00	2004	NONMINORITY	PIMA, AZ	C	FEDERAL
H595503C	GRANITE CONSTRUCTION CO	\$7,986,986.00	2004	NONMINORITY	PIMA, AZ	C	FEDERAL
HX11801C	HAN MAR ENERGY INC	\$365,194.00	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS49301C	HAN MAR ENERGY INC	\$997,707.05	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS49401C	HAN MAR ENERGY INC	\$641,786.45	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H378401C	HARK DRILLING INC	\$989,907.90	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H614601C	HATCH CONSTRUCTION & PAVING INC	\$2,149,989.85	2005	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H428202C	HATCH CONSTRUCTION & PAVING INC	\$2,043,135.14	2003	NONMINORITY	NAVAJO, AZ	C	FEDERAL
SS57301C	HATCH CONSTRUCTION & PAVING INC	\$861,374.30	2006	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H490602C	HATCH CONSTRUCTION & PAVING INC	\$289,803.17	2003	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H390502C	HATCH CONSTRUCTION & PAVING INC	\$383,949.49	2003	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H555901C	HATCH CONSTRUCTION & PAVING INC	\$1,511,889.13	2002	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H585901C	HATCH CONSTRUCTION & PAVING INC	\$2,238,897.52	2004	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H681601C	HATCH CONSTRUCTION & PAVING INC	\$1,708,952.00	2007	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H460301C	HAYDON BUILDING CORP	\$2,053,747.70	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H633601C	HAYDON BUILDING CORP	\$562,897.95	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H552901C	HAYDON BUILDING CORP	\$1,806,161.92	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H581701C	HAYDON BUILDING CORP	\$7,444,853.50	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS49501C	ITS ENGINEERS AND CONSTRUCTORS OF UTAH INC	\$682,090.00	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H537002C	J BANICKI CONSTRUCTION INC	\$1,853,805.57	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL

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H614301C	J BANICKI CONSTRUCTION INC	\$1,504,553.59	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS52601C	J BANICKI CONSTRUCTION INC	\$67,000.00	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS50901C	J BANICKI CONSTRUCTION INC	\$1,587,929.80	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SB36901C	J BANICKI CONSTRUCTION INC	\$405,290.73	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SB36501C	J BANICKI CONSTRUCTION INC	\$113,447.37	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H571301C	J N J ENGINEERING CONSTRUCTION INC	\$1,522,635.24	2003	NONMINORITY	MOHAVE, AZ	C	FEDERAL
HX15801C	JENSON COMMERCIAL CONTRACTING LLC	\$200,085.10	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H605001C	K A Z CONSTRUCTION INC	\$700,000.00	2005	NONMINORITY	PIMA, AZ	C	FEDERAL
H569601C	K A Z CONSTRUCTION INC	\$250,000.00	2004	NONMINORITY	PIMA, AZ	C	FEDERAL
SS50801C	K A Z CONSTRUCTION INC	\$1,720,000.00	2006	NONMINORITY	PIMA, AZ	C	FEDERAL
H590001C	K A Z CONSTRUCTION INC	\$1,700,000.00	2006	NONMINORITY	PIMA, AZ	C	FEDERAL
H605301C	K A Z CONSTRUCTION INC	\$640,000.00	2005	NONMINORITY	PIMA, AZ	C	FEDERAL
H551901C	K A Z CONSTRUCTION INC	\$430,000.00	2004	NONMINORITY	PIMA, AZ	C	FEDERAL
H660301C	K A Z CONSTRUCTION INC	\$930,000.00	2007	NONMINORITY	PIMA, AZ	C	FEDERAL
H605101C	K A Z CONSTRUCTION INC	\$1,040,000.00	2006	NONMINORITY	PIMA, AZ	C	FEDERAL
H303802C	K E & G CONSTRUCTION INC	\$9,726,590.10	2002	NONMINORITY	COCHISE, AZ	C	FEDERAL
H623901C	K E & G CONSTRUCTION INC	\$320,232.05	2005	NONMINORITY	COCHISE, AZ	C	FEDERAL
H643401C	KIEWIT SUNDT JV	\$200,300,000.00	2007	NONMINORITY	YUMA, AZ	C	FEDERAL
H524301C	KIEWIT WESTERN CO	\$2,074,000.00	2002	NONMINORITY	YUMA, AZ	C	FEDERAL
H527201C	KIEWIT WESTERN CO	\$1,421,652.00	2002	NONMINORITY	YUMA, AZ	C	FEDERAL
H447201C	KIEWIT WESTERN CO	\$32,500,000.00	2002	NONMINORITY	YUMA, AZ	C	FEDERAL
H303001C	KIEWIT WESTERN CO	\$12,930,000.00	2002	NONMINORITY	YUMA, AZ	C	FEDERAL
H466203C	KIEWIT WESTERN CO	\$40,530,000.00	2007	NONMINORITY	YUMA, AZ	C	FEDERAL
H488601C	KIEWIT WESTERN CO	\$2,460,666.53	2002	NONMINORITY	YUMA, AZ	C	FEDERAL
H410401C	KIEWIT WESTERN CO	\$2,487,333.47	2002	NONMINORITY	YUMA, AZ	C	FEDERAL
SB40101C	M A C CONTRACTING INC	\$292,723.79	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H569801C	M ANDERSON CONSTRUCTION CORP	\$85,518.73	2004	NONMINORITY	PIMA, AZ	C	FEDERAL
H618201C	M ANDERSON CONSTRUCTION CORP	\$102,286.82	2004	NONMINORITY	PIMA, AZ	C	FEDERAL
SL44103C	M ANDERSON CONSTRUCTION CORP	\$174,842.50	2005	NONMINORITY	PIMA, AZ	C	FEDERAL
H640201C	M ANDERSON CONSTRUCTION CORP	\$269,039.75	2007	NONMINORITY	PIMA, AZ	C	FEDERAL
SS44701C	MARKHAM CONTRACTING CO INC	\$2,607,797.81	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H648201C	MEADOW VALLEY CONTRACTORS INC	\$7,337,987.26	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H436701C	MEADOW VALLEY CONTRACTORS INC	\$4,081,949.00	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H521001C	MEADOW VALLEY CONTRACTORS INC	\$17,394,291.37	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H503703C	MEADOW VALLEY CONTRACTORS INC	\$7,142,373.85	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H601502C	MEADOW VALLEY CONTRACTORS INC	\$3,533,779.73	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H601401C	MEADOW VALLEY CONTRACTORS INC	\$8,450,092.00	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H584601C	MEADOW VALLEY CONTRACTORS INC	\$2,500,454.00	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H584301C	MEADOW VALLEY CONTRACTORS INC	\$709,336.00	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H601501C	MEADOW VALLEY CONTRACTORS INC	\$6,308,477.55	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H637102C	MEADOW VALLEY CONTRACTORS INC	\$7,821,296.00	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H639201C	MEADOW VALLEY CONTRACTORS INC	\$4,898,093.35	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H463301C	MEADOW VALLEY CONTRACTORS INC	\$1,592,364.61	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H468101C	MEADOW VALLEY CONTRACTORS INC	\$9,145,154.00	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H563901C	MEADOW VALLEY CONTRACTORS INC	\$8,058,525.34	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY	FUNDING SOURCE
H441502C	MEADOW VALLEY CONTRACTORS INC	\$10,532,664.85	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H555601C	MEADOW VALLEY CONTRACTORS INC	\$1,408,331.00	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H499102C	MEADOW VALLEY CONTRACTORS INC	\$1,611,111.00	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H556101C	MEADOW VALLEY CONTRACTORS INC	\$2,999,993.75	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H463801C	MEADOW VALLEY CONTRACTORS INC	\$2,603,245.13	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H636501C	MEADOW VALLEY CONTRACTORS INC	\$11,993,043.55	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H502801C	MEADOW VALLEY CONTRACTORS INC	\$6,571,015.80	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H644001C	MEADOW VALLEY CONTRACTORS INC	\$5,887,560.95	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H458401C	MEADOW VALLEY CONTRACTORS INC	\$20,629,173.70	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H658401C	MEADOW VALLEY CONTRACTORS INC	\$1,868,825.65	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H670201C	MEADOW VALLEY CONTRACTORS INC	\$4,440,913.65	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
HX19201C	MEADOW VALLEY CONTRACTORS INC	\$242,510.09	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H524101C	MEADOW VALLEY CONTRACTORS INC	\$7,274,528.30	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H595504C	MEADOW VALLEY CONTRACTORS INC	\$8,084,988.60	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H635301C	MEADOW VALLEY CONTRACTORS INC	\$5,538,942.75	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H463201C	MEADOW VALLEY CONTRACTORS INC	\$1,398,381.12	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H463501C	MEADOW VALLEY CONTRACTORS INC	\$1,920,761.35	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H463601C	MEADOW VALLEY CONTRACTORS INC	\$1,833,507.73	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H458101C	MEADOW VALLEY CONTRACTORS INC	\$4,525,000.00	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H580401C	MEADOW VALLEY CONTRACTORS INC	\$768,190.26	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H556001C	MEADOW VALLEY CONTRACTORS INC	\$1,220,070.88	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H526801C	MEADOW VALLEY CONTRACTORS INC	\$1,885,309.74	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H527701C	MEADOW VALLEY CONTRACTORS INC	\$898,369.00	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H635401C	MERIDIAN ENGINEERING CO	\$2,069,000.00	2006	NONMINORITY	PIMA, AZ	C	FEDERAL
H423901C	MERIDIAN ENGINEERING CO	\$842,227.00	2005	NONMINORITY	PIMA, AZ	C	FEDERAL
H660401C	NAC CONSTRUCTION A DIVISION OF COLORADO RIVER MATERIALS INC	\$341,896.60	2007	NONMINORITY	PIMA, AZ	C	FEDERAL
H641301C	NAC CONSTRUCTION A DIVISION OF COLORADO RIVER MATERIALS INC	\$421,610.10	2007	NONMINORITY	PIMA, AZ	C	FEDERAL
H655601C	NESBITT CONTRACTING CO INC	\$1,482,356.17	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SH27801C	NESBITT CONTRACTING CO INC	\$753,346.00	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS53401C	NESBITT CONTRACTING CO INC	\$7,112,299.50	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H490801C	NESBITT CONTRACTING CO INC	\$1,541,838.00	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H679401C	PAVEMENT MARKING INC	\$34,694.20	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H529901C	PULICE CONSTRUCTION INC	\$46,835,302.58	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H578201C	PULICE CONSTRUCTION INC	\$195,340,042.70	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H706001C	PULICE CONSTRUCTION INC	\$19,621,533.69	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H617801C	PULICE CONSTRUCTION INC	\$35,777,668.75	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H578301C	PULICE CONSTRUCTION INC	\$67,415,008.85	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H591101C	PULICE CONSTRUCTION INC	\$58,869,153.70	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H319003C	PULICE CONSTRUCTION INC	\$54,272,422.30	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H625901C	PULICE CONSTRUCTION INC	\$15,727,574.60	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H591301C	PULICE CONSTRUCTION INC	\$54,113,671.30	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H591501C	PULICE CONSTRUCTION INC	\$39,462,936.00	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H541701C	PULICE CONSTRUCTION INC	\$11,864,628.17	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H538101C	PULICE CONSTRUCTION INC	\$47,704,946.00	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H568604C	PULICE CONSTRUCTION INC	\$71,374,831.65	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY	FUNDING SOURCE
H497201C	R E MONKS CONSTRUCTION CO LLC	\$12,210,635.11	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H549401C	R E MONKS CONSTRUCTION CO LLC JV TRAYLOR BROS INC	\$25,934,219.70	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H622101C	RECON INC	\$173,978.75	2004	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H661501C	RECON INC	\$484,637.40	2007	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H649301C	ROYDEN CONSTRUCTION CO	\$5,899,496.51	2006	NONMINORITY	MARICOPA, AZ	C	FEDERAL
HX17401C	ROYDEN CONSTRUCTION CO	\$1,850,034.96	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H561401C	ROYDEN CONSTRUCTION CO	\$443,282.20	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SH27301C	ROYDEN CONSTRUCTION CO	\$1,079,920.90	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SB36701C	ROYDEN CONSTRUCTION CO	\$352,000.00	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SB36401C	ROYDEN CONSTRUCTION CO	\$696,489.80	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H576301C	ROYDEN CONSTRUCTION CO	\$447,000.00	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS55901C	RUMMEL CONSTRUCTION INC	\$837,522.70	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS52701C	RURAL ELECTRIC INC	\$245,705.50	2007	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H608201C	SHOW LOW CONSTRUCTION INC	\$990,682.20	2007	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H569701C	SHOW LOW CONSTRUCTION INC	\$614,200.40	2005	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H556601C	SHOW LOW CONSTRUCTION INC	\$2,777,440.65	2005	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H532301C	SHOW LOW CONSTRUCTION INC	\$271,706.50	2003	NONMINORITY	NAVAJO, AZ	C	FEDERAL
SB36101C	SHOW LOW CONSTRUCTION INC	\$689,232.00	2003	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H550601C	SHOW LOW CONSTRUCTION INC	\$3,511,969.28	2003	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H210701C	SHOW LOW CONSTRUCTION INC	\$7,099,941.55	2005	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H460401C	SHOW LOW CONSTRUCTION INC	\$5,841,807.12	2003	NONMINORITY	NAVAJO, AZ	C	FEDERAL
HX15701C	SHOW LOW CONSTRUCTION INC	\$238,595.30	2006	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H591601C	SHOW LOW CONSTRUCTION INC	\$3,122,340.20	2004	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H425601C	SHOW LOW CONSTRUCTION INC	\$4,831,581.55	2003	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H415901C	SHOW LOW CONSTRUCTION INC	\$6,294,678.45	2002	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H557101C	SHOW LOW CONSTRUCTION INC	\$1,991,721.60	2004	NONMINORITY	NAVAJO, AZ	C	FEDERAL
H645101C	SILVER EAGLE WESTERN LLC	\$425,000.00	2006	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
H574501C	SILVER EAGLE WESTERN LLC	\$190,999.75	2005	NONMINORITY WOMEN	MARICOPA, AZ	C	FEDERAL
SH28101C	SOUTHERN ARIZONA PAVING & CONSTRUCTION CO	\$759,575.70	2007	NONMINORITY	PIMA, AZ	C	FEDERAL
H556701C	SOUTHERN ARIZONA PAVING & CONSTRUCTION CO	\$1,020,121.90	2003	NONMINORITY	PIMA, AZ	C	FEDERAL
H556301C	SOUTHERN ARIZONA PAVING & CONSTRUCTION CO	\$2,399,680.30	2004	NONMINORITY	PIMA, AZ	C	FEDERAL
H313502C	SOUTHWEST ENVIROSCAPES INC	\$487,481.00	2003	NONMINORITY	PIMA, AZ	C	FEDERAL
H573402C	SOUTHWEST ENVIROSCAPES INC	\$185,008.37	2003	NONMINORITY	PIMA, AZ	C	FEDERAL
H429201C	SOUTHWEST ENVIROSCAPES INC	\$200,000.00	2003	NONMINORITY	PIMA, AZ	C	FEDERAL
H599901C	STANDARD CONSTRUCTION COMPANY INC	\$1,308,692.25	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS46701C	STANDARD CONSTRUCTION COMPANY INC	\$178,197.20	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H633401C	STANDARD CONSTRUCTION COMPANY INC	\$736,129.45	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SS58601C	STANDARD CONSTRUCTION COMPANY INC	\$1,262,239.98	2007	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H560401C	STRONGHOLD CONTRACTING INC	\$464,698.50	2002	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H616501C	STRONGHOLD CONTRACTING INC	\$88,561.80	2003	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
SB40701C	STRONGHOLD CONTRACTING INC	\$1,248,280.00	2003	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H576801C	SUNDT CONSTRUCTION INC	\$11,887,520.10	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H578101C	SUNDT CONSTRUCTION INC	\$22,855,183.65	2004	NONMINORITY	MARICOPA, AZ	C	FEDERAL
SH28201C	TANNER COMPANIES YUMA INC	\$669,153.30	2007	NONMINORITY	YUMA, AZ	C	FEDERAL
H526701C	TANNER COMPANIES YUMA INC	\$1,029,871.42	2005	NONMINORITY	YUMA, AZ	C	FEDERAL
H593301C	TANNER COMPANIES YUMA INC	\$194,396.50	2004	NONMINORITY	YUMA, AZ	C	FEDERAL
H237805C	UNDERWOOD BROS INC DBA AAA LANDSCAPE	\$772,087.12	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H569201C	UTILITY CONSTRUCTION CO INC	\$123,831.00	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H606901C	UTILITY CONSTRUCTION CO INC	\$560,160.00	2005	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H532801C	VALLEY CREST LANDSCAPE DEVELOPMENT INC	\$1,572,656.10	2002	NONMINORITY	MARICOPA, AZ	C	FEDERAL
H510601C	VASTCO INC	\$30,480,000.00	2006	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H603101C	VASTCO INC	\$1,784,752.00	2006	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H618301C	VASTCO INC	\$1,627,249.00	2005	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
SL45001C	VASTCO INC	\$997,520.00	2005	NONMINORITY	YAVAPAI, AZ	C	FEDERAL
H606501C	W R SKOUSEN CONTRACTOR, INC	\$903,507.31	2003	NONMINORITY	MARICOPA, AZ	C	FEDERAL

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H319003C	A & S PAVING INC	\$30,000.00	2002	HISPANIC AMERICAN	C	FEDERAL
H681601C	A & S TRUCKING	\$9,600.00	2007	NONMINORITY	C	FEDERAL
SS49401C	A 1 PAVING & GRADING INC	\$6,500.00	2004	NONMINORITY	C	FEDERAL
H516301C	A A AND R CONSTRUCTION CO	\$152,240.00	2003	NONMINORITY	C	FEDERAL
H610001C	A A C STRUCTURES OF ARIZONA LLC	\$16,098.12	2003	NONMINORITY	C	FEDERAL
H425601C	A C S CONAID INC	\$35,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H581701C	A C S CONAID INC	\$20,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
SS53401C	A C S CONAID INC	\$25,770.00	2007	NONMINORITY WOMEN	C	FEDERAL
H407601C	A C T L	\$35,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H584401C	A K SIGNAL AND UTILITY CO	\$4,500.00	2005	NONMINORITY	C	FEDERAL
SS49901C	A K SIGNAL AND UTILITY CO	\$18,944.00	2006	NONMINORITY	C	FEDERAL
H489301C	A K SIGNAL AND UTILITY CO	\$2,500.00	2004	NONMINORITY	C	FEDERAL
H581701C	A K SIGNAL AND UTILITY CO	\$316,875.00	2005	NONMINORITY	C	FEDERAL
H633101C	A K SIGNAL AND UTILITY CO	\$18,000.00	2007	NONMINORITY	C	FEDERAL
SS50001C	A K SIGNAL AND UTILITY CO	\$389,999.00	2006	NONMINORITY	C	FEDERAL
H436101C	A K SIGNAL AND UTILITY CO	\$2,500.00	2004	NONMINORITY	C	FEDERAL
H611501C	A K SIGNAL AND UTILITY CO	\$2,800.00	2004	NONMINORITY	C	FEDERAL
H490602C	A K SIGNAL AND UTILITY CO	\$6,000.00	2003	NONMINORITY	C	FEDERAL
H584701C	A K SIGNAL AND UTILITY CO	\$8,000.00	2004	NONMINORITY	C	FEDERAL
H555801C	A K SIGNAL AND UTILITY CO	\$2,200.00	2004	NONMINORITY	C	FEDERAL
H624401C	A K SIGNAL AND UTILITY CO	\$10,700.00	2005	NONMINORITY	C	FEDERAL
H434501C	A K SIGNAL AND UTILITY CO	\$5,925.00	2003	NONMINORITY	C	FEDERAL
H489301C	A M TRUCKING INC	\$6,000.00	2004	NONMINORITY	C	FEDERAL
H466501C	A O PAINTING INC	\$11,670.00	2005	HISPANIC AMERICAN	C	FEDERAL
H585201C	A O PAINTING INC	\$11,670.00	2005	HISPANIC AMERICAN	C	FEDERAL
H610001C	A PAC PRESSURE GROUTING AND STABILIZATION	\$185,000.00	2003	NONMINORITY	C	FEDERAL
H578201C	A R A ADJUSTMENTS INC	\$25,000.00	2006	NONMINORITY	C	FEDERAL
H585301C	A T L INC	\$14,445.00	2004	HISPANIC AMERICAN	C	FEDERAL
H303802C	A T L INC	\$60,000.00	2002	HISPANIC AMERICAN	C	FEDERAL
HX17401C	A T L INC	\$8,900.00	2007	HISPANIC AMERICAN	C	FEDERAL
H415901C	A T L INC	\$90,000.00	2002	HISPANIC AMERICAN	C	FEDERAL
H598601C	A T L INC	\$2,770.00	2004	HISPANIC AMERICAN	C	FEDERAL
H613801C	A T L INC	\$12,555.00	2005	HISPANIC AMERICAN	C	FEDERAL
H603101C	A T L INC	\$1,977.00	2006	HISPANIC AMERICAN	C	FEDERAL
H552901C	A T L INC	\$10,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
H425601C	A T L INC	\$40,000.00	2003	HISPANIC AMERICAN	C	FEDERAL
H410401C	A T L INC	\$20,000.00	2002	HISPANIC AMERICAN	C	FEDERAL
H608201C	A T L INC	\$14,777.00	2007	HISPANIC AMERICAN	C	FEDERAL
H649301C	A T L INC	\$35,755.00	2006	HISPANIC AMERICAN	C	FEDERAL
H584201C	A T L INC	\$49,579.00	2004	HISPANIC AMERICAN	C	FEDERAL
H548301C	A T L INC	\$5,955.00	2002	HISPANIC AMERICAN	C	FEDERAL
H581701C	A T L INC	\$90,000.00	2005	HISPANIC AMERICAN	C	FEDERAL
SS55901C	A T L INC	\$9,255.00	2007	HISPANIC AMERICAN	C	FEDERAL
H540201C	A T L INC	\$24,000.00	2002	HISPANIC AMERICAN	C	FEDERAL
SH28601C	A T L INC	\$9,777.00	2006	HISPANIC AMERICAN	C	FEDERAL
H210701C	A T L INC	\$60,000.00	2005	HISPANIC AMERICAN	C	FEDERAL
H587601C	A T L INC	\$2,220.00	2002	HISPANIC AMERICAN	C	FEDERAL
SS49101C	A T L INC	\$47,290.00	2003	HISPANIC AMERICAN	C	FEDERAL
H375301C	A T L INC	\$35,555.00	2002	HISPANIC AMERICAN	C	FEDERAL
H488601C	A T L INC	\$20,000.00	2002	HISPANIC AMERICAN	C	FEDERAL
H605101C	A T L INC	\$7,700.00	2006	HISPANIC AMERICAN	C	FEDERAL
SB36901C	A T L INC	\$5,500.00	2003	HISPANIC AMERICAN	C	FEDERAL
H543101C	A T L INC	\$6,656.00	2004	HISPANIC AMERICAN	C	FEDERAL
H600001C	A T L INC	\$17,770.00	2004	HISPANIC AMERICAN	C	FEDERAL
H556601C	A T L INC	\$40,500.00	2005	HISPANIC AMERICAN	C	FEDERAL
H550601C	A T L INC	\$25,000.00	2003	HISPANIC AMERICAN	C	FEDERAL
SH27801C	A T L INC	\$3,300.00	2004	HISPANIC AMERICAN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
SB36501C	A T L INC	\$5,500.00	2003	HISPANIC AMERICAN	C	FEDERAL
H534801C	A TEAM PROFESSIONAL ASSOC INC	\$7,080.00	2003	HISPANIC AMERICAN	C	FEDERAL
H554401C	A Z DESTINY CONTRACTING DBA DESTINY CONTRACTING LLC	\$461,520.00	2006	NONMINORITY	C	FEDERAL
H643401C	A Z GRADEMAKER INC	\$8,500.00	2007	NONMINORITY	C	FEDERAL
H407601C	A Z GRADEMAKER INC	\$40,000.00	2004	NONMINORITY	C	FEDERAL
H643401C	A Z GRADEMAKER INC	\$300,000.00	2007	NONMINORITY	C	FEDERAL
H595503C	ABBCO ENTERPRISES LLC DBA ABBCO SIGN GROUP	\$48,911.85	2004	NONMINORITY	C	FEDERAL
H584901C	ABBCO ENTERPRISES LLC DBA ABBCO SIGN GROUP	\$7,281.01	2004	NONMINORITY	C	FEDERAL
H681001C	ABBCO SIGN GROUP INC	\$23,690.00	2007	NONMINORITY	C	FEDERAL
H608201C	ABBCO SIGN GROUP INC	\$23,600.00	2007	NONMINORITY	C	FEDERAL
H659301C	ABBCO SIGN GROUP INC	\$5,998.00	2007	NONMINORITY	C	FEDERAL
SS55901C	ABBCO SIGN GROUP INC	\$45,028.00	2007	NONMINORITY	C	FEDERAL
H390201C	ABBCO SIGN GROUP INC	\$73,800.00	2006	NONMINORITY	C	FEDERAL
H635401C	ABBCO SIGN GROUP INC	\$10,508.00	2006	NONMINORITY	C	FEDERAL
H584201C	ABSOLUTE SURVEYING & MAPPING	\$22,500.00	2004	NONMINORITY	C	FEDERAL
HX13702C	ABSOLUTE SURVEYING & MAPPING	\$5,215.00	2004	NONMINORITY	C	FEDERAL
SS58601C	ACTION BARRICADE CO LLC	\$19,923.10	2007	NONMINORITY	C	FEDERAL
H644001C	ACTION BARRICADE CO LLC	\$62,706.25	2006	NONMINORITY	C	FEDERAL
H585501C	ACTION BARRICADE CO LLC	\$11,245.50	2004	NONMINORITY	C	FEDERAL
H611501C	ACTION BARRICADE CO LLC	\$93,753.00	2004	NONMINORITY	C	FEDERAL
H560101C	ACTION BARRICADE CO LLC	\$152,290.60	2004	NONMINORITY	C	FEDERAL
H584901C	ACTION BARRICADE CO LLC	\$3,091.90	2004	NONMINORITY	C	FEDERAL
SS46701C	ACTION BARRICADE CO LLC	\$3,000.00	2005	NONMINORITY	C	FEDERAL
SS61001C	ACTION BARRICADE CO LLC	\$10,450.00	2007	NONMINORITY	C	FEDERAL
H648601C	ACTION BARRICADE CO LLC	\$10,000.75	2006	NONMINORITY	C	FEDERAL
H447201C	ADAMS CONTRACTING & EXCAVATING LLC	\$25,000.00	2002	NONMINORITY	C	FEDERAL
H552901C	ADAMS CONTRACTING & EXCAVATING LLC	\$368,324.26	2004	NONMINORITY	C	FEDERAL
H568603C	ADAMS CONTRACTING & EXCAVATING LLC	\$95,700.00	2004	NONMINORITY	C	FEDERAL
H706001C	ADRA CONTRACTING INC	\$1,305,290.00	2007	NONMINORITY	C	FEDERAL
H521001C	ADRA CONTRACTING INC	\$161,000.00	2005	NONMINORITY	C	FEDERAL
H457303C	ADRA CONTRACTING INC	\$354,225.30	2002	NONMINORITY	C	FEDERAL
H319003C	ADRA CONTRACTING INC	\$5,600.00	2002	NONMINORITY	C	FEDERAL
H563901C	ADRA CONTRACTING INC	\$115,200.00	2003	NONMINORITY	C	FEDERAL
H617801C	ADRA CONTRACTING INC	\$2,755,484.00	2007	NONMINORITY	C	FEDERAL
H578201C	ADRA CONTRACTING INC	\$6,483,150.00	2006	NONMINORITY	C	FEDERAL
H578301C	ADRA CONTRACTING INC	\$3,229,655.00	2006	NONMINORITY	C	FEDERAL
H584401C	AGGREGATE PRODUCTS TRUCKING LLC	\$160,800.00	2005	NONMINORITY	C	FEDERAL
H605101C	ALAMO STEEL DESIGN INC	\$40,320.00	2006	NONMINORITY	C	FEDERAL
H436101C	ALAN RENSBERGER TRUCKING	\$6,500.00	2004	NONMINORITY	C	FEDERAL
H635701C	ALAN RENSBERGER TRUCKING	\$6,400.00	2006	NONMINORITY	C	FEDERAL
H390201C	ALBAS TRUCKING	\$12,800.00	2006	NONMINORITY	C	FEDERAL
H463901C	ALBO GUZMAN TRUCKING	\$13,000.00	2003	NONMINORITY	C	FEDERAL
H564201C	ALBO GUZMAN TRUCKING	\$26,000.00	2003	NONMINORITY	C	FEDERAL
H646301C	ALL CITY TRI CITY POWER SWEEPING INC	\$1,560.00	2004	NONMINORITY	C	FEDERAL
H637101C	ALL CITY TRI CITY POWER SWEEPING INC	\$9,360.00	2003	NONMINORITY	C	FEDERAL
H591201C	ALL CUT CONCRETE CUTTING DBA MARZIALE ENTERPRISES INC	\$925.85	2005	NONMINORITY	C	FEDERAL
H564201C	ALL CUT CONCRETE CUTTING DBA MARZIALE ENTERPRISES INC	\$3,000.00	2003	NONMINORITY	C	FEDERAL
H622101C	ALLIANCE CONCRETE	\$24,450.00	2004	NONMINORITY	C	FEDERAL
H610001C	ALLIANCE SERVICE AND CONTROL SPECIALISTS INC	\$95,440.00	2003	NATIVE AMERICAN	C	FEDERAL
H585201C	ALLIED FORCES	\$10,000.57	2005	NONMINORITY	C	FEDERAL
H592401C	ALLIED FORCES	\$7,500.00	2005	NONMINORITY	C	FEDERAL
H516301C	AMEC EARTH & ENVIROMENTAL INC	\$88,165.00	2003	NONMINORITY	C	FEDERAL
H643401C	AMEC EARTH & ENVIROMENTAL INC	\$448,441.80	2007	NONMINORITY	C	FEDERAL
H584901C	AMEC EARTH & ENVIROMENTAL INC	\$37,350.00	2004	NONMINORITY	C	FEDERAL
H591101C	AMEC EARTH & ENVIROMENTAL INC	\$26,608.00	2005	NONMINORITY	C	FEDERAL
H556701C	AMEC EARTH & ENVIROMENTAL INC	\$3,023.00	2003	NONMINORITY	C	FEDERAL
H585001C	AMEC EARTH & ENVIROMENTAL INC	\$58,200.00	2004	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H576701C	AMEC EARTH & ENVIROMENTAL INC	\$38,503.60	2005	NONMINORITY	C	FEDERAL
H554401C	AMERICAN ASPHALT & GRADING CO	\$125,000.00	2006	NONMINORITY	C	FEDERAL
H644001C	AMERICAN ASPHALT & GRADING CO	\$7,900.00	2006	NONMINORITY	C	FEDERAL
H683001C	AMERICAN ASPHALT & GRADING CO	\$8,100.00	2007	NONMINORITY	C	FEDERAL
H458401C	AMERICAN ASPHALT & GRADING CO	\$24,800.00	2006	NONMINORITY	C	FEDERAL
H617801C	AMERICAN PRECAST PRODUCTS LLC	\$5,457.00	2007	NONMINORITY	C	FEDERAL
H460401C	AMMEX REBAR PLACERS INC	\$47,908.17	2003	HISPANIC AMERICAN	C	FEDERAL
H531901C	AMMEX REBAR PLACERS INC	\$10,246.80	2003	HISPANIC AMERICAN	C	FEDERAL
H595544C	AMMEX REBAR PLACERS INC	\$600,962.88	2005	HISPANIC AMERICAN	C	FEDERAL
H613301C	AMMEX REBAR PLACERS INC	\$191,100.79	2005	HISPANIC AMERICAN	C	FEDERAL
H585101C	AMMEX REBAR PLACERS INC	\$147,483.71	2005	HISPANIC AMERICAN	C	FEDERAL
H615501C	AMMEX REBAR PLACERS INC	\$201,018.95	2006	HISPANIC AMERICAN	C	FEDERAL
H601501C	AMMEX REBAR PLACERS INC	\$467,674.16	2005	HISPANIC AMERICAN	C	FEDERAL
H560101C	AMMEX REBAR PLACERS INC	\$778,660.72	2004	HISPANIC AMERICAN	C	FEDERAL
SB40701C	AMMEX REBAR PLACERS INC	\$100,502.11	2003	HISPANIC AMERICAN	C	FEDERAL
H576801C	AMMEX REBAR PLACERS INC	\$1,291,834.68	2004	HISPANIC AMERICAN	C	FEDERAL
H511801C	AMMEX REBAR PLACERS INC	\$230,349.81	2005	HISPANIC AMERICAN	C	FEDERAL
H568603C	AMMEX REBAR PLACERS INC	\$1,042,429.56	2004	HISPANIC AMERICAN	C	FEDERAL
H560401C	AMMEX REBAR PLACERS INC	\$25,049.10	2002	HISPANIC AMERICAN	C	FEDERAL
H591201C	AMMEX REBAR PLACERS INC	\$4,312,262.76	2005	HISPANIC AMERICAN	C	FEDERAL
H375301C	AMMEX REBAR PLACERS INC	\$114,218.60	2002	HISPANIC AMERICAN	C	FEDERAL
H444401C	AMMEX REBAR PLACERS INC	\$19,687.65	2002	HISPANIC AMERICAN	C	FEDERAL
H407601C	AMMEX REBAR PLACERS INC	\$1,195,925.05	2004	HISPANIC AMERICAN	C	FEDERAL
H313502C	ANAYA CONCRETE CONSTRUCTION INC	\$3,138.00	2003	NONMINORITY	C	FEDERAL
H434501C	ANDERSON EMERGENCY RESPONSE	\$23,920.00	2003	NONMINORITY	C	FEDERAL
H633101C	ANNCOLE CONTRACTING CORP	\$175,333.93	2007	NONMINORITY	C	FEDERAL
H571301C	ANNCOLE CONTRACTING CORP	\$407,119.53	2003	NONMINORITY	C	FEDERAL
SS49901C	ANNCOLE CONTRACTING CORP	\$260,435.40	2006	NONMINORITY	C	FEDERAL
SS50801C	ANNCOLE CONTRACTING CORP	\$470,361.00	2006	NONMINORITY	C	FEDERAL
SS50801C	ANNCOLE CONTRACTING CORP	\$31,433.51	2006	NONMINORITY	C	FEDERAL
H581701C	ANNCOLE CONTRACTING CORP	\$424,000.00	2005	NONMINORITY	C	FEDERAL
SS50001C	ANNCOLE CONTRACTING CORP	\$407,409.73	2006	NONMINORITY	C	FEDERAL
H664901C	ANNS WATER SERVICE	\$9,750.00	2006	NONMINORITY	C	FEDERAL
H564201C	ANSCO INC	\$85,000.00	2003	NONMINORITY	C	FEDERAL
H541701C	ANSCO INC	\$125,000.00	2003	NONMINORITY	C	FEDERAL
H534801C	APEX LAND SURVEYING	\$10,000.00	2003	NONMINORITY	C	FEDERAL
H622101C	APEX LAND SURVEYING	\$3,000.00	2004	NONMINORITY	C	FEDERAL
H578201C	APPLIED DIVING SERVICES INC	\$18,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H664901C	AQUA DUCK INC	\$14,000.00	2006	NONMINORITY	C	FEDERAL
H423901C	ARAPAHOE TREE SERVICE	\$1,560.00	2005	NONMINORITY	C	FEDERAL
H643401C	ARAPAHOE TREE SERVICE	\$2,700.00	2007	NONMINORITY	C	FEDERAL
H633201C	ARGUS CONSTRUCTION SERVICES L DBA ARGUS ENGINEERING	\$11,500.00	2007	NONMINORITY	C	FEDERAL
H457303C	ARIZONA BLACKMAT CORPORATION	\$4,142.00	2002	NONMINORITY	C	FEDERAL
H341401C	ARIZONA DRILLING AND SAWING	\$2,463.00	2007	NONMINORITY	C	FEDERAL
H549401C	ARIZONA DRILLING AND SAWING	\$958.00	2004	NONMINORITY	C	FEDERAL
SB36101C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$26,776.80	2003	NONMINORITY WOMEN	C	FEDERAL
H528001C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$21,931.50	2003	NONMINORITY WOMEN	C	FEDERAL
H645101C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$17,412.30	2006	NONMINORITY WOMEN	C	FEDERAL
H591001C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$125,650.00	2003	NONMINORITY WOMEN	C	FEDERAL
H503703C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$98,507.44	2004	NONMINORITY WOMEN	C	FEDERAL
H524801C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$80,092.25	2002	NONMINORITY WOMEN	C	FEDERAL
H511801C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$151,757.91	2005	NONMINORITY WOMEN	C	FEDERAL
H585701C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$219,837.05	2005	NONMINORITY WOMEN	C	FEDERAL
H589901C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$10,292.00	2003	NONMINORITY WOMEN	C	FEDERAL
H657701C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$94,723.97	2007	NONMINORITY WOMEN	C	FEDERAL
H557201C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$29,764.00	2003	NONMINORITY WOMEN	C	FEDERAL
H636701C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$436,665.62	2007	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H595506C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$168,549.73	2005	NONMINORITY WOMEN	C	FEDERAL
H559701C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$48,951.50	2002	NONMINORITY WOMEN	C	FEDERAL
H639201C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$69,582.33	2006	NONMINORITY WOMEN	C	FEDERAL
H584501C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$57,353.99	2005	NONMINORITY WOMEN	C	FEDERAL
H595502C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$87,037.70	2003	NONMINORITY WOMEN	C	FEDERAL
H555601C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$102,888.45	2003	NONMINORITY WOMEN	C	FEDERAL
H584601C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$34,054.64	2004	NONMINORITY WOMEN	C	FEDERAL
H631001C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$63,329.30	2005	NONMINORITY WOMEN	C	FEDERAL
H637001C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$405,194.21	2007	NONMINORITY WOMEN	C	FEDERAL
H528501C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$17,761.25	2002	NONMINORITY WOMEN	C	FEDERAL
H635701C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$45,853.73	2006	NONMINORITY WOMEN	C	FEDERAL
H602701C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$21,757.50	2005	NONMINORITY WOMEN	C	FEDERAL
H581701C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$6,554.40	2005	NONMINORITY WOMEN	C	FEDERAL
H585301C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$16,113.10	2004	NONMINORITY WOMEN	C	FEDERAL
H525401C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$15,413.45	2002	NONMINORITY WOMEN	C	FEDERAL
H595508C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$109,936.63	2005	NONMINORITY WOMEN	C	FEDERAL
H526901C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$26,741.65	2002	NONMINORITY WOMEN	C	FEDERAL
H601401C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$392,162.41	2004	NONMINORITY WOMEN	C	FEDERAL
H613801C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$161,942.78	2005	NONMINORITY WOMEN	C	FEDERAL
H589601C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$8,255.50	2003	NONMINORITY WOMEN	C	FEDERAL
H458301C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$63,604.38	2003	NONMINORITY WOMEN	C	FEDERAL
H636601C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$276,585.32	2006	NONMINORITY WOMEN	C	FEDERAL
H526401C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$75,835.30	2002	NONMINORITY WOMEN	C	FEDERAL
H524401C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$27,839.88	2003	NONMINORITY WOMEN	C	FEDERAL
H453501C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$112,624.23	2003	NONMINORITY WOMEN	C	FEDERAL
H556901C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$143,019.77	2003	NONMINORITY WOMEN	C	FEDERAL
H612701C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$272,046.28	2005	NONMINORITY WOMEN	C	FEDERAL
H584701C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$115,960.79	2004	NONMINORITY WOMEN	C	FEDERAL
H407601C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$430,172.80	2004	NONMINORITY WOMEN	C	FEDERAL
H586401C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$28,737.95	2002	NONMINORITY WOMEN	C	FEDERAL
SB40701C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$42,391.81	2003	NONMINORITY WOMEN	C	FEDERAL
H635901C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$102,488.74	2006	NONMINORITY WOMEN	C	FEDERAL
H572201C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$54,655.00	2002	NONMINORITY WOMEN	C	FEDERAL
H516301C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$74,043.20	2003	NONMINORITY WOMEN	C	FEDERAL
H549401C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$188,005.65	2004	NONMINORITY WOMEN	C	FEDERAL
H615101C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$394,575.24	2005	NONMINORITY WOMEN	C	FEDERAL
H460301C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$55,022.60	2007	NONMINORITY WOMEN	C	FEDERAL
H614601C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$69,123.59	2005	NONMINORITY WOMEN	C	FEDERAL
H555701C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$116,682.00	2003	NONMINORITY WOMEN	C	FEDERAL
H525901C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$54,310.12	2002	NONMINORITY WOMEN	C	FEDERAL
H563001C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$107,788.80	2003	NONMINORITY WOMEN	C	FEDERAL
H614101C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$65,624.97	2005	NONMINORITY WOMEN	C	FEDERAL
H611501C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$199,250.61	2004	NONMINORITY WOMEN	C	FEDERAL
H613701C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$26,953.15	2006	NONMINORITY WOMEN	C	FEDERAL
H648201C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$3,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H643401C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$134,766.31	2007	NONMINORITY WOMEN	C	FEDERAL
H585101C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$79,433.43	2005	NONMINORITY WOMEN	C	FEDERAL
H434501C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$130,557.48	2003	NONMINORITY WOMEN	C	FEDERAL
H584301C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$28,466.80	2004	NONMINORITY WOMEN	C	FEDERAL
H585001C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$707,213.20	2004	NONMINORITY WOMEN	C	FEDERAL
H613301C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$70,523.52	2005	NONMINORITY WOMEN	C	FEDERAL
H659301C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$110,991.25	2007	NONMINORITY WOMEN	C	FEDERAL
H423901C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$61,580.00	2005	NONMINORITY WOMEN	C	FEDERAL
H595503C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$86,259.53	2004	NONMINORITY WOMEN	C	FEDERAL
H468101C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$83,478.00	2003	NONMINORITY WOMEN	C	FEDERAL
H556601C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$85,424.95	2005	NONMINORITY WOMEN	C	FEDERAL
H618301C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$13,553.60	2005	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H524301C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$53,213.68	2002	NONMINORITY WOMEN	C	FEDERAL
H606501C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$71,306.48	2003	NONMINORITY WOMEN	C	FEDERAL
H527501C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$51,745.30	2002	NONMINORITY WOMEN	C	FEDERAL
H386803C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$107,788.80	2003	NONMINORITY WOMEN	C	FEDERAL
H552301C	ARIZONA HIGHWAY SAFETY SPECIALISTS INC	\$14,573.45	2005	NONMINORITY WOMEN	C	FEDERAL
H554401C	ARIZONA HIGHWAY SOLUTIONS INC	\$265,500.00	2006	NONMINORITY	C	FEDERAL
H561801C	ARIZONA HIGHWAY SOLUTIONS INC	\$45,000.00	2005	NONMINORITY	C	FEDERAL
H618301C	ARIZONA HIGHWAY SOLUTIONS INC	\$13,200.00	2005	NONMINORITY	C	FEDERAL
H407601C	ARIZONA HIGHWAY SOLUTIONS INC	\$25,000.00	2004	NONMINORITY	C	FEDERAL
H576701C	ARIZONA HIGHWAY SOLUTIONS INC	\$43,800.00	2005	NONMINORITY	C	FEDERAL
SB36401C	ARIZONA HIGHWAY SOLUTIONS INC	\$5,000.00	2004	NONMINORITY	C	FEDERAL
H549401C	ARIZONA HIGHWAY SOLUTIONS INC	\$328,000.00	2004	NONMINORITY	C	FEDERAL
H603101C	ARIZONA HIGHWAY SOLUTIONS INC	\$17,765.00	2006	NONMINORITY	C	FEDERAL
H497201C	ARIZONA HIGHWAY SOLUTIONS INC	\$117,000.00	2003	NONMINORITY	C	FEDERAL
H636701C	ARIZONA HIGHWAY SOLUTIONS INC	\$34,625.00	2007	NONMINORITY	C	FEDERAL
SB36701C	ARIZONA HIGHWAY SOLUTIONS INC	\$5,000.00	2004	NONMINORITY	C	FEDERAL
H537002C	ARIZONA HIGHWAY SOLUTIONS INC	\$21,000.00	2004	NONMINORITY	C	FEDERAL
SH27301C	ARIZONA HIGHWAY SOLUTIONS INC	\$5,000.00	2004	NONMINORITY	C	FEDERAL
H534801C	ARIZONA HIGHWAY SOLUTIONS INC	\$20,000.00	2003	NONMINORITY	C	FEDERAL
H592401C	ARIZONA HIGHWAY SOLUTIONS INC	\$279,000.00	2005	NONMINORITY	C	FEDERAL
H535501C	ARIZONA HYDROSEED LLC	\$2,900.00	2002	NONMINORITY	C	FEDERAL
H536601C	ARIZONA HYDROSEED LLC	\$2,509.00	2002	NONMINORITY	C	FEDERAL
H606501C	ARIZONA HYDROSEED LLC	\$5,020.00	2003	NONMINORITY	C	FEDERAL
H527201C	ARIZONA HYDROSEED LLC	\$2,687.00	2002	NONMINORITY	C	FEDERAL
H526401C	ARIZONA HYDROSEED LLC	\$2,731.00	2002	NONMINORITY	C	FEDERAL
H525601C	ARIZONA HYDROSEED LLC	\$3,594.00	2002	NONMINORITY	C	FEDERAL
H444401C	ARIZONA HYDROSEED LLC	\$2,800.00	2002	NONMINORITY	C	FEDERAL
H528001C	ARIZONA HYDROSEED LLC	\$2,295.00	2003	NONMINORITY	C	FEDERAL
H526201C	ARIZONA HYDROSEED LLC	\$2,470.00	2002	NONMINORITY	C	FEDERAL
H453501C	ARIZONA INDUSTRIAL AND MUNICIPAL SERVICES INC	\$7,380.00	2003	NONMINORITY	C	FEDERAL
H516301C	ARIZONA INDUSTRIAL AND MUNICIPAL SERVICES INC	\$21,900.00	2003	NONMINORITY	C	FEDERAL
H581701C	ARIZONA LABOR FORCE INC	\$2,191.00	2005	NONMINORITY	C	FEDERAL
SS49101C	ARIZONA LABOR FORCE INC	\$4,000.00	2003	NONMINORITY	C	FEDERAL
H608201C	ARIZONA PAVEMENT PROFILING INC	\$9,416.84	2007	NONMINORITY	C	FEDERAL
H613701C	ARIZONA PAVEMENT PROFILING INC	\$142,666.00	2006	NONMINORITY	C	FEDERAL
H510401C	ARIZONA PAVEMENT PROFILING INC	\$2,723.00	2005	NONMINORITY	C	FEDERAL
HX13702C	ARIZONA PAVEMENT PROFILING INC	\$2,500.00	2004	NONMINORITY	C	FEDERAL
H423901C	ARIZONA PAVEMENT PROFILING INC	\$1,177.00	2005	NONMINORITY	C	FEDERAL
H636001C	ARIZONA PAVEMENT PROFILING INC	\$147,908.00	2006	NONMINORITY	C	FEDERAL
H591601C	ARIZONA PAVEMENT PROFILING INC	\$38,760.69	2004	NONMINORITY	C	FEDERAL
H637001C	ARIZONA PAVEMENT PROFILING INC	\$209,208.07	2007	NONMINORITY	C	FEDERAL
H635901C	ARIZONA PAVEMENT PROFILING INC	\$7,300.00	2006	NONMINORITY	C	FEDERAL
H451001C	ARIZONA PAVEMENT PROFILING INC	\$12,617.90	2004	NONMINORITY	C	FEDERAL
H602701C	ARIZONA PAVEMENT PROFILING INC	\$6,000.00	2005	NONMINORITY	C	FEDERAL
H629501C	ARIZONA PAVEMENT PROFILING INC	\$72,590.84	2005	NONMINORITY	C	FEDERAL
H589201C	ARIZONA PAVEMENT PROFILING INC	\$14,771.00	2002	NONMINORITY	C	FEDERAL
H555701C	ARIZONA PAVEMENT PROFILING INC	\$60,021.60	2003	NONMINORITY	C	FEDERAL
H527301C	ARIZONA PAVEMENT PROFILING INC	\$312,875.98	2004	NONMINORITY	C	FEDERAL
H556101C	ARIZONA PAVEMENT PROFILING INC	\$14,800.00	2003	NONMINORITY	C	FEDERAL
H561801C	ARIZONA PAVEMENT PROFILING INC	\$27,848.08	2005	NONMINORITY	C	FEDERAL
H415901C	ARIZONA PAVEMENT PROFILING INC	\$31,317.22	2002	NONMINORITY	C	FEDERAL
SH28601C	ARIZONA PAVEMENT PROFILING INC	\$10,800.00	2006	NONMINORITY	C	FEDERAL
H390201C	ARIZONA PAVEMENT PROFILING INC	\$14,400.00	2006	NONMINORITY	C	FEDERAL
H525001C	ARIZONA PAVEMENT PROFILING INC	\$90,517.84	2005	NONMINORITY	C	FEDERAL
H525601C	ARIZONA PAVEMENT PROFILING INC	\$299,792.80	2002	NONMINORITY	C	FEDERAL
H615101C	ARIZONA PAVEMENT PROFILING INC	\$113,778.40	2005	NONMINORITY	C	FEDERAL
H436101C	ARIZONA PAVEMENT PROFILING INC	\$9,990.00	2004	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H557101C	ARIZONA PAVEMENT PROFILING INC	\$44,060.22	2004	NONMINORITY	C	FEDERAL
H561201C	ARIZONA PAVEMENT PROFILING INC	\$5,114.60	2003	NONMINORITY	C	FEDERAL
H407601C	ARIZONA PAVEMENT PROFILING INC	\$3,000.00	2004	NONMINORITY	C	FEDERAL
H614101C	ARIZONA PAVEMENT PROFILING INC	\$90,517.84	2005	NONMINORITY	C	FEDERAL
H564201C	ARIZONA PAVEMENT PROFILING INC	\$6,175.00	2003	NONMINORITY	C	FEDERAL
HX15801C	ARIZONA PAVEMENT PROFILING INC	\$5,200.00	2006	NONMINORITY	C	FEDERAL
H595504C	ARIZONA PAVEMENT PROFILING INC	\$12,068.00	2007	NONMINORITY	C	FEDERAL
H534801C	ARIZONA PAVEMENT PROFILING INC	\$33,689.95	2003	NONMINORITY	C	FEDERAL
H584801C	ARIZONA PAVEMENT PROFILING INC	\$699,591.02	2007	NONMINORITY	C	FEDERAL
H556301C	ARIZONA PAVEMENT PROFILING INC	\$9,533.84	2004	NONMINORITY	C	FEDERAL
H511801C	ARIZONA PAVEMENT PROFILING INC	\$106,911.19	2005	NONMINORITY	C	FEDERAL
H526501C	ARIZONA PAVEMENT PROFILING INC	\$21,111.75	2002	NONMINORITY	C	FEDERAL
H536601C	ARIZONA PAVEMENT PROFILING INC	\$7,318.83	2002	NONMINORITY	C	FEDERAL
H521001C	ARIZONA PAVEMENT PROFILING INC	\$24,900.00	2005	NONMINORITY	C	FEDERAL
H556601C	ARIZONA PAVEMENT PROFILING INC	\$5,000.00	2005	NONMINORITY	C	FEDERAL
H557001C	ARIZONA PAVEMENT PROFILING INC	\$58,503.00	2003	NONMINORITY	C	FEDERAL
H631001C	ARIZONA PAVEMENT PROFILING INC	\$10,000.00	2005	NONMINORITY	C	FEDERAL
H527801C	ARIZONA PAVEMENT PROFILING INC	\$18,022.84	2002	NONMINORITY	C	FEDERAL
H614801C	ARIZONA PAVEMENT PROFILING INC	\$12,800.00	2005	NONMINORITY	C	FEDERAL
H555801C	ARIZONA PAVEMENT PROFILING INC	\$8,809.40	2004	NONMINORITY	C	FEDERAL
H525901C	ARIZONA PAVEMENT PROFILING INC	\$39,680.00	2002	NONMINORITY	C	FEDERAL
H636101C	ARIZONA PAVEMENT PROFILING INC	\$261,283.59	2006	NONMINORITY	C	FEDERAL
H503706C	ARIZONA PAVEMENT PROFILING INC	\$17,836.36	2005	NONMINORITY	C	FEDERAL
H460401C	ARIZONA PAVEMENT PROFILING INC	\$5,415.10	2003	NONMINORITY	C	FEDERAL
H355201C	ARIZONA PAVEMENT PROFILING INC	\$15,780.00	2004	NONMINORITY	C	FEDERAL
SH27801C	ARIZONA PAVEMENT PROFILING INC	\$6,750.00	2004	NONMINORITY	C	FEDERAL
H585701C	ARIZONA PAVEMENT PROFILING INC	\$119,244.50	2005	NONMINORITY	C	FEDERAL
H516301C	ARIZONA PAVEMENT PROFILING INC	\$5,430.00	2003	NONMINORITY	C	FEDERAL
H458301C	ARIZONA PAVEMENT PROFILING INC	\$18,880.38	2003	NONMINORITY	C	FEDERAL
H490801C	ARIZONA PAVEMENT PROFILING INC	\$7,327.32	2002	NONMINORITY	C	FEDERAL
H567601C	ARIZONA PAVEMENT PROFILING INC	\$312,875.98	2004	NONMINORITY	C	FEDERAL
H637103C	ARIZONA PAVEMENT PROFILING INC	\$4,900.00	2004	NONMINORITY	C	FEDERAL
H489301C	ARIZONA PAVEMENT PROFILING INC	\$9,990.00	2004	NONMINORITY	C	FEDERAL
H375301C	ARIZONA PAVEMENT PROFILING INC	\$16,310.00	2002	NONMINORITY	C	FEDERAL
H526901C	ARIZONA PAVEMENT PROFILING INC	\$2,805.45	2002	NONMINORITY	C	FEDERAL
H466203C	ARIZONA RENEWABLE RESOURCES	\$9,000.00	2007	NONMINORITY	C	FEDERAL
H545501C	ARIZONA TRUCKING AND MATERIALS LLC	\$23,700.00	2006	NONMINORITY	C	FEDERAL
H610401C	ARIZONA TRUCKING AND MATERIALS LLC	\$9,280.00	2003	NONMINORITY	C	FEDERAL
H545501C	ARIZONA TRUCKING AND MATERIALS LLC	\$23,700.00	2006	NONMINORITY	C	FEDERAL
H458201C	ARIZONA TRUCKING AND MATERIALS LLC	\$9,945.00	2005	NONMINORITY	C	FEDERAL
H629401C	ARIZONA TRUCKING AND MATERIALS LLC	\$6,300.00	2004	NONMINORITY	C	FEDERAL
H613701C	ARIZONA TRUCKING AND MATERIALS LLC	\$92,747.50	2006	NONMINORITY	C	FEDERAL
H510401C	ARIZONA TRUCKING AND MATERIALS LLC	\$2,280.00	2005	NONMINORITY	C	FEDERAL
H516301C	ARIZONA TRUCKING AND MATERIALS LLC	\$14,520.00	2003	NONMINORITY	C	FEDERAL
H636001C	ARIZONA TRUCKING AND MATERIALS LLC	\$14,000.00	2006	NONMINORITY	C	FEDERAL
H528206C	ARIZONA TRUCKING AND MATERIALS LLC	\$18,472.50	2006	NONMINORITY	C	FEDERAL
H652701C	ARIZONA TRUCKING AND MATERIALS LLC	\$41,588.00	2007	NONMINORITY	C	FEDERAL
H466501C	ARIZONA TRUCKING AND MATERIALS LLC	\$114,000.00	2005	NONMINORITY	C	FEDERAL
H585201C	ARIZONA TRUCKING AND MATERIALS LLC	\$114,000.00	2005	NONMINORITY	C	FEDERAL
H571301C	ARROW STRIPING INC	\$3,050.00	2003	NONMINORITY	C	FEDERAL
H643401C	ARROW WATER SERVICE LLC	\$175,500.00	2007	NONMINORITY	C	FEDERAL
H210701C	ARTCRAFT GRANITE MARBLE & TILE CO	\$78,340.00	2005	NONMINORITY	C	FEDERAL
H526701C	ARVISO ENGINEERING INC DBA GEOTECHNICAL TESTING SERVICES	\$26,200.00	2005	HISPANIC AMERICAN	C	FEDERAL
H441502C	ARVISO ENGINEERING INC DBA GEOTECHNICAL TESTING SERVICES	\$167,000.00	2003	HISPANIC AMERICAN	C	FEDERAL
H595506C	ARVISO ENGINEERING INC DBA GEOTECHNICAL TESTING SERVICES	\$86,350.00	2005	HISPANIC AMERICAN	C	FEDERAL
H468101C	ARVISO ENGINEERING INC DBA GEOTECHNICAL TESTING SERVICES	\$196,890.00	2003	HISPANIC AMERICAN	C	FEDERAL
H595508C	ARVISO ENGINEERING INC DBA GEOTECHNICAL TESTING SERVICES	\$89,430.00	2005	HISPANIC AMERICAN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
SS56501C	ASPHALT BUSTERS INC	\$24,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H618301C	ASPHALT BUSTERS INC	\$6,758.00	2005	NONMINORITY WOMEN	C	FEDERAL
H560101C	ASPHALT BUSTERS INC	\$1,800.00	2004	NONMINORITY WOMEN	C	FEDERAL
SS56501C	ASPHALT BUSTERS INC	\$24,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H625901C	ASPHALT BUSTERS INC	\$9,296.00	2004	NONMINORITY WOMEN	C	FEDERAL
H521001C	ASPHALT BUSTERS INC	\$2,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H578301C	ASPHALT BUSTERS INC	\$56,711.82	2006	NONMINORITY WOMEN	C	FEDERAL
H510401C	ASPHALT BUSTERS INC	\$3,420.96	2005	NONMINORITY WOMEN	C	FEDERAL
H591201C	ASPHALT BUSTERS INC	\$3,217.34	2005	NONMINORITY WOMEN	C	FEDERAL
SS49101C	ASPHALT BUSTERS INC	\$16,492.00	2003	NONMINORITY WOMEN	C	FEDERAL
H568603C	ASPHALT BUSTERS INC	\$28,928.48	2004	NONMINORITY WOMEN	C	FEDERAL
H568604C	ASPHALT BUSTERS INC	\$15,050.00	2005	NONMINORITY WOMEN	C	FEDERAL
H564201C	ASPHALT BUSTERS INC	\$11,890.00	2003	NONMINORITY WOMEN	C	FEDERAL
SB40701C	ASPHALT BUSTERS INC	\$4,500.00	2003	NONMINORITY WOMEN	C	FEDERAL
H468101C	ASPHALT BUSTERS INC	\$5,200.00	2003	NONMINORITY WOMEN	C	FEDERAL
H591101C	ASPHALT BUSTERS INC	\$10,140.00	2005	NONMINORITY WOMEN	C	FEDERAL
H578201C	ASPHALT BUSTERS INC	\$76,043.22	2006	NONMINORITY WOMEN	C	FEDERAL
H576701C	ASPHALT BUSTERS INC	\$7,400.00	2005	NONMINORITY WOMEN	C	FEDERAL
H610001C	AUSTIN TRUCKING LLC	\$6,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H592401C	AUSTIN TRUCKING LLC	\$4,992.00	2005	NONMINORITY WOMEN	C	FEDERAL
H549401C	AUSTIN TRUCKING LLC	\$25,550.00	2004	NONMINORITY WOMEN	C	FEDERAL
H458301C	AUSTIN TRUCKING LLC	\$35,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H534801C	AUSTIN TRUCKING LLC	\$20,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H407601C	AUSTIN TRUCKING LLC	\$45,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H568603C	AUSTON STRUCTURAL CONCRETE	\$2,405,518.29	2004	NONMINORITY	C	FEDERAL
H626401C	AUSTON STRUCTURAL CONCRETE	\$65,128.75	2004	NONMINORITY	C	FEDERAL
H497201C	AUSTON STRUCTURAL CONCRETE	\$176,867.00	2003	NONMINORITY	C	FEDERAL
H560101C	AUSTON STRUCTURAL CONCRETE	\$97,098.45	2004	NONMINORITY	C	FEDERAL
H416001C	AUSTON STRUCTURAL CONCRETE	\$2,551,591.63	2003	NONMINORITY	C	FEDERAL
H510601C	AUZA CONSTRUCTION INC	\$180,078.75	2006	NONMINORITY	C	FEDERAL
H617801C	AZTEC ENGINEERING	\$2,243.00	2007	ASIAN AMERICAN	C	FEDERAL
H578301C	AZTEC ENVIRONMENTAL SERVICE DBA THOMSON SWEEPING	\$32,500.00	2006	NONMINORITY	C	FEDERAL
H578201C	AZTEC ENVIRONMENTAL SERVICE DBA THOMSON SWEEPING	\$65,000.00	2006	NONMINORITY	C	FEDERAL
H210701C	B & B PLUMBING INC	\$119,540.00	2005	NONMINORITY	C	FEDERAL
SS43601C	B & F CONTRACTING INC	\$594,456.00	2002	NONMINORITY	C	FEDERAL
H529901C	B B P CONSTRUCTION CO	\$133,648.00	2002	NONMINORITY	C	FEDERAL
SS46401C	B LINE DIRECTIONAL DRILLING LLC	\$50,200.00	2004	NONMINORITY	C	FEDERAL
H666601C	B LINE DIRECTIONAL DRILLING LLC	\$320,350.00	2007	NONMINORITY	C	FEDERAL
H552901C	BARCON CORP	\$220,931.48	2004	HISPANIC AMERICAN	C	FEDERAL
H510401C	BARNETT AND SHORE CONTRACTORS LLC	\$27,244.00	2005	NONMINORITY	C	FEDERAL
H643401C	BARNETT TOWING LLC	\$1,029,600.00	2007	NONMINORITY	C	FEDERAL
H543701C	BARRICADE & LIGHT RENTAL INC	\$20,000.00	2003	NONMINORITY	C	FEDERAL
H564201C	BARRICADE & LIGHT RENTAL INC	\$43,449.30	2003	NONMINORITY	C	FEDERAL
H453501C	BARRICADE & LIGHT RENTAL INC	\$34,383.00	2003	NONMINORITY	C	FEDERAL
H458101C	BARRICADE & LIGHT RENTAL INC	\$51,650.00	2002	NONMINORITY	C	FEDERAL
H532801C	BARRICADE & LIGHT RENTAL INC	\$3,380.00	2002	NONMINORITY	C	FEDERAL
H526501C	BARRICADE & LIGHT RENTAL INC	\$3,651.30	2002	NONMINORITY	C	FEDERAL
H444401C	BARRICADE & LIGHT RENTAL INC	\$250,000.00	2002	NONMINORITY	C	FEDERAL
H463501C	BARRICADE & LIGHT RENTAL INC	\$21,425.00	2002	NONMINORITY	C	FEDERAL
H526801C	BARRICADE & LIGHT RENTAL INC	\$4,000.00	2002	NONMINORITY	C	FEDERAL
H560401C	BARRICADE & LIGHT RENTAL INC	\$4,548.00	2002	NONMINORITY	C	FEDERAL
H463201C	BARRICADE & LIGHT RENTAL INC	\$45,912.40	2002	NONMINORITY	C	FEDERAL
H525601C	BARRICADE & LIGHT RENTAL INC	\$116,294.00	2002	NONMINORITY	C	FEDERAL
H490801C	BARRICADE & LIGHT RENTAL INC	\$29,304.40	2002	NONMINORITY	C	FEDERAL
H529901C	BARRICADE & LIGHT RENTAL INC	\$25,502.80	2002	NONMINORITY	C	FEDERAL
H532001C	BARRICADE & LIGHT RENTAL INC	\$49,754.36	2002	NONMINORITY	C	FEDERAL
HX09101C	BARRICADE & LIGHT RENTAL INC	\$1,783.50	2002	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H525201C	BARRICADE & LIGHT RENTAL INC	\$250.00	2002	NONMINORITY	C	FEDERAL
SS43601C	BARRICADE & LIGHT RENTAL INC	\$9,500.00	2002	NONMINORITY	C	FEDERAL
H582301C	BARRICADE & LIGHT RENTAL INC	\$84,300.00	2002	NONMINORITY	C	FEDERAL
H313502C	BARRICADE & LIGHT RENTAL INC	\$18,500.00	2003	NONMINORITY	C	FEDERAL
H563901C	BARRICADE & LIGHT RENTAL INC	\$74,950.00	2003	NONMINORITY	C	FEDERAL
H554401C	BECHO INC	\$669,000.00	2006	NONMINORITY	C	FEDERAL
H510401C	BECHO INC	\$364,890.00	2005	NONMINORITY	C	FEDERAL
H550601C	BECHO INC	\$248,675.00	2003	NONMINORITY	C	FEDERAL
H434701C	BECHO INC	\$46,696.00	2003	NONMINORITY	C	FEDERAL
H624401C	BECHO INC	\$7,200.00	2005	NONMINORITY	C	FEDERAL
H540201C	BECHO INC	\$132,466.00	2002	NONMINORITY	C	FEDERAL
H341401C	BEDROCK LANDSCAPE MATERIALS & SUPPLIES	\$11,200.00	2007	NONMINORITY	C	FEDERAL
H237805C	BIFF BAKER FENCE CO INC	\$22,716.74	2002	NONMINORITY	C	FEDERAL
H468101C	BILL TOMS CONSTRUCTION	\$588,739.25	2003	NONMINORITY	C	FEDERAL
H516301C	BILLY COMEAUX TRUCKING	\$17,400.00	2003	NONMINORITY	C	FEDERAL
H529901C	BLADE RUNNERS INC	\$24,243.00	2002	NONMINORITY	C	FEDERAL
SS50901C	BLADE RUNNERS INC	\$3,825.00	2004	NONMINORITY	C	FEDERAL
H666601C	BLADE RUNNERS INC	\$375.00	2007	NONMINORITY	C	FEDERAL
H407601C	BLASTING CONTRACTORS LLC	\$230,250.00	2004	NONMINORITY	C	FEDERAL
H552901C	BLASTING CONTRACTORS LLC	\$11,000.00	2004	NONMINORITY	C	FEDERAL
H554401C	BLASTING CONTRACTORS LLC	\$563,586.44	2006	NONMINORITY	C	FEDERAL
H463901C	BLASTING CONTRACTORS LLC	\$26,650.00	2003	NONMINORITY	C	FEDERAL
H483102C	BLUCOR CONTRACTING	\$250,025.00	2002	HISPANIC AMERICAN	C	FEDERAL
H591201C	BLUCOR CONTRACTING	\$1,912,624.00	2005	HISPANIC AMERICAN	C	FEDERAL
H636101C	BOBS BARRICADES INC	\$11,996.11	2006	NONMINORITY	C	FEDERAL
H614801C	BOBS BARRICADES INC	\$18,810.54	2005	NONMINORITY	C	FEDERAL
H631001C	BOBS BARRICADES INC	\$12,715.60	2005	NONMINORITY	C	FEDERAL
H460301C	BOBS BARRICADES INC	\$12,154.80	2007	NONMINORITY	C	FEDERAL
SH28001C	BOBS BARRICADES INC	\$3,132.00	2003	NONMINORITY	C	FEDERAL
H556901C	BOBS BARRICADES INC	\$9,013.80	2003	NONMINORITY	C	FEDERAL
H616901C	BOBS BARRICADES INC	\$7,034.50	2007	NONMINORITY	C	FEDERAL
H606901C	BOBS BARRICADES INC	\$15,000.00	2005	NONMINORITY	C	FEDERAL
H586201C	BOBS BARRICADES INC	\$11,382.50	2004	NONMINORITY	C	FEDERAL
H614201C	BOBS BARRICADES INC	\$19,354.50	2006	NONMINORITY	C	FEDERAL
H595508C	BOBS BARRICADES INC	\$14,396.72	2005	NONMINORITY	C	FEDERAL
H552901C	BOBS BARRICADES INC	\$16,120.90	2004	NONMINORITY	C	FEDERAL
H608201C	BOBS BARRICADES INC	\$17,676.20	2007	NONMINORITY	C	FEDERAL
H556201C	BOBS BARRICADES INC	\$6,202.85	2003	NONMINORITY	C	FEDERAL
H466501C	BOBS BARRICADES INC	\$56,803.46	2005	NONMINORITY	C	FEDERAL
H540201C	BOBS BARRICADES INC	\$30,527.00	2002	NONMINORITY	C	FEDERAL
SS49901C	BOBS BARRICADES INC	\$13,100.00	2006	NONMINORITY	C	FEDERAL
H585201C	BOBS BARRICADES INC	\$56,803.46	2005	NONMINORITY	C	FEDERAL
H545501C	BOBS BARRICADES INC	\$180,224.64	2006	NONMINORITY	C	FEDERAL
H636301C	BOBS BARRICADES INC	\$53,790.80	2006	NONMINORITY	C	FEDERAL
H549401C	BOBS BARRICADES INC	\$109,592.60	2004	NONMINORITY	C	FEDERAL
H525901C	BOBS BARRICADES INC	\$29,906.75	2002	NONMINORITY	C	FEDERAL
H633101C	BOBS BARRICADES INC	\$2,615.00	2007	NONMINORITY	C	FEDERAL
H516301C	BOBS BARRICADES INC	\$70,885.07	2003	NONMINORITY	C	FEDERAL
H584801C	BOBS BARRICADES INC	\$25,417.30	2007	NONMINORITY	C	FEDERAL
H559701C	BOBS BARRICADES INC	\$4,183.76	2002	NONMINORITY	C	FEDERAL
SS57301C	BOBS BARRICADES INC	\$505.10	2006	NONMINORITY	C	FEDERAL
H561801C	BOBS BARRICADES INC	\$21,969.25	2005	NONMINORITY	C	FEDERAL
H521001C	BOBS BARRICADES INC	\$49,703.04	2005	NONMINORITY	C	FEDERAL
H655601C	BOBS BARRICADES INC	\$10,944.56	2005	NONMINORITY	C	FEDERAL
H600001C	BOBS BARRICADES INC	\$70,445.25	2004	NONMINORITY	C	FEDERAL
H613901C	BOBS BARRICADES INC	\$48,083.33	2005	NONMINORITY	C	FEDERAL
H659301C	BOBS BARRICADES INC	\$18,403.60	2007	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H635901C	BOBS BARRICADES INC	\$9,792.90	2006	NONMINORITY	C	FEDERAL
H578301C	BOBS BARRICADES INC	\$96,677.40	2006	NONMINORITY	C	FEDERAL
H341401C	BOBS BARRICADES INC	\$190,652.35	2007	NONMINORITY	C	FEDERAL
H660301C	BOBS BARRICADES INC	\$35,000.00	2007	NONMINORITY	C	FEDERAL
H614401C	BOBS BARRICADES INC	\$6,651.00	2007	NONMINORITY	C	FEDERAL
H661501C	BOBS BARRICADES INC	\$50,000.00	2007	NONMINORITY	C	FEDERAL
H622101C	BOBS BARRICADES INC	\$6,000.00	2004	NONMINORITY	C	FEDERAL
H648201C	BOBS BARRICADES INC	\$88,005.41	2005	NONMINORITY	C	FEDERAL
H511801C	BOBS BARRICADES INC	\$53,664.30	2005	NONMINORITY	C	FEDERAL
SS49101C	BOBS BARRICADES INC	\$150,000.00	2003	NONMINORITY	C	FEDERAL
H602701C	BOBS BARRICADES INC	\$22,637.15	2005	NONMINORITY	C	FEDERAL
H569701C	BOBS BARRICADES INC	\$11,250.00	2005	NONMINORITY	C	FEDERAL
H554401C	BOBS BARRICADES INC	\$117,898.66	2006	NONMINORITY	C	FEDERAL
SS49401C	BOBS BARRICADES INC	\$90,000.00	2004	NONMINORITY	C	FEDERAL
H595506C	BOBS BARRICADES INC	\$17,115.44	2005	NONMINORITY	C	FEDERAL
SS50001C	BOBS BARRICADES INC	\$3,200.00	2006	NONMINORITY	C	FEDERAL
H390201C	BOBS BARRICADES INC	\$4,027.27	2006	NONMINORITY	C	FEDERAL
H557101C	BOBS BARRICADES INC	\$4,339.28	2004	NONMINORITY	C	FEDERAL
H615301C	BOBS BARRICADES INC	\$3,997.30	2006	NONMINORITY	C	FEDERAL
H375301C	BOBS BARRICADES INC	\$9,315.25	2002	NONMINORITY	C	FEDERAL
H637001C	BOBS BARRICADES INC	\$32,699.20	2007	NONMINORITY	C	FEDERAL
H636301C	BOBS BARRICADES INC	\$53,790.80	2006	NONMINORITY	C	FEDERAL
HX15701C	BOBS BARRICADES INC	\$8,977.50	2006	NONMINORITY	C	FEDERAL
H635701C	BOBS BARRICADES INC	\$121,800.00	2006	NONMINORITY	C	FEDERAL
H545501C	BOBS BARRICADES INC	\$180,224.64	2006	NONMINORITY	C	FEDERAL
H595544C	BOBS BARRICADES INC	\$7,893.08	2005	NONMINORITY	C	FEDERAL
H636701C	BOBS BARRICADES INC	\$34,527.40	2007	NONMINORITY	C	FEDERAL
HX13702C	BOBS BARRICADES INC	\$6,340.00	2004	NONMINORITY	C	FEDERAL
H613701C	BOBS BARRICADES INC	\$40,640.65	2006	NONMINORITY	C	FEDERAL
H633601C	BOBS BARRICADES INC	\$19,000.00	2007	NONMINORITY	C	FEDERAL
H666601C	BOBS BARRICADES INC	\$53,368.60	2007	NONMINORITY	C	FEDERAL
H572201C	BOBS BARRICADES INC	\$79,968.90	2002	NONMINORITY	C	FEDERAL
H598601C	BOBS BARRICADES INC	\$2,750.00	2004	NONMINORITY	C	FEDERAL
H610001C	BOBS BARRICADES INC	\$25,000.00	2003	NONMINORITY	C	FEDERAL
H416001C	BOBS BARRICADES INC	\$73,109.50	2003	NONMINORITY	C	FEDERAL
H585101C	BOBS BARRICADES INC	\$35,651.00	2005	NONMINORITY	C	FEDERAL
H423901C	BOBS BARRICADES INC	\$3,092.19	2005	NONMINORITY	C	FEDERAL
H535501C	BOBS BARRICADES INC	\$45,000.00	2002	NONMINORITY	C	FEDERAL
H531901C	BOBS BARRICADES INC	\$4,340.40	2003	NONMINORITY	C	FEDERAL
H591001C	BOBS BARRICADES INC	\$369,033.00	2003	NONMINORITY	C	FEDERAL
H605201C	BOBS BARRICADES INC	\$7,034.50	2007	NONMINORITY	C	FEDERAL
H635401C	BOBS BARRICADES INC	\$12,770.90	2006	NONMINORITY	C	FEDERAL
H612201C	BOBS BARRICADES INC	\$6,467.20	2003	NONMINORITY	C	FEDERAL
H605101C	BOBS BARRICADES INC	\$24,973.00	2006	NONMINORITY	C	FEDERAL
H578201C	BOBS BARRICADES INC	\$145,805.30	2006	NONMINORITY	C	FEDERAL
H638801C	BOBS BARRICADES INC	\$44,766.40	2005	NONMINORITY	C	FEDERAL
H585301C	BOBS BARRICADES INC	\$11,577.45	2004	NONMINORITY	C	FEDERAL
H585801C	BOBS BARRICADES INC	\$2,198.80	2004	NONMINORITY	C	FEDERAL
H595501C	BOBS BARRICADES INC	\$6,066.10	2003	NONMINORITY	C	FEDERAL
H637102C	BOBS BARRICADES INC	\$16,800.00	2004	NONMINORITY	C	FEDERAL
H622801C	BOBS BARRICADES INC	\$2,581.00	2006	NONMINORITY	C	FEDERAL
SS45101C	BOBS BARRICADES INC	\$10,856.75	2005	NONMINORITY	C	FEDERAL
H524801C	BOBS BARRICADES INC	\$10,881.95	2002	NONMINORITY	C	FEDERAL
H614901C	BOBS BARRICADES INC	\$42,979.80	2005	NONMINORITY	C	FEDERAL
H590001C	BOBS BARRICADES INC	\$105,300.00	2006	NONMINORITY	C	FEDERAL
H524401C	BOBS BARRICADES INC	\$13,196.00	2003	NONMINORITY	C	FEDERAL
H526401C	BOBS BARRICADES INC	\$2,630.40	2002	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H636001C	BOBS BARRICADES INC	\$45,345.40	2006	NONMINORITY	C	FEDERAL
H643401C	BOBS BARRICADES INC	\$1,161,640.09	2007	NONMINORITY	C	FEDERAL
HX16101C	BOBS BARRICADES INC	\$8,945.38	2005	NONMINORITY	C	FEDERAL
H524501C	BOBS BARRICADES INC	\$1,017.80	2003	NONMINORITY	C	FEDERAL
H545501C	BREINHOLT CONTRACTING CO INC	\$25,100.00	2006	NONMINORITY	C	FEDERAL
H664901C	BREINHOLT CONTRACTING CO INC	\$806,910.84	2006	NONMINORITY	C	FEDERAL
H568603C	BREINHOLT CONTRACTING CO INC	\$390,450.90	2004	NONMINORITY	C	FEDERAL
H457303C	BREINHOLT CONTRACTING CO INC	\$19,950.00	2002	NONMINORITY	C	FEDERAL
H568604C	BREINHOLT CONTRACTING CO INC	\$83,806.60	2005	NONMINORITY	C	FEDERAL
H572201C	BREINHOLT CONTRACTING CO INC	\$149,185.00	2002	NONMINORITY	C	FEDERAL
H416001C	BREINHOLT CONTRACTING CO INC	\$83,900.00	2003	NONMINORITY	C	FEDERAL
H545501C	BREINHOLT CONTRACTING CO INC	\$25,100.00	2006	NONMINORITY	C	FEDERAL
H528001C	BRIAN HANCOCK TRUCKING	\$60,000.00	2003	NONMINORITY	C	FEDERAL
H460301C	BRIDGE STONE SERVICES	\$2,600.00	2007	NONMINORITY	C	FEDERAL
H460401C	BRIDGE STONE SERVICES	\$30,000.00	2003	NONMINORITY	C	FEDERAL
H572201C	BRIMHALL SAND ROCK & BUILDING MATERIALS	\$369,675.00	2002	NONMINORITY	C	FEDERAL
SS53401C	BRIZCO CONSTRUCTION LLC	\$573,014.00	2007	NONMINORITY	C	FEDERAL
SS61001C	BROOKS ENGINEERS AND SURVEYOR INC	\$21,375.00	2007	NONMINORITY	C	FEDERAL
H527801C	BROWN & WHITE INC	\$4,818.00	2002	HISPANIC AMERICAN	C	FEDERAL
H660401C	BROWN & WHITE INC	\$6,156.50	2007	HISPANIC AMERICAN	C	FEDERAL
H543101C	BROWN & WHITE INC	\$3,413.75	2004	HISPANIC AMERICAN	C	FEDERAL
H451001C	BROWN & WHITE INC	\$54,932.74	2004	HISPANIC AMERICAN	C	FEDERAL
H622201C	BROWN & WHITE INC	\$24,293.00	2005	HISPANIC AMERICAN	C	FEDERAL
H660401C	BROWN & WHITE INC	\$25,389.75	2007	HISPANIC AMERICAN	C	FEDERAL
H587601C	BROWN & WHITE INC	\$8,425.85	2002	HISPANIC AMERICAN	C	FEDERAL
SH28101C	BROWN & WHITE INC	\$13,483.35	2007	HISPANIC AMERICAN	C	FEDERAL
H641301C	BROWN & WHITE INC	\$25,389.75	2007	HISPANIC AMERICAN	C	FEDERAL
H528206C	BROWN & WHITE INC	\$44,766.50	2006	HISPANIC AMERICAN	C	FEDERAL
H525601C	BROWN & WHITE INC	\$17,136.75	2002	HISPANIC AMERICAN	C	FEDERAL
H600001C	BROWN & WHITE INC	\$62,593.67	2004	HISPANIC AMERICAN	C	FEDERAL
H641301C	BROWN & WHITE INC	\$6,156.50	2007	HISPANIC AMERICAN	C	FEDERAL
H556301C	BROWN & WHITE INC	\$13,366.41	2004	HISPANIC AMERICAN	C	FEDERAL
H210701C	BROWN TANK AND STEEL DBA BRONCO TANK AND STEEL FABRICATION	\$28,774.00	2005	NONMINORITY	C	FEDERAL
H563001C	BRUNDAGE BONE CONCRETE PUMPING INC	\$50,000.00	2003	NONMINORITY	C	FEDERAL
H568603C	BRUNDAGE BONE CONCRETE PUMPING INC	\$19,725.00	2004	NONMINORITY	C	FEDERAL
SS49101C	BRUNDAGE BONE CONCRETE PUMPING INC	\$10,000.00	2003	NONMINORITY	C	FEDERAL
H319003C	BRUNDAGE BONE CONCRETE PUMPING INC	\$183,645.00	2002	NONMINORITY	C	FEDERAL
H502501C	BRUNDAGE BONE CONCRETE PUMPING INC	\$12,990.00	2002	NONMINORITY	C	FEDERAL
H538101C	BRUNDAGE BONE CONCRETE PUMPING INC	\$218,375.00	2004	NONMINORITY	C	FEDERAL
H670201C	BRUNDAGE BONE CONCRETE PUMPING INC	\$2,400.00	2007	NONMINORITY	C	FEDERAL
H578201C	BRUNDAGE BONE CONCRETE PUMPING INC	\$215,329.50	2006	NONMINORITY	C	FEDERAL
H550601C	BRUNDAGE BONE CONCRETE PUMPING INC	\$2,957.50	2003	NONMINORITY	C	FEDERAL
H706001C	BRUNDAGE BONE CONCRETE PUMPING INC	\$25,610.00	2007	NONMINORITY	C	FEDERAL
H591501C	BRUNDAGE BONE CONCRETE PUMPING INC	\$127,558.00	2004	NONMINORITY	C	FEDERAL
H545501C	BRUNDAGE BONE CONCRETE PUMPING INC	\$32,040.00	2006	NONMINORITY	C	FEDERAL
H458201C	BRUNDAGE BONE CONCRETE PUMPING INC	\$9,952.50	2005	NONMINORITY	C	FEDERAL
H643401C	BRUNDAGE BONE CONCRETE PUMPING INC	\$354,105.00	2007	NONMINORITY	C	FEDERAL
H592401C	BRUNDAGE BONE CONCRETE PUMPING INC	\$55,000.00	2005	NONMINORITY	C	FEDERAL
H625901C	BRUNDAGE BONE CONCRETE PUMPING INC	\$109,615.00	2004	NONMINORITY	C	FEDERAL
H617801C	BRUNDAGE BONE CONCRETE PUMPING INC	\$67,466.00	2007	NONMINORITY	C	FEDERAL
H591001C	BRUNDAGE BONE CONCRETE PUMPING INC	\$7,030.00	2003	NONMINORITY	C	FEDERAL
H639201C	BRUNDAGE BONE CONCRETE PUMPING INC	\$980.00	2006	NONMINORITY	C	FEDERAL
H591301C	BRUNDAGE BONE CONCRETE PUMPING INC	\$136,320.00	2004	NONMINORITY	C	FEDERAL
H615501C	BRUNDAGE BONE CONCRETE PUMPING INC	\$12,606.88	2006	NONMINORITY	C	FEDERAL
H591101C	BRUNDAGE BONE CONCRETE PUMPING INC	\$127,617.50	2005	NONMINORITY	C	FEDERAL
HX17401C	BRUNDAGE BONE CONCRETE PUMPING INC	\$5,000.00	2007	NONMINORITY	C	FEDERAL
H568604C	BRUNDAGE BONE CONCRETE PUMPING INC	\$200,922.00	2005	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H545501C	BRUNDAGE BONE CONCRETE PUMPING INC	\$32,040.00	2006	NONMINORITY	C	FEDERAL
H407601C	BRUNDAGE BONE CONCRETE PUMPING INC	\$25,000.00	2004	NONMINORITY	C	FEDERAL
H521001C	BRUNDAGE BONE CONCRETE PUMPING INC	\$3,000.00	2005	NONMINORITY	C	FEDERAL
H458401C	BRUNDAGE BONE CONCRETE PUMPING INC	\$33,600.00	2006	NONMINORITY	C	FEDERAL
H578101C	BRUNDAGE BONE CONCRETE PUMPING INC	\$120,006.50	2004	NONMINORITY	C	FEDERAL
H447201C	BRUNDAGE BONE CONCRETE PUMPING INC	\$105,000.00	2002	NONMINORITY	C	FEDERAL
H534801C	BRUNDAGE BONE CONCRETE PUMPING INC	\$25,000.00	2003	NONMINORITY	C	FEDERAL
H578301C	BRUNDAGE BONE CONCRETE PUMPING INC	\$137,612.00	2006	NONMINORITY	C	FEDERAL
H210701C	BUG SNUFFERS PEST & TERMITE CONTROL	\$4,008.96	2005	NONMINORITY	C	FEDERAL
H574501C	BUNTIN EXCAVATING CO	\$7,000.00	2005	NONMINORITY	C	FEDERAL
H510601C	C & E PAVING & GRADING LLC	\$1,679,929.50	2006	NONMINORITY	C	FEDERAL
H618301C	C & E PAVING & GRADING LLC	\$80,995.00	2005	NONMINORITY	C	FEDERAL
H576801C	C & E PAVING & GRADING LLC	\$49,700.00	2004	NONMINORITY	C	FEDERAL
H526601C	C & S SWEEPING SERVICE INC	\$5,808.00	2002	NONMINORITY	C	FEDERAL
H635701C	C & S SWEEPING SERVICE INC	\$21,700.00	2006	NONMINORITY	C	FEDERAL
H614201C	C & S SWEEPING SERVICE INC	\$2,000.00	2006	NONMINORITY	C	FEDERAL
H636301C	C & S SWEEPING SERVICE INC	\$16,192.00	2006	NONMINORITY	C	FEDERAL
H610001C	C & S SWEEPING SERVICE INC	\$68,400.00	2003	NONMINORITY	C	FEDERAL
H545501C	C & S SWEEPING SERVICE INC	\$4,890.00	2006	NONMINORITY	C	FEDERAL
H526401C	C & S SWEEPING SERVICE INC	\$10,532.00	2002	NONMINORITY	C	FEDERAL
H526801C	C & S SWEEPING SERVICE INC	\$19,145.00	2002	NONMINORITY	C	FEDERAL
H637103C	C & S SWEEPING SERVICE INC	\$74,880.00	2004	NONMINORITY	C	FEDERAL
H636501C	C & S SWEEPING SERVICE INC	\$70,850.00	2006	NONMINORITY	C	FEDERAL
H611501C	C & S SWEEPING SERVICE INC	\$11,786.00	2004	NONMINORITY	C	FEDERAL
H648601C	C & S SWEEPING SERVICE INC	\$720.00	2006	NONMINORITY	C	FEDERAL
H568604C	C & S SWEEPING SERVICE INC	\$8,500.00	2005	NONMINORITY	C	FEDERAL
H584701C	C & S SWEEPING SERVICE INC	\$18,758.00	2004	NONMINORITY	C	FEDERAL
H556201C	C & S SWEEPING SERVICE INC	\$11,948.00	2003	NONMINORITY	C	FEDERAL
H636301C	C & S SWEEPING SERVICE INC	\$16,192.00	2006	NONMINORITY	C	FEDERAL
H636601C	C & S SWEEPING SERVICE INC	\$66,250.00	2006	NONMINORITY	C	FEDERAL
H556501C	C & S SWEEPING SERVICE INC	\$11,000.00	2003	NONMINORITY	C	FEDERAL
H589601C	C & S SWEEPING SERVICE INC	\$3,462.00	2003	NONMINORITY	C	FEDERAL
H545501C	C & S SWEEPING SERVICE INC	\$4,890.00	2006	NONMINORITY	C	FEDERAL
H644001C	C & S SWEEPING SERVICE INC	\$4,550.00	2006	NONMINORITY	C	FEDERAL
H538101C	C & S SWEEPING SERVICE INC	\$7,600.00	2004	NONMINORITY	C	FEDERAL
H637001C	C & S SWEEPING SERVICE INC	\$16,280.00	2007	NONMINORITY	C	FEDERAL
H683001C	C & S SWEEPING SERVICE INC	\$9,200.00	2007	NONMINORITY	C	FEDERAL
H648801C	C & S SWEEPING SERVICE INC	\$12,000.00	2005	NONMINORITY	C	FEDERAL
H591001C	C & S SWEEPING SERVICE INC	\$12,425.00	2003	NONMINORITY	C	FEDERAL
H614301C	C & S SWEEPING SERVICE INC	\$2,704.00	2005	NONMINORITY	C	FEDERAL
H659301C	C & S SWEEPING SERVICE INC	\$17,248.00	2007	NONMINORITY	C	FEDERAL
H648201C	C & S SWEEPING SERVICE INC	\$29,410.00	2005	NONMINORITY	C	FEDERAL
H585101C	C & S SWEEPING SERVICE INC	\$10,674.70	2005	NONMINORITY	C	FEDERAL
H585701C	C & S SWEEPING SERVICE INC	\$9,882.00	2005	NONMINORITY	C	FEDERAL
H670201C	C & S SWEEPING SERVICE INC	\$10,200.00	2007	NONMINORITY	C	FEDERAL
H636701C	C & S SWEEPING SERVICE INC	\$16,280.00	2007	NONMINORITY	C	FEDERAL
H578101C	C & S SWEEPING SERVICE INC	\$15,600.00	2004	NONMINORITY	C	FEDERAL
H521001C	C & S SWEEPING SERVICE INC	\$2,125.00	2005	NONMINORITY	C	FEDERAL
H541701C	C & S SWEEPING SERVICE INC	\$7,600.00	2003	NONMINORITY	C	FEDERAL
H613801C	C & S SWEEPING SERVICE INC	\$11,400.00	2005	NONMINORITY	C	FEDERAL
H706001C	C & S SWEEPING SERVICE INC	\$47,500.00	2007	NONMINORITY	C	FEDERAL
H613901C	C & S SWEEPING SERVICE INC	\$25,650.00	2005	NONMINORITY	C	FEDERAL
H341401C	C & S SWEEPING SERVICE INC	\$1,800.00	2007	NONMINORITY	C	FEDERAL
H524401C	C & S SWEEPING SERVICE INC	\$4,576.00	2003	NONMINORITY	C	FEDERAL
H458201C	C & S SWEEPING SERVICE INC	\$2,120.00	2005	NONMINORITY	C	FEDERAL
H643401C	C & S SWEEPING SERVICE INC	\$38,000.00	2007	NONMINORITY	C	FEDERAL
H617801C	C & S SWEEPING SERVICE INC	\$33,250.00	2007	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H681601C	C & S SWEEPING SERVICE INC	\$13,960.00	2007	NONMINORITY	C	FEDERAL
H584501C	C & S SWEEPING SERVICE INC	\$19,015.00	2005	NONMINORITY	C	FEDERAL
H664901C	C & S SWEEPING SERVICE INC	\$16,600.00	2006	NONMINORITY	C	FEDERAL
H590001C	C D DEVELOPMENT LLC	\$6,144.00	2006	NONMINORITY	C	FEDERAL
H210701C	C H B DBA CHARLIE HANCOCK BUILDING INC	\$10,655.00	2005	NONMINORITY	C	FEDERAL
H666601C	C J S ENTERPRISES LLC	\$28,800.00	2007	NONMINORITY	C	FEDERAL
H591001C	C J S ENTERPRISES LLC	\$379,112.03	2003	NONMINORITY	C	FEDERAL
H521001C	C J S ENTERPRISES LLC	\$2,533,829.00	2005	NONMINORITY	C	FEDERAL
H426101C	C K C CONSTRUCTION	\$2,200.00	2003	NONMINORITY	C	FEDERAL
H706001C	C M C REBAR ARIZONA	\$597,502.15	2007	NONMINORITY	C	FEDERAL
H643401C	C M C REBAR ARIZONA DBA C M C STEEL FABRICATORS INC	\$822,326.22	2007	NONMINORITY	C	FEDERAL
SS46701C	C M TRUCKING INC	\$5,000.00	2005	HISPANIC AMERICAN	C	FEDERAL
H210701C	C N ENTERPRISES	\$307,500.00	2005	NONMINORITY	C	FEDERAL
H589901C	C P C CONCRETE CUTTING INC	\$4,500.00	2003	NONMINORITY	C	FEDERAL
H502501C	C P C CONCRETE CUTTING INC	\$2,900.00	2002	NONMINORITY	C	FEDERAL
H490801C	C P C CONCRETE CUTTING INC	\$5,150.00	2002	NONMINORITY	C	FEDERAL
H532001C	C P C CONCRETE CUTTING INC	\$4,000.00	2002	NONMINORITY	C	FEDERAL
H524301C	C P C CONCRETE CUTTING INC	\$4,450.00	2002	NONMINORITY	C	FEDERAL
H525601C	C P C CONCRETE CUTTING INC	\$114,250.00	2002	NONMINORITY	C	FEDERAL
H415901C	C P C CONCRETE CUTTING INC	\$11,785.00	2002	NONMINORITY	C	FEDERAL
H525201C	C P C CONCRETE CUTTING INC	\$12,200.00	2002	NONMINORITY	C	FEDERAL
H483102C	C P C CONCRETE CUTTING INC	\$28,500.00	2002	NONMINORITY	C	FEDERAL
H527501C	C P C CONCRETE CUTTING INC	\$3,640.00	2002	NONMINORITY	C	FEDERAL
H580401C	C P C CONCRETE CUTTING INC	\$87,615.00	2002	NONMINORITY	C	FEDERAL
SS43601C	C P C CONCRETE CUTTING INC	\$2,000.00	2002	NONMINORITY	C	FEDERAL
H526601C	C P C CONCRETE CUTTING INC	\$2,350.00	2002	NONMINORITY	C	FEDERAL
H525601C	C P C CONCRETE CUTTING INC	\$34,810.00	2002	NONMINORITY	C	FEDERAL
H524801C	C P C CONCRETE CUTTING INC	\$16,775.00	2002	NONMINORITY	C	FEDERAL
H524601C	C P C CONSTRUCTION INC	\$4,900.00	2003	NONMINORITY	C	FEDERAL
H615101C	C P C CONSTRUCTION INC	\$9,550.00	2005	NONMINORITY	C	FEDERAL
H648801C	C P C CONSTRUCTION INC	\$28,075.00	2005	NONMINORITY	C	FEDERAL
H601501C	C P C CONSTRUCTION INC	\$8,856.50	2005	NONMINORITY	C	FEDERAL
H578301C	C P C CONSTRUCTION INC	\$18,428.40	2006	NONMINORITY	C	FEDERAL
H556601C	C P C CONSTRUCTION INC	\$4,250.00	2005	NONMINORITY	C	FEDERAL
H595503C	C P C CONSTRUCTION INC	\$3,050.00	2004	NONMINORITY	C	FEDERAL
H637103C	C P C CONSTRUCTION INC	\$830,918.00	2004	NONMINORITY	C	FEDERAL
H595508C	C P C CONSTRUCTION INC	\$1,224.00	2005	NONMINORITY	C	FEDERAL
H556501C	C P C CONSTRUCTION INC	\$3,100.00	2003	NONMINORITY	C	FEDERAL
H626401C	C P C CONSTRUCTION INC	\$14,700.00	2004	NONMINORITY	C	FEDERAL
H560101C	C P C CONSTRUCTION INC	\$3,425.00	2004	NONMINORITY	C	FEDERAL
H637101C	C P C CONSTRUCTION INC	\$3,971.25	2003	NONMINORITY	C	FEDERAL
H541701C	C P C CONSTRUCTION INC	\$13,300.00	2003	NONMINORITY	C	FEDERAL
H584301C	C P C CONSTRUCTION INC	\$3,000.00	2004	NONMINORITY	C	FEDERAL
H636301C	C P C CONSTRUCTION INC	\$37,175.00	2006	NONMINORITY	C	FEDERAL
SS42101C	C P C CONSTRUCTION INC	\$2,500.00	2003	NONMINORITY	C	FEDERAL
H556101C	C P C CONSTRUCTION INC	\$2,050.00	2003	NONMINORITY	C	FEDERAL
H638801C	C P C CONSTRUCTION INC	\$10,000.00	2005	NONMINORITY	C	FEDERAL
H458301C	C P C CONSTRUCTION INC	\$8,070.00	2003	NONMINORITY	C	FEDERAL
HX16101C	C P C CONSTRUCTION INC	\$1,327.20	2005	NONMINORITY	C	FEDERAL
H556001C	C P C CONSTRUCTION INC	\$11,475.00	2003	NONMINORITY	C	FEDERAL
H605001C	C P C CONSTRUCTION INC	\$8,500.00	2005	NONMINORITY	C	FEDERAL
H636301C	C P C CONSTRUCTION INC	\$37,175.00	2006	NONMINORITY	C	FEDERAL
H591001C	C P C CONSTRUCTION INC	\$119,980.00	2003	NONMINORITY	C	FEDERAL
SH27801C	C P C CONSTRUCTION INC	\$2,625.00	2004	NONMINORITY	C	FEDERAL
H556401C	C P C CONSTRUCTION INC	\$33,055.00	2003	NONMINORITY	C	FEDERAL
H585301C	C P C CONSTRUCTION INC	\$4,650.00	2004	NONMINORITY	C	FEDERAL
H601401C	C P C CONSTRUCTION INC	\$30,650.00	2004	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H524401C	C P C CONSTRUCTION INC	\$3,925.00	2003	NONMINORITY	C	FEDERAL
H636101C	C P C CONSTRUCTION INC	\$7,000.00	2006	NONMINORITY	C	FEDERAL
H568604C	C P C CONSTRUCTION INC	\$32,371.44	2005	NONMINORITY	C	FEDERAL
H584601C	C P C CONSTRUCTION INC	\$2,950.00	2004	NONMINORITY	C	FEDERAL
H595506C	C P C CONSTRUCTION INC	\$982.50	2005	NONMINORITY	C	FEDERAL
H585501C	C P C CONSTRUCTION INC	\$12,400.00	2004	NONMINORITY	C	FEDERAL
H555601C	C P C CONSTRUCTION INC	\$2,650.00	2003	NONMINORITY	C	FEDERAL
SS45101C	C P C CONSTRUCTION INC	\$8,359.20	2005	NONMINORITY	C	FEDERAL
H646301C	C P C CONSTRUCTION INC	\$9,762.50	2004	NONMINORITY	C	FEDERAL
SB40101C	C R S I CONCRETE RESTORATION SYSTEM INC	\$103,945.23	2003	NONMINORITY	C	FEDERAL
H386803C	C R S I CONCRETE RESTORATION SYSTEM INC	\$38,556.00	2003	NONMINORITY	C	FEDERAL
H605001C	C R SMITH CONSTR CO & TRUCKING INC	\$8,800.00	2005	NONMINORITY	C	FEDERAL
H549401C	C S & W CONTRACTORS INC	\$14,746.00	2004	NONMINORITY	C	FEDERAL
H601502C	C S CONSTRUCTION INC	\$540,240.50	2005	NONMINORITY	C	FEDERAL
H531901C	C S CONSTRUCTION INC	\$170,757.00	2003	NONMINORITY	C	FEDERAL
H610001C	C S CONSTRUCTION INC	\$5,461,640.00	2003	NONMINORITY	C	FEDERAL
H502801C	C S CONSTRUCTION INC	\$85,541.00	2003	NONMINORITY	C	FEDERAL
H303802C	C S CONSTRUCTION INC	\$1,259,534.50	2002	NONMINORITY	C	FEDERAL
H527201C	C S CONSTRUCTION INC	\$26,128.00	2002	NONMINORITY	C	FEDERAL
H626401C	C S CONSTRUCTION INC	\$114,693.50	2004	NONMINORITY	C	FEDERAL
H210701C	C S CONSTRUCTION INC	\$580,394.00	2005	NONMINORITY	C	FEDERAL
H529901C	C S CONSTRUCTION INC	\$4,371,551.50	2002	NONMINORITY	C	FEDERAL
H664901C	C S CONSTRUCTION INC	\$4,671,431.10	2006	NONMINORITY	C	FEDERAL
H524601C	C S CONSTRUCTION INC	\$35,784.50	2003	NONMINORITY	C	FEDERAL
H468101C	C S CONSTRUCTION INC	\$485,369.00	2003	NONMINORITY	C	FEDERAL
H670201C	C S CONSTRUCTION INC	\$659,900.00	2007	NONMINORITY	C	FEDERAL
H568604C	C S CONSTRUCTION INC	\$2,109,227.00	2005	NONMINORITY	C	FEDERAL
H538101C	C S CONSTRUCTION INC	\$1,633,379.50	2004	NONMINORITY	C	FEDERAL
H560101C	C S CONSTRUCTION INC	\$473,757.00	2004	NONMINORITY	C	FEDERAL
H578201C	C S CONSTRUCTION INC	\$7,194,736.75	2006	NONMINORITY	C	FEDERAL
H591201C	C S CONSTRUCTION INC	\$2,393,507.00	2005	NONMINORITY	C	FEDERAL
HX13702C	C S CONSTRUCTION INC	\$32,077.00	2004	NONMINORITY	C	FEDERAL
H463501C	C S CONSTRUCTION INC	\$781,243.00	2002	NONMINORITY	C	FEDERAL
H563901C	C S CONSTRUCTION INC	\$1,796,980.00	2003	NONMINORITY	C	FEDERAL
H569701C	C S CONSTRUCTION INC	\$162,891.00	2005	NONMINORITY	C	FEDERAL
H591601C	C S CONSTRUCTION INC	\$183,662.00	2004	NONMINORITY	C	FEDERAL
H524401C	C S CONSTRUCTION INC	\$133,195.00	2003	NONMINORITY	C	FEDERAL
H416001C	C S CONSTRUCTION INC	\$742,362.50	2003	NONMINORITY	C	FEDERAL
H561801C	C S MCCROSSAN INC	\$295,327.93	2005	NONMINORITY	C	FEDERAL
H554401C	C S MCCROSSAN INC	\$7,200.00	2006	NONMINORITY	C	FEDERAL
H460301C	C S MCCROSSAN INC	\$64,340.00	2007	NONMINORITY	C	FEDERAL
H549401C	C S MCCROSSAN INC	\$230,000.00	2004	NONMINORITY	C	FEDERAL
SS49801C	C T PRICE CONTRACTING INC	\$6,000.00	2005	NONMINORITY	C	FEDERAL
SS49101C	C T PRICE CONTRACTING INC	\$8,000.00	2003	NONMINORITY	C	FEDERAL
H595544C	C T PRICE CONTRACTING INC	\$2,400.00	2005	NONMINORITY	C	FEDERAL
H649301C	C V A STRUCTURAL CONCRETE INC	\$224,838.75	2006	HISPANIC AMERICAN	C	FEDERAL
H560101C	C V A STRUCTURAL CONCRETE INC	\$290,451.90	2004	HISPANIC AMERICAN	C	FEDERAL
H560101C	C V A STRUCTURAL CONCRETE INC	\$137,182.00	2004	HISPANIC AMERICAN	C	FEDERAL
H511801C	C V A STRUCTURAL CONCRETE INC	\$193,120.00	2005	HISPANIC AMERICAN	C	FEDERAL
H591201C	C V A STRUCTURAL CONCRETE INC	\$145,320.99	2005	HISPANIC AMERICAN	C	FEDERAL
H601502C	C V A STRUCTURAL CONCRETE INC	\$144,657.00	2005	HISPANIC AMERICAN	C	FEDERAL
H466501C	CABLE CONCRETE LLC	\$98,758.00	2005	NONMINORITY	C	FEDERAL
SS49401C	CABLE SOLUTIONS LLC	\$348,446.74	2004	NONMINORITY	C	FEDERAL
H521001C	CACTUS ASPHALT A DIVISION OF CACTUS TRANSPORT INC	\$5,700.00	2005	NONMINORITY	C	FEDERAL
H563901C	CACTUS SURFACING SOLUTIONS A DIVISION OF CACTUS TRANSPORT INC	\$413.40	2003	NONMINORITY	C	FEDERAL
H527201C	CACTUS SURFACING SOLUTIONS A DIVISION OF CACTUS TRANSPORT INC	\$35,440.00	2002	NONMINORITY	C	FEDERAL
H637102C	CACTUS TRANSPORT INC	\$145,600.00	2004	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H560101C	CACTUS TRANSPORT INC	\$11,255.00	2004	NONMINORITY WOMEN	C	FEDERAL
H601501C	CACTUS TRANSPORT INC	\$13,700.00	2005	NONMINORITY WOMEN	C	FEDERAL
H584301C	CACTUS TRANSPORT INC	\$89,715.00	2004	NONMINORITY WOMEN	C	FEDERAL
H595504C	CACTUS TRANSPORT INC	\$67,335.00	2007	NONMINORITY WOMEN	C	FEDERAL
H526001C	CACTUS TRANSPORT INC	\$58,551.00	2002	NONMINORITY WOMEN	C	FEDERAL
H614201C	CACTUS TRANSPORT INC	\$72,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H584201C	CACTUS TRANSPORT INC	\$102,153.60	2004	NONMINORITY WOMEN	C	FEDERAL
H525501C	CACTUS TRANSPORT INC	\$14,760.00	2002	NONMINORITY WOMEN	C	FEDERAL
H636301C	CACTUS TRANSPORT INC	\$71,170.00	2006	NONMINORITY WOMEN	C	FEDERAL
H636701C	CACTUS TRANSPORT INC	\$162,650.00	2007	NONMINORITY WOMEN	C	FEDERAL
H591201C	CACTUS TRANSPORT INC	\$18,200.00	2005	NONMINORITY WOMEN	C	FEDERAL
H644001C	CACTUS TRANSPORT INC	\$1,265.00	2006	NONMINORITY WOMEN	C	FEDERAL
H637001C	CACTUS TRANSPORT INC	\$117,750.00	2007	NONMINORITY WOMEN	C	FEDERAL
H527001C	CACTUS TRANSPORT INC	\$51,085.00	2002	NONMINORITY WOMEN	C	FEDERAL
H614901C	CACTUS TRANSPORT INC	\$53,550.00	2005	NONMINORITY WOMEN	C	FEDERAL
H524101C	CACTUS TRANSPORT INC	\$89,000.00	2007	NONMINORITY WOMEN	C	FEDERAL
H457303C	CACTUS TRANSPORT INC	\$152,510.00	2002	NONMINORITY WOMEN	C	FEDERAL
H646301C	CACTUS TRANSPORT INC	\$11,100.00	2004	NONMINORITY WOMEN	C	FEDERAL
H416001C	CACTUS TRANSPORT INC	\$209,597.50	2003	NONMINORITY WOMEN	C	FEDERAL
H549401C	CACTUS TRANSPORT INC	\$85,260.00	2004	NONMINORITY WOMEN	C	FEDERAL
H648201C	CACTUS TRANSPORT INC	\$193,773.40	2005	NONMINORITY WOMEN	C	FEDERAL
H390201C	CACTUS TRANSPORT INC	\$307,223.75	2006	NONMINORITY WOMEN	C	FEDERAL
H436701C	CACTUS TRANSPORT INC	\$73,545.00	2004	NONMINORITY WOMEN	C	FEDERAL
H648801C	CACTUS TRANSPORT INC	\$22,440.00	2005	NONMINORITY WOMEN	C	FEDERAL
H636501C	CACTUS TRANSPORT INC	\$90,400.00	2006	NONMINORITY WOMEN	C	FEDERAL
H643401C	CACTUS TRANSPORT INC	\$130,500.00	2007	NONMINORITY WOMEN	C	FEDERAL
H615501C	CACTUS TRANSPORT INC	\$2,840.00	2006	NONMINORITY WOMEN	C	FEDERAL
H637101C	CACTUS TRANSPORT INC	\$16,125.00	2003	NONMINORITY WOMEN	C	FEDERAL
H524601C	CACTUS TRANSPORT INC	\$93,805.50	2003	NONMINORITY WOMEN	C	FEDERAL
H554401C	CACTUS TRANSPORT INC	\$51,750.00	2006	NONMINORITY WOMEN	C	FEDERAL
H637103C	CACTUS TRANSPORT INC	\$72,500.00	2004	NONMINORITY WOMEN	C	FEDERAL
H678001C	CACTUS TRANSPORT INC	\$13,875.00	2007	NONMINORITY WOMEN	C	FEDERAL
H610001C	CACTUS TRANSPORT INC	\$33,120.00	2003	NONMINORITY WOMEN	C	FEDERAL
H683001C	CACTUS TRANSPORT INC	\$68,875.00	2007	NONMINORITY WOMEN	C	FEDERAL
H655601C	CACTUS TRANSPORT INC	\$4,150.00	2005	NONMINORITY WOMEN	C	FEDERAL
H527301C	CACTUS TRANSPORT INC	\$46,884.00	2004	NONMINORITY WOMEN	C	FEDERAL
H524501C	CACTUS TRANSPORT INC	\$4,950.00	2003	NONMINORITY WOMEN	C	FEDERAL
H490801C	CACTUS TRANSPORT INC	\$27,480.00	2002	NONMINORITY WOMEN	C	FEDERAL
H635901C	CACTUS TRANSPORT INC	\$25,080.00	2006	NONMINORITY WOMEN	C	FEDERAL
H613901C	CACTUS TRANSPORT INC	\$203,400.00	2005	NONMINORITY WOMEN	C	FEDERAL
H613801C	CACTUS TRANSPORT INC	\$21,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
HX16101C	CACTUS TRANSPORT INC	\$3,340.00	2005	NONMINORITY WOMEN	C	FEDERAL
H591301C	CACTUS TRANSPORT INC	\$4,760.00	2004	NONMINORITY WOMEN	C	FEDERAL
H303001C	CACTUS TRANSPORT INC	\$138,650.00	2002	NONMINORITY WOMEN	C	FEDERAL
H585501C	CACTUS TRANSPORT INC	\$118,989.50	2004	NONMINORITY WOMEN	C	FEDERAL
H567601C	CACTUS TRANSPORT INC	\$46,884.00	2004	NONMINORITY WOMEN	C	FEDERAL
H555801C	CACTUS TRANSPORT INC	\$81,700.00	2004	NONMINORITY WOMEN	C	FEDERAL
H636601C	CACTUS TRANSPORT INC	\$67,450.00	2006	NONMINORITY WOMEN	C	FEDERAL
H497201C	CACTUS TRANSPORT INC	\$61,190.00	2003	NONMINORITY WOMEN	C	FEDERAL
H589801C	CACTUS TRANSPORT INC	\$135,889.50	2003	NONMINORITY WOMEN	C	FEDERAL
H526701C	CACTUS TRANSPORT INC	\$19,919.00	2005	NONMINORITY WOMEN	C	FEDERAL
H583901C	CACTUS TRANSPORT INC	\$66,300.00	2004	NONMINORITY WOMEN	C	FEDERAL
H536601C	CACTUS TRANSPORT INC	\$9,600.00	2002	NONMINORITY WOMEN	C	FEDERAL
H595501C	CACTUS TRANSPORT INC	\$11,525.00	2003	NONMINORITY WOMEN	C	FEDERAL
H595508C	CACTUS TRANSPORT INC	\$3,185.00	2005	NONMINORITY WOMEN	C	FEDERAL
H502501C	CACTUS TRANSPORT INC	\$20,400.00	2002	NONMINORITY WOMEN	C	FEDERAL
H441502C	CACTUS TRANSPORT INC	\$166,514.45	2003	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H589901C	CACTUS TRANSPORT INC	\$29,260.00	2003	NONMINORITY WOMEN	C	FEDERAL
H527701C	CACTUS TRANSPORT INC	\$23,025.00	2002	NONMINORITY WOMEN	C	FEDERAL
H529901C	CACTUS TRANSPORT INC	\$10,245.00	2002	NONMINORITY WOMEN	C	FEDERAL
H584601C	CACTUS TRANSPORT INC	\$56,350.00	2004	NONMINORITY WOMEN	C	FEDERAL
H612701C	CACTUS TRANSPORT INC	\$155,565.00	2005	NONMINORITY WOMEN	C	FEDERAL
H636301C	CACTUS TRANSPORT INC	\$71,170.00	2006	NONMINORITY WOMEN	C	FEDERAL
H525401C	CACTUS TRANSPORT INC	\$16,500.00	2002	NONMINORITY WOMEN	C	FEDERAL
H613301C	CACTUS TRANSPORT INC	\$112,890.00	2005	NONMINORITY WOMEN	C	FEDERAL
H555601C	CACTUS TRANSPORT INC	\$11,852.00	2003	NONMINORITY WOMEN	C	FEDERAL
H612801C	CACTUS TRANSPORT INC	\$37,710.00	2005	NONMINORITY WOMEN	C	FEDERAL
H658401C	CACTUS TRANSPORT INC	\$43,654.00	2006	NONMINORITY WOMEN	C	FEDERAL
H568603C	CACTUS TRANSPORT INC	\$1,320.00	2004	NONMINORITY WOMEN	C	FEDERAL
H463901C	CACTUS TRANSPORT INC	\$10,162.00	2003	NONMINORITY WOMEN	C	FEDERAL
H503703C	CACTUS TRANSPORT INC	\$35,765.00	2004	NONMINORITY WOMEN	C	FEDERAL
H629501C	CACTUS TRANSPORT INC	\$8,655.00	2005	NONMINORITY WOMEN	C	FEDERAL
H526501C	CACTUS TRANSPORT INC	\$3,528.00	2002	NONMINORITY WOMEN	C	FEDERAL
H679101C	CACTUS TRANSPORT INC	\$19,470.00	2006	NONMINORITY WOMEN	C	FEDERAL
H499102C	CACTUS TRANSPORT INC	\$67,250.00	2003	NONMINORITY WOMEN	C	FEDERAL
H458401C	CACTUS TRANSPORT INC	\$106,750.00	2006	NONMINORITY WOMEN	C	FEDERAL
H601401C	CACTUS TRANSPORT INC	\$129,710.00	2004	NONMINORITY WOMEN	C	FEDERAL
H589701C	CACTUS TRANSPORT INC	\$4,800.00	2002	NONMINORITY WOMEN	C	FEDERAL
H614401C	CACTUS TRANSPORT INC	\$41,300.00	2007	NONMINORITY WOMEN	C	FEDERAL
H502801C	CACTUS TRANSPORT INC	\$43,215.00	2003	NONMINORITY WOMEN	C	FEDERAL
H557201C	CACTUS TRANSPORT INC	\$23,225.00	2003	NONMINORITY WOMEN	C	FEDERAL
H591101C	CACTUS TRANSPORT INC	\$42,860.00	2005	NONMINORITY WOMEN	C	FEDERAL
H615301C	CACTUS TRANSPORT INC	\$38,060.00	2006	NONMINORITY WOMEN	C	FEDERAL
H576801C	CACTUS TRANSPORT INC	\$14,870.00	2004	NONMINORITY WOMEN	C	FEDERAL
H631001C	CACTUS TRANSPORT INC	\$1,207.75	2005	NONMINORITY WOMEN	C	FEDERAL
H578101C	CACTUS TRANSPORT INC	\$19,410.00	2004	NONMINORITY WOMEN	C	FEDERAL
H601502C	CALDERON LANDSCAPE CONSTRUCTION LLC	\$12,603.00	2005	NONMINORITY	C	FEDERAL
H601501C	CALDERON LANDSCAPE CONSTRUCTION LLC	\$60,219.00	2005	NONMINORITY	C	FEDERAL
H623901C	CALDERON LANDSCAPE CONSTRUCTION LLC	\$77,744.00	2005	NONMINORITY	C	FEDERAL
H521001C	CALDERON LANDSCAPE CONSTRUCTION LLC	\$270,270.10	2005	NONMINORITY	C	FEDERAL
H591301C	CANO CONTRACTING INC	\$10,661.00	2004	HISPANIC AMERICAN	C	FEDERAL
H591301C	CANO CONTRACTING INC	\$10,798.75	2004	HISPANIC AMERICAN	C	FEDERAL
H636601C	CAPITAL EXCAVATING COMMERCIAL LLC	\$27,800.00	2006	NONMINORITY	C	FEDERAL
H503703C	CAPITAL EXCAVATING COMMERCIAL LLC	\$1,204,144.01	2004	NONMINORITY	C	FEDERAL
H526001C	CAPPS TRUCKING	\$40,041.46	2002	NONMINORITY WOMEN	C	FEDERAL
H425601C	CAPPS TRUCKING	\$31,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H614601C	CAPPS TRUCKING	\$129,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H490602C	CAPPS TRUCKING	\$136,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H585901C	CAPPS TRUCKING	\$111,944.88	2004	NONMINORITY WOMEN	C	FEDERAL
SS57301C	CAPPS TRUCKING	\$65,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H555901C	CAPPS TRUCKING	\$16,500.00	2002	NONMINORITY WOMEN	C	FEDERAL
H428202C	CAPPS TRUCKING	\$136,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H390502C	CAPPS TRUCKING	\$136,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H460401C	CAPPS TRUCKING	\$190,400.00	2003	NONMINORITY WOMEN	C	FEDERAL
H681601C	CAPPS TRUCKING	\$9,600.00	2007	NONMINORITY WOMEN	C	FEDERAL
H210701C	CAPPS TRUCKING	\$88,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H545501C	CAREFREE LANDSCAPING INC	\$106,507.88	2006	NONMINORITY	C	FEDERAL
SL46601C	CAREFREE LANDSCAPING INC	\$34,776.00	2003	NONMINORITY	C	FEDERAL
H545501C	CAREFREE LANDSCAPING INC	\$106,507.88	2006	NONMINORITY	C	FEDERAL
H210701C	CARLSON ELECTRIC AND WATERWORKS	\$62,410.00	2005	NONMINORITY	C	FEDERAL
H319003C	CARLSON MASONRY INC	\$689,500.16	2002	NONMINORITY	C	FEDERAL
H610001C	CARLSON MASONRY INC	\$63,000.00	2003	NONMINORITY	C	FEDERAL
H568604C	CARLSON MASONRY INC	\$873,120.40	2005	NONMINORITY	C	FEDERAL
H664901C	CARLSON MASONRY INC	\$2,462,702.40	2006	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H578101C	CARLSON MASONRY INC	\$665,695.26	2004	NONMINORITY	C	FEDERAL
H591201C	CARLSON MASONRY INC	\$420,819.41	2005	NONMINORITY	C	FEDERAL
H578201C	CARLSON MASONRY INC	\$4,352,155.85	2006	NONMINORITY	C	FEDERAL
H578301C	CARLSON MASONRY INC	\$3,139,796.94	2006	NONMINORITY	C	FEDERAL
H595506C	CARLSON MASONRY INC	\$252,068.44	2005	NONMINORITY	C	FEDERAL
H591501C	CARLSON MASONRY INC	\$3,348,836.50	2004	NONMINORITY	C	FEDERAL
H601501C	CARLSON MASONRY INC	\$36,720.00	2005	NONMINORITY	C	FEDERAL
H591101C	CARLSON MASONRY INC	\$5,359,526.90	2005	NONMINORITY	C	FEDERAL
H568603C	CARLSON MASONRY INC	\$800,689.12	2004	NONMINORITY	C	FEDERAL
H584501C	CAROTHER STRUCTURAL CONCRETE INC	\$44,524.00	2005	NONMINORITY	C	FEDERAL
H341401C	CAROTHERS ENVIRONMENTAL LLC	\$5,400.00	2007	NONMINORITY WOMEN	C	FEDERAL
H210701C	CARPETS OF DALTON MILL OUTLET INC	\$6,745.00	2005	NONMINORITY	C	FEDERAL
H319003C	CARSON CONSTRUCTION INC	\$437,097.35	2002	NONMINORITY	C	FEDERAL
H502801C	CARSON CONSTRUCTION INC	\$22,312.00	2003	NONMINORITY	C	FEDERAL
H463901C	CARSON CONSTRUCTION INC	\$123,092.00	2003	NONMINORITY	C	FEDERAL
H578201C	CARSON SAWCUTTING	\$5,585.00	2006	NONMINORITY	C	FEDERAL
H591501C	CARSON SAWCUTTING	\$1,129.40	2004	NONMINORITY	C	FEDERAL
H538101C	CARSON SAWCUTTING	\$3,243.60	2004	NONMINORITY	C	FEDERAL
H591101C	CARSON SAWCUTTING	\$5,998.40	2005	NONMINORITY	C	FEDERAL
H591301C	CARSON SAWCUTTING	\$3,987.00	2004	NONMINORITY	C	FEDERAL
H568604C	CARSON SAWCUTTING	\$2,416.20	2005	NONMINORITY	C	FEDERAL
H578301C	CARSON SAWCUTTING	\$4,850.28	2006	NONMINORITY	C	FEDERAL
H541701C	CARSON SAWCUTTING	\$12,000.00	2003	NONMINORITY	C	FEDERAL
H615501C	CASE FOUNDATION CO	\$104,140.00	2006	NONMINORITY	C	FEDERAL
H592401C	CASE FOUNDATION CO	\$100,420.00	2005	NONMINORITY	C	FEDERAL
SH27301C	CASE FOUNDATION CO	\$91,020.00	2004	NONMINORITY	C	FEDERAL
H541701C	CASE FOUNDATION CO	\$95,400.00	2003	NONMINORITY	C	FEDERAL
H568604C	CASE FOUNDATION CO	\$855,983.00	2005	NONMINORITY	C	FEDERAL
H510601C	CASE FOUNDATION CO	\$599,230.00	2006	NONMINORITY	C	FEDERAL
H576701C	CASE FOUNDATION CO	\$933,940.00	2005	NONMINORITY	C	FEDERAL
H643401C	CASE FOUNDATION CO	\$10,004,250.00	2007	NONMINORITY	C	FEDERAL
H578201C	CASE FOUNDATION CO	\$1,687,115.00	2006	NONMINORITY	C	FEDERAL
H617801C	CASE FOUNDATION CO	\$622,868.00	2007	NONMINORITY	C	FEDERAL
H595502C	CASE FOUNDATION CO	\$80,392.00	2003	NONMINORITY	C	FEDERAL
H670201C	CASE FOUNDATION CO	\$58,000.00	2007	NONMINORITY	C	FEDERAL
H560101C	CASE FOUNDATION CO	\$259,012.00	2004	NONMINORITY	C	FEDERAL
H568603C	CASE FOUNDATION CO	\$595,750.00	2004	NONMINORITY	C	FEDERAL
H601501C	CASE FOUNDATION CO	\$165,528.00	2005	NONMINORITY	C	FEDERAL
H664901C	CASE FOUNDATION CO	\$474,217.00	2006	NONMINORITY	C	FEDERAL
H458401C	CASE FOUNDATION CO	\$387,120.00	2006	NONMINORITY	C	FEDERAL
H591201C	CASE FOUNDATION CO	\$120,780.00	2005	NONMINORITY	C	FEDERAL
H521001C	CASE FOUNDATION CO	\$73,700.00	2005	NONMINORITY	C	FEDERAL
H635701C	CASH TRANSPORTATION LLC	\$19,200.00	2006	NONMINORITY	C	FEDERAL
H390201C	CASH TRANSPORTATION LLC	\$12,800.00	2006	NONMINORITY	C	FEDERAL
H610001C	CASTLE ERECTORS LLC	\$66,924.00	2003	NONMINORITY	C	FEDERAL
H378401C	CASTRO ENGINEERING CORP	\$6,875.00	2006	HISPANIC AMERICAN	C	FEDERAL
H600001C	CEMROCK LANDSCAPE INC	\$173,482.50	2004	NONMINORITY	C	FEDERAL
H581701C	CENTER CUTS LLC	\$2,064.00	2005	NONMINORITY	C	FEDERAL
H341401C	CENTRAL AZ GRADING AND PAVING LLC	\$9,620.00	2007	NONMINORITY	C	FEDERAL
H341401C	CENTRAL AZ GRADING AND PAVING LLC	\$19,990.00	2007	NONMINORITY	C	FEDERAL
H390201C	CHARLIE ORONA TRUCKING	\$9,600.00	2006	NONMINORITY	C	FEDERAL
H636601C	CHOLLA PAVEMENT MAINTENANCE INC	\$27,300.00	2006	NONMINORITY	C	FEDERAL
H537002C	CHRISTOPHERS CONCRETE PUMPING	\$20,000.00	2004	NONMINORITY	C	FEDERAL
SB40701C	CLAYCOMB ROCKWELL WOODSON ASSOC	\$21,500.00	2003	NONMINORITY	C	FEDERAL
H525401C	CLAYCOMB ROCKWELL WOODSON ASSOC	\$12,080.00	2002	NONMINORITY	C	FEDERAL
H563001C	CLAYCOMB ROCKWELL WOODSON ASSOC	\$236,480.00	2003	NONMINORITY	C	FEDERAL
H557201C	COLLUM TRUCKING GALLUP TRUCKING SERVICES	\$99,613.00	2003	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H578301C	COMBS CONSTRUCTION CO INC	\$3,186,180.40	2006	NONMINORITY	C	FEDERAL
H554401C	COMBS CONSTRUCTION CO INC	\$8,740.00	2006	NONMINORITY	C	FEDERAL
H576801C	COMBS CONSTRUCTION CO INC	\$1,100,783.00	2004	NONMINORITY	C	FEDERAL
H466203C	COMBS CONSTRUCTION CO INC	\$1,595,793.00	2007	NONMINORITY	C	FEDERAL
HX15801C	COMBS CONSTRUCTION CO INC	\$13,600.00	2006	NONMINORITY	C	FEDERAL
SB40701C	COMBS CONSTRUCTION CO INC	\$93,600.00	2003	NONMINORITY	C	FEDERAL
H581701C	COMBS CONSTRUCTION CO INC	\$115,500.00	2005	NONMINORITY	C	FEDERAL
H538101C	COMBS CONSTRUCTION CO INC	\$148,800.00	2004	NONMINORITY	C	FEDERAL
SS50001C	COMBS CONSTRUCTION CO INC	\$8,500.00	2006	NONMINORITY	C	FEDERAL
H210701C	COMBS CONSTRUCTION CO INC	\$98,600.00	2005	NONMINORITY	C	FEDERAL
SS49101C	COMBS CONSTRUCTION CO INC	\$39,900.00	2003	NONMINORITY	C	FEDERAL
H541701C	COMBS CONSTRUCTION CO INC	\$55,500.00	2003	NONMINORITY	C	FEDERAL
H578101C	COMBS CONSTRUCTION CO INC	\$252,612.00	2004	NONMINORITY	C	FEDERAL
H578201C	COMBS CONSTRUCTION CO INC	\$6,386,344.90	2006	NONMINORITY	C	FEDERAL
H608201C	COMBS CONSTRUCTION CO INC	\$52,000.00	2007	NONMINORITY	C	FEDERAL
H568604C	COMBS CONSTRUCTION CO INC	\$69,220.00	2005	NONMINORITY	C	FEDERAL
H529901C	COMBS CONSTRUCTION CO INC	\$67,800.00	2002	NONMINORITY	C	FEDERAL
H497201C	COMBS CONSTRUCTION CO INC	\$2,045,931.00	2003	NONMINORITY	C	FEDERAL
H375301C	COMBS CONSTRUCTION CO INC	\$586,023.21	2002	NONMINORITY	C	FEDERAL
H635401C	COMBS CONSTRUCTION CO INC	\$37,250.00	2006	NONMINORITY	C	FEDERAL
H633601C	COMBS CONSTRUCTION CO INC	\$44,856.00	2007	NONMINORITY	C	FEDERAL
H622801C	COMBS CONSTRUCTION CO INC	\$12,900.00	2006	NONMINORITY	C	FEDERAL
H576701C	COMBS CONSTRUCTION CO INC	\$246,590.00	2005	NONMINORITY	C	FEDERAL
H591101C	COMBS CONSTRUCTION CO INC	\$252,150.00	2005	NONMINORITY	C	FEDERAL
H460401C	COMBS CONSTRUCTION CO INC	\$234,000.00	2003	NONMINORITY	C	FEDERAL
H415901C	COMBS CONSTRUCTION CO INC	\$77,540.00	2002	NONMINORITY	C	FEDERAL
SB36701C	COMBS CONSTRUCTION CO INC	\$6,680.00	2004	NONMINORITY	C	FEDERAL
H552901C	COMBS CONSTRUCTION CO INC	\$5,200.00	2004	NONMINORITY	C	FEDERAL
H591601C	COMBS CONSTRUCTION CO INC	\$87,342.67	2004	NONMINORITY	C	FEDERAL
H550601C	COMBS CONSTRUCTION CO INC	\$355,160.00	2003	NONMINORITY	C	FEDERAL
H557101C	COMBS CONSTRUCTION CO INC	\$325,650.50	2004	NONMINORITY	C	FEDERAL
SS49901C	COMBS CONSTRUCTION CO INC	\$8,100.00	2006	NONMINORITY	C	FEDERAL
H510401C	COMBS CONSTRUCTION CO INC	\$21,430.00	2005	NONMINORITY	C	FEDERAL
H545501C	COMBS CONSTRUCTION CO INC	\$19,380.00	2006	NONMINORITY	C	FEDERAL
H557201C	COMBS CONSTRUCTION CO INC	\$128,417.30	2003	NONMINORITY	C	FEDERAL
SB36401C	COMBS CONSTRUCTION CO INC	\$611,992.00	2004	NONMINORITY	C	FEDERAL
H591501C	COMBS CONSTRUCTION CO INC	\$114,000.00	2004	NONMINORITY	C	FEDERAL
H556601C	COMBS CONSTRUCTION CO INC	\$1,227,305.00	2005	NONMINORITY	C	FEDERAL
H639201C	COMBS CONSTRUCTION CO INC	\$6,280.00	2006	NONMINORITY	C	FEDERAL
H670201C	COMBS CONSTRUCTION CO INC	\$11,220.00	2007	NONMINORITY	C	FEDERAL
H600001C	COMBS CONSTRUCTION CO INC	\$588,700.10	2004	NONMINORITY	C	FEDERAL
H549401C	COMBS CONSTRUCTION CO INC	\$2,298,856.00	2004	NONMINORITY	C	FEDERAL
H540201C	COMBS CONSTRUCTION CO INC	\$440,862.00	2002	NONMINORITY	C	FEDERAL
H625901C	COMBS CONSTRUCTION CO INC	\$76,800.00	2004	NONMINORITY	C	FEDERAL
H649301C	COMBS CONSTRUCTION CO INC	\$396,631.00	2006	NONMINORITY	C	FEDERAL
H595544C	COMBS CONSTRUCTION CO INC	\$7,650.00	2005	NONMINORITY	C	FEDERAL
H319003C	COMBS CONSTRUCTION CO INC	\$228,854.00	2002	NONMINORITY	C	FEDERAL
H527901C	COMBS CONSTRUCTION CO INC	\$6,600.00	2002	NONMINORITY	C	FEDERAL
H425601C	COMBS CONSTRUCTION CO INC	\$242,770.00	2003	NONMINORITY	C	FEDERAL
H460301C	COMBS CONSTRUCTION CO INC	\$45,420.00	2007	NONMINORITY	C	FEDERAL
H490801C	COMBS CONSTRUCTION CO INC	\$77,027.50	2002	NONMINORITY	C	FEDERAL
H633101C	COMBS CONSTRUCTION CO INC	\$20,500.00	2007	NONMINORITY	C	FEDERAL
H631001C	COMBS CONSTRUCTION CO INC	\$63,800.00	2005	NONMINORITY	C	FEDERAL
H591301C	COMBS CONSTRUCTION CO INC	\$144,000.00	2004	NONMINORITY	C	FEDERAL
H643401C	COMBS CONSTRUCTION CO INC	\$10,640,008.59	2007	NONMINORITY	C	FEDERAL
H545501C	COMBS CONSTRUCTION CO INC	\$19,380.00	2006	NONMINORITY	C	FEDERAL
H591201C	COMMERCIAL SHOTCRETE INC	\$2,500.00	2005	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H531901C	COMMERCIAL SHOTCRETE INC	\$7,953.40	2003	NONMINORITY	C	FEDERAL
H386803C	COMMERCIAL SHOTCRETE INC	\$30,350.00	2003	NONMINORITY	C	FEDERAL
H563001C	COMMERCIAL SHOTCRETE INC	\$30,350.00	2003	NONMINORITY	C	FEDERAL
H210701C	COMPLETE ELECTRICAL SERVICES A DBA COMPLETE ELECTRIC	\$166,326.90	2005	NONMINORITY	C	FEDERAL
H613901C	CONCRETE PLACEMENT INC	\$16,053.00	2005	NONMINORITY WOMEN	C	FEDERAL
H644001C	CONCRETE PLACEMENT INC	\$244,296.23	2006	NONMINORITY WOMEN	C	FEDERAL
H521001C	CONCRETE PLACEMENT INC	\$233,245.99	2005	NONMINORITY WOMEN	C	FEDERAL
H463801C	CONCRETE PLACEMENT INC	\$91,592.50	2002	NONMINORITY WOMEN	C	FEDERAL
H458401C	CONCRETE PLACEMENT INC	\$430,597.40	2006	NONMINORITY WOMEN	C	FEDERAL
H576701C	CONCRETE PLACEMENT INC	\$18,749.30	2005	NONMINORITY WOMEN	C	FEDERAL
H613801C	CONCRETE PLACEMENT INC	\$15,144.00	2005	NONMINORITY WOMEN	C	FEDERAL
H595544C	CONCRETE PLACEMENT INC	\$53,080.00	2005	NONMINORITY WOMEN	C	FEDERAL
H563901C	CONCRETE PLACEMENT INC	\$323,747.70	2003	NONMINORITY WOMEN	C	FEDERAL
H526501C	CONCRETE PLACEMENT INC	\$36,089.10	2002	NONMINORITY WOMEN	C	FEDERAL
H463901C	CONCRETE PLACEMENT INC	\$72,041.50	2003	NONMINORITY WOMEN	C	FEDERAL
H600001C	CONCRETE PLACEMENT INC	\$152,357.95	2004	NONMINORITY WOMEN	C	FEDERAL
H463201C	CONCRETE PLACEMENT INC	\$91,592.50	2002	NONMINORITY WOMEN	C	FEDERAL
H636701C	CONCRETE PLACEMENT INC	\$110,500.00	2007	NONMINORITY WOMEN	C	FEDERAL
H622801C	CONCRETE PLACEMENT INC	\$97,040.00	2006	NONMINORITY WOMEN	C	FEDERAL
H574501C	CONCRETE PLACEMENT INC	\$13,254.50	2005	NONMINORITY WOMEN	C	FEDERAL
H670201C	CONCRETE PLACEMENT INC	\$163,478.93	2007	NONMINORITY WOMEN	C	FEDERAL
H554401C	CONCRETE PLACEMENT INC	\$486,473.80	2006	NONMINORITY WOMEN	C	FEDERAL
H648601C	CONCRETE PLACEMENT INC	\$28,038.75	2006	NONMINORITY WOMEN	C	FEDERAL
H601501C	CONCRETE PLACEMENT INC	\$248,308.33	2005	NONMINORITY WOMEN	C	FEDERAL
SS44701C	CONCRETE PLACEMENT INC	\$214,731.05	2003	NONMINORITY WOMEN	C	FEDERAL
SS45101C	CONCRETE PLACEMENT INC	\$57,804.00	2005	NONMINORITY WOMEN	C	FEDERAL
SS50901C	CONCRETE PLACEMENT INC	\$473,914.70	2004	NONMINORITY WOMEN	C	FEDERAL
H407601C	CONCRETE PLACEMENT INC	\$40,592.00	2004	NONMINORITY WOMEN	C	FEDERAL
H436701C	CONCRETE PLACEMENT INC	\$51,989.80	2004	NONMINORITY WOMEN	C	FEDERAL
HX13702C	CONCRETE PLACEMENT INC	\$45,597.59	2004	NONMINORITY WOMEN	C	FEDERAL
H563001C	CONCRETE PLACEMENT INC	\$897,218.90	2003	NONMINORITY WOMEN	C	FEDERAL
H564201C	CONCRETE PLACEMENT INC	\$105,315.00	2003	NONMINORITY WOMEN	C	FEDERAL
H531901C	CONCRETE PLACEMENT INC	\$42,083.50	2003	NONMINORITY WOMEN	C	FEDERAL
H561801C	CONCRETE PLACEMENT INC	\$567,970.60	2005	NONMINORITY WOMEN	C	FEDERAL
H545501C	CONFORMA TECH	\$114,480.00	2006	NONMINORITY	C	FEDERAL
H545501C	CONFORMA TECH	\$114,480.00	2006	NONMINORITY	C	FEDERAL
H617801C	CONSOLIDATED REBAR INC	\$1,556,414.30	2007	NONMINORITY	C	FEDERAL
H605101C	CONSOLIDATED REBAR INC	\$45,198.21	2006	NONMINORITY	C	FEDERAL
H631001C	CONSOLIDATED REBAR INC	\$14,398.46	2005	NONMINORITY	C	FEDERAL
HX17401C	CONSOLIDATED REBAR INC	\$6,304.74	2007	NONMINORITY	C	FEDERAL
H591301C	CONSOLIDATED REBAR INC	\$6,363,915.30	2004	NONMINORITY	C	FEDERAL
H643401C	CONSOLIDATED REBAR INC	\$8,197,821.09	2007	NONMINORITY	C	FEDERAL
H458401C	CONSOLIDATED REBAR INC	\$950,000.00	2006	NONMINORITY	C	FEDERAL
H614801C	CONSOLIDATED REBAR INC	\$91,290.84	2005	NONMINORITY	C	FEDERAL
H644001C	CONSOLIDATED REBAR INC	\$214,296.45	2006	NONMINORITY	C	FEDERAL
H639201C	CONSOLIDATED REBAR INC	\$179,123.92	2006	NONMINORITY	C	FEDERAL
H463901C	CONSOLIDATED REBAR INC	\$72,579.57	2003	NONMINORITY	C	FEDERAL
H578301C	CONSOLIDATED REBAR INC	\$4,004,306.59	2006	NONMINORITY	C	FEDERAL
H614901C	CONSOLIDATED REBAR INC	\$190,205.40	2005	NONMINORITY	C	FEDERAL
H595504C	CONSOLIDATED REBAR INC	\$19,762.44	2007	NONMINORITY	C	FEDERAL
H622801C	CONSOLIDATED REBAR INC	\$50,492.40	2006	NONMINORITY	C	FEDERAL
H555901C	CONSOLIDATED REBAR INC	\$4,800.00	2002	NONMINORITY	C	FEDERAL
H603101C	CONSOLIDATED REBAR INC	\$153,378.47	2006	NONMINORITY	C	FEDERAL
H568603C	CONSOLIDATED REBAR INC	\$2,992,015.38	2004	NONMINORITY	C	FEDERAL
H601502C	CONSOLIDATED REBAR INC	\$129,835.72	2005	NONMINORITY	C	FEDERAL
H643401C	CONSOLIDATED REBAR INC	\$83,500.00	2007	NONMINORITY	C	FEDERAL
H572201C	CONSOLIDATED REBAR INC	\$754,619.60	2002	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H564201C	CONTINENTAL LIGHTING & CONTRACTING INC	\$242,716.40	2003	NONMINORITY	C	FEDERAL
SH28601C	CONTINENTAL LIGHTING & CONTRACTING INC	\$106,167.30	2006	NONMINORITY	C	FEDERAL
H586701C	CONTINENTAL LIGHTING & CONTRACTING INC	\$38,756.80	2004	NONMINORITY	C	FEDERAL
H591501C	CONTRACTORS WEST INC	\$1,543,057.90	2004	NONMINORITY	C	FEDERAL
H458201C	CONTRACTORS WEST INC	\$84,412.00	2005	NONMINORITY	C	FEDERAL
H319003C	CONTRACTORS WEST INC	\$824,251.40	2002	NONMINORITY	C	FEDERAL
H563001C	CONTRACTORS WEST INC	\$747,249.00	2003	NONMINORITY	C	FEDERAL
H516301C	CONTRACTORS WEST INC	\$586,232.83	2003	NONMINORITY	C	FEDERAL
H643401C	CONTRACTORS WEST INC	\$15,995,818.55	2007	NONMINORITY	C	FEDERAL
H568603C	CONTRACTORS WEST INC	\$1,320,397.60	2004	NONMINORITY	C	FEDERAL
H578101C	CONTRACTORS WEST INC	\$1,852,911.60	2004	NONMINORITY	C	FEDERAL
H591101C	CONTRACTORS WEST INC	\$2,536,574.45	2005	NONMINORITY	C	FEDERAL
H578301C	CONTRACTORS WEST INC	\$3,663,762.30	2006	NONMINORITY	C	FEDERAL
H591301C	CONTRACTORS WEST INC	\$2,331,095.50	2004	NONMINORITY	C	FEDERAL
H458401C	CONTRACTORS WEST INC	\$1,099,626.50	2006	NONMINORITY	C	FEDERAL
H510401C	CONTRACTORS WEST INC	\$478,829.00	2005	NONMINORITY	C	FEDERAL
H528206C	CONTRACTORS WEST INC	\$1,182,799.00	2006	NONMINORITY	C	FEDERAL
H590001C	CONTRACTORS WEST INC	\$286,334.50	2006	NONMINORITY	C	FEDERAL
H610001C	CONTRACTORS WEST INC	\$2,000.00	2003	NONMINORITY	C	FEDERAL
H601501C	CONTRACTORS WEST INC	\$858,682.50	2005	NONMINORITY	C	FEDERAL
H625901C	CONTRACTORS WEST INC	\$394,518.00	2004	NONMINORITY	C	FEDERAL
H521001C	CONTRACTORS WEST INC	\$494,191.40	2005	NONMINORITY	C	FEDERAL
H591001C	CONTRACTORS WEST INC	\$1,861,636.65	2003	NONMINORITY	C	FEDERAL
H463201C	CONTRACTORS WEST INC	\$1,041,320.00	2002	NONMINORITY	C	FEDERAL
H463301C	CONTRACTORS WEST INC	\$1,041,320.00	2002	NONMINORITY	C	FEDERAL
H541701C	CONTRACTORS WEST INC	\$554,898.30	2003	NONMINORITY	C	FEDERAL
H644001C	CONTRACTORS WEST INC	\$875,223.00	2006	NONMINORITY	C	FEDERAL
H649301C	COPPER CREEK PIPLINES AND EXCAVATION LLC	\$33,000.00	2006	NONMINORITY	C	FEDERAL
H210701C	COPPERSTATE DRILLING AND SUPPLY INC	\$3,576.45	2005	NONMINORITY	C	FEDERAL
H532801C	CORBIN ELECTRIC SERVICE LLC	\$15,963.00	2002	NONMINORITY	C	FEDERAL
H460301C	CORKCO	\$10,210.00	2007	NONMINORITY	C	FEDERAL
H633601C	CORKCO	\$6,800.00	2007	NONMINORITY	C	FEDERAL
H460301C	CORNERSTONE SURVEYING & ENGINEERING INC	\$12,850.00	2007	NONMINORITY	C	FEDERAL
SS50801C	CORRAL DYBAS GROUP INC	\$7,051.00	2006	HISPANIC AMERICAN	C	FEDERAL
H458101C	CORTES ENGINEERING INC	\$69,000.00	2002	HISPANIC AMERICAN	C	FEDERAL
H444401C	CORTES ENGINEERING INC	\$70,000.00	2002	HISPANIC AMERICAN	C	FEDERAL
H578301C	COSS WILKINS ENTERPRISES INC	\$32,118.34	2006	NONMINORITY	C	FEDERAL
H595544C	CRANE RENTAL SERVICE	\$10,522.20	2005	NONMINORITY	C	FEDERAL
H483102C	CROSS BROS CONTRACTING INC	\$1,297,358.00	2002	NONMINORITY	C	FEDERAL
H613901C	CROSS BROS CONTRACTING INC	\$223,289.00	2005	NONMINORITY	C	FEDERAL
H636501C	CROSS BROS CONTRACTING INC	\$24,200.00	2006	NONMINORITY	C	FEDERAL
H584201C	CROSS BROS CONTRACTING INC	\$40,000.00	2004	NONMINORITY	C	FEDERAL
H613801C	CROSS BROS CONTRACTING INC	\$231,711.50	2005	NONMINORITY	C	FEDERAL
H502501C	CROSS BROS CONTRACTING INC	\$25,000.00	2002	NONMINORITY	C	FEDERAL
H606501C	CROSS BROS CONTRACTING INC	\$198,609.00	2003	NONMINORITY	C	FEDERAL
H524601C	CROSS BROS CONTRACTING INC	\$88,230.00	2003	NONMINORITY	C	FEDERAL
H584701C	CROSS BROS CONTRACTING INC	\$72,498.50	2004	NONMINORITY	C	FEDERAL
H652701C	CURB SERVICE INC	\$5,375.00	2007	NONMINORITY	C	FEDERAL
H636701C	CURB SERVICE INC	\$40,560.00	2007	NONMINORITY	C	FEDERAL
H637001C	CURB SERVICE INC	\$40,624.00	2007	NONMINORITY	C	FEDERAL
H585201C	CURB SERVICE INC	\$7,780.00	2005	NONMINORITY	C	FEDERAL
SL46601C	CUSTOM SAW CUTS INC	\$1,683.00	2003	NONMINORITY	C	FEDERAL
H610401C	CUSTOM SAW CUTS INC	\$1,050.00	2003	NONMINORITY	C	FEDERAL
H587601C	CUSTOM SAW CUTS INC	\$1,360.60	2002	NONMINORITY	C	FEDERAL
H423901C	CUSTOM SAW CUTS INC	\$2,350.00	2005	NONMINORITY	C	FEDERAL
H303802C	CUSTOM SAW CUTS INC	\$1,800.00	2002	NONMINORITY	C	FEDERAL
H528203C	CUSTOM SAW CUTS INC	\$740.00	2003	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H429201C	CUSTOM SAW CUTS INC	\$4,997.00	2003	NONMINORITY	C	FEDERAL
H595503C	CUSTOM SAW CUTS INC	\$1,596.00	2004	NONMINORITY	C	FEDERAL
H527801C	CUSTOM SAW CUTS INC	\$500.00	2002	NONMINORITY	C	FEDERAL
H545501C	CUSTOM SAW CUTS INC	\$54,205.50	2006	NONMINORITY	C	FEDERAL
H622801C	CUSTOM SAW CUTS INC	\$1,264.85	2006	NONMINORITY	C	FEDERAL
H434701C	CUSTOM SAW CUTS INC	\$2,688.90	2003	NONMINORITY	C	FEDERAL
H605101C	CUSTOM SAW CUTS INC	\$3,487.50	2006	NONMINORITY	C	FEDERAL
H600001C	CUSTOM SAW CUTS INC	\$2,340.00	2004	NONMINORITY	C	FEDERAL
H458201C	CUSTOM SAW CUTS INC	\$32,400.00	2005	NONMINORITY	C	FEDERAL
H458201C	CUSTOM SAW CUTS INC	\$5,132.88	2005	NONMINORITY	C	FEDERAL
H319003C	CUSTOM SAW CUTS INC	\$8,205.36	2002	NONMINORITY	C	FEDERAL
H556301C	CUSTOM SAW CUTS INC	\$358.00	2004	NONMINORITY	C	FEDERAL
H545501C	CUSTOM SAW CUTS INC	\$54,205.50	2006	NONMINORITY	C	FEDERAL
H510401C	CUSTOM SAW CUTS INC	\$1,700.00	2005	NONMINORITY	C	FEDERAL
H516301C	CUSTOM SAW CUTS INC	\$5,229.00	2003	NONMINORITY	C	FEDERAL
H528206C	CUSTOM SAW CUTS INC	\$3,000.00	2006	NONMINORITY	C	FEDERAL
H510401C	CUSTOM SAW CUTS INC	\$29,826.00	2005	NONMINORITY	C	FEDERAL
H643401C	CUSTOM SAW CUTS INC	\$15,000.00	2007	NONMINORITY	C	FEDERAL
H525501C	CUSTOM SAW CUTS INC	\$1,160.00	2002	NONMINORITY	C	FEDERAL
H585301C	CUSTOM SAW CUTS INC	\$1,350.00	2004	NONMINORITY	C	FEDERAL
H645101C	CUSTOM SAW CUTS INC	\$2,000.00	2006	NONMINORITY	C	FEDERAL
H554401C	D & R STEEL LLC	\$648,215.67	2006	HISPANIC AMERICAN	C	FEDERAL
H341401C	D & R STEEL LLC	\$441,094.45	2007	HISPANIC AMERICAN	C	FEDERAL
H561801C	D & R STEEL LLC	\$70,980.82	2005	HISPANIC AMERICAN	C	FEDERAL
H670201C	D & R STEEL LLC	\$89,773.37	2007	HISPANIC AMERICAN	C	FEDERAL
H618301C	D & R STEEL LLC	\$117,392.75	2005	HISPANIC AMERICAN	C	FEDERAL
SS61001C	D & R STEEL LLC	\$52,636.80	2007	HISPANIC AMERICAN	C	FEDERAL
H678001C	D & R STEEL LLC	\$12,931.50	2007	HISPANIC AMERICAN	C	FEDERAL
H390201C	D & S EXPRESS INC	\$12,800.00	2006	NONMINORITY	C	FEDERAL
H635701C	D & S EXPRESS INC	\$19,200.00	2006	NONMINORITY	C	FEDERAL
H560101C	D B A CONSTRUCTION INC	\$409,304.87	2004	NONMINORITY	C	FEDERAL
H591001C	D B A CONSTRUCTION INC	\$1,029,925.15	2003	NONMINORITY	C	FEDERAL
H648801C	D B A CONSTRUCTION INC	\$294,778.00	2005	NONMINORITY	C	FEDERAL
H637101C	D B A CONSTRUCTION INC	\$136,933.50	2003	NONMINORITY	C	FEDERAL
H615101C	D B A CONSTRUCTION INC	\$198,380.00	2005	NONMINORITY	C	FEDERAL
H637103C	D B A CONSTRUCTION INC	\$1,196,761.00	2004	NONMINORITY	C	FEDERAL
H568603C	D B A CONSTRUCTION INC	\$721,123.95	2004	NONMINORITY	C	FEDERAL
H560101C	D B A CONSTRUCTION INC	\$4,876.00	2004	NONMINORITY	C	FEDERAL
H468101C	D B A CONSTRUCTION INC	\$317,370.00	2003	NONMINORITY	C	FEDERAL
H407601C	D B A CONSTRUCTION INC DBA DBA INC	\$47,800.00	2004	NONMINORITY	C	FEDERAL
H612801C	D B A CONSTRUCTION INC DBA DBA INC	\$6,120.00	2005	NONMINORITY	C	FEDERAL
H626401C	D B A CONSTRUCTION INC DBA DBA INC	\$39,629.50	2004	NONMINORITY	C	FEDERAL
H614901C	D B A CONSTRUCTION INC DBA DBA INC	\$12,240.00	2005	NONMINORITY	C	FEDERAL
H664901C	D B A CONSTRUCTION INC DBA DBA INC	\$189,503.00	2006	NONMINORITY	C	FEDERAL
H584701C	D B A CONSTRUCTION INC DBA DBA NC	\$20,425.00	2004	NONMINORITY	C	FEDERAL
H407601C	D J S COMPANIES INC	\$5,000.00	2004	NONMINORITY	C	FEDERAL
H615501C	D J S COMPANIES INC	\$6,000.00	2006	NONMINORITY	C	FEDERAL
H554401C	D P TRUCK SOLUTIONS INC	\$51,000.00	2006	NONMINORITY	C	FEDERAL
H644001C	D P TRUCK SOLUTIONS INC	\$6,500.00	2006	NONMINORITY	C	FEDERAL
H460401C	D W LUSK CONTRACTING CO	\$21,600.00	2003	NONMINORITY	C	FEDERAL
H580401C	DAHL ROBINS & ASSOC	\$7,125.00	2002	NONMINORITY	C	FEDERAL
H526701C	DAHL ROBINS & ASSOC	\$10,800.00	2005	NONMINORITY	C	FEDERAL
H526801C	DAHL ROBINS & ASSOC	\$7,125.00	2002	NONMINORITY	C	FEDERAL
H407601C	DAL MOLIN EXAVATING INC	\$307,200.00	2004	NONMINORITY	C	FEDERAL
H410401C	DAL MOLIN EXAVATING INC	\$66,123.20	2002	NONMINORITY	C	FEDERAL
H612201C	DAVE CARTER PAINTING	\$8,000.00	2003	NONMINORITY	C	FEDERAL
H638801C	DAVES DRILLING LLC	\$2,275.00	2005	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H532001C	DAVES DRILLING LLC	\$5,200.00	2002	NONMINORITY	C	FEDERAL
H552901C	DAVES DRILLING LLC	\$6,960.00	2004	NONMINORITY	C	FEDERAL
H578301C	DAVES DRILLING LLC	\$12,300.00	2006	NONMINORITY	C	FEDERAL
H666601C	DAVES DRILLING LLC	\$6,000.00	2007	NONMINORITY	C	FEDERAL
H622101C	DECORATIVE MASONRY INC	\$22,297.25	2004	NONMINORITY	C	FEDERAL
H545501C	DELEON PAINTING INC	\$209,234.20	2006	HISPANIC AMERICAN	C	FEDERAL
H545501C	DELEON PAINTING INC	\$209,234.20	2006	HISPANIC AMERICAN	C	FEDERAL
H303802C	DELEON PAINTING, INC.	\$10,457.00	2002	HISPANIC AMERICAN	C	FEDERAL
H237805C	DESERT HILLS ELECTRIC	\$9,352.61	2002	NONMINORITY WOMEN	C	FEDERAL
H614801C	DESERT SEEDERS LLC	\$40,080.00	2005	NONMINORITY	C	FEDERAL
H637001C	DESERT SEEDERS LLC	\$32,160.75	2007	NONMINORITY	C	FEDERAL
H652701C	DESERT SEEDERS LLC	\$3,820.00	2007	NONMINORITY	C	FEDERAL
H614401C	DESERT SEEDERS LLC	\$28,503.00	2007	NONMINORITY	C	FEDERAL
H631001C	DESERT SEEDERS LLC	\$12,102.00	2005	NONMINORITY	C	FEDERAL
H466203C	DESERT SEEDERS LLC	\$622,028.00	2007	NONMINORITY	C	FEDERAL
H516301C	DESERT TRUCKING INC	\$40,020.00	2003	NONMINORITY WOMEN	C	FEDERAL
H545501C	DESERT TRUCKING INC	\$152,721.00	2006	NONMINORITY WOMEN	C	FEDERAL
H545501C	DESERT TRUCKING INC	\$152,721.00	2006	NONMINORITY WOMEN	C	FEDERAL
H667001C	DESERT TRUCKING INC	\$800.00	2007	NONMINORITY WOMEN	C	FEDERAL
H423901C	DESERT TRUCKING INC	\$2,380.00	2005	NONMINORITY WOMEN	C	FEDERAL
H341401C	DESIERTO VERDE DBA MONTAGE DESIERTO VERDE LLC	\$1,119,731.00	2007	HISPANIC AMERICAN	C	FEDERAL
H643401C	DESIGN MODULARS INC	\$354,500.00	2007	NONMINORITY	C	FEDERAL
H434501C	DEWITT BROTHERS INC	\$72,800.00	2003	NONMINORITY	C	FEDERAL
H516301C	DIGGUM EXCAVATING INC	\$13,998.00	2003	HISPANIC AMERICAN	C	FEDERAL
H434701C	DOHRN COMPANIES INC	\$47,031.34	2003	NONMINORITY	C	FEDERAL
H585801C	DOHRN COMPANIES INC	\$4,692.00	2004	NONMINORITY	C	FEDERAL
H524301C	DOHRN COMPANIES INC	\$100,099.12	2002	NONMINORITY	C	FEDERAL
H488601C	DOHRN COMPANIES INC	\$139,107.78	2002	NONMINORITY	C	FEDERAL
H447201C	DOHRN COMPANIES INC	\$15,000.00	2002	NONMINORITY	C	FEDERAL
H637103C	DOHRN COMPANIES INC	\$39,900.00	2004	NONMINORITY	C	FEDERAL
H526201C	DOHRN COMPANIES INC	\$28,231.65	2002	NONMINORITY	C	FEDERAL
H589701C	DOHRN COMPANIES INC	\$4,500.00	2002	NONMINORITY	C	FEDERAL
H584901C	DOHRN COMPANIES INC	\$40,610.00	2004	NONMINORITY	C	FEDERAL
H610401C	DOHRN COMPANIES INC	\$90,764.74	2003	NONMINORITY	C	FEDERAL
H586001C	DOHRN COMPANIES INC	\$28,866.00	2004	NONMINORITY	C	FEDERAL
H629401C	DOHRN COMPANIES INC	\$54,384.10	2004	NONMINORITY	C	FEDERAL
H610301C	DOHRN COMPANIES INC	\$6,741.50	2003	NONMINORITY	C	FEDERAL
H629501C	DOHRN COMPANIES INC	\$66,127.40	2005	NONMINORITY	C	FEDERAL
H600001C	DOHRN COMPANIES INC	\$10,500.00	2004	NONMINORITY	C	FEDERAL
H586301C	DOHRN COMPANIES INC	\$5,400.00	2004	NONMINORITY	C	FEDERAL
H416001C	DOHRN COMPANIES INC	\$3,200.00	2003	NONMINORITY	C	FEDERAL
H463901C	DOHRN COMPANIES INC	\$24,332.00	2003	NONMINORITY	C	FEDERAL
SS50901C	DOHRN COMPANIES INC	\$2,200.00	2004	NONMINORITY	C	FEDERAL
H460401C	DOHRN COMPANIES INC	\$4,000.00	2003	NONMINORITY	C	FEDERAL
H527201C	DOHRN COMPANIES INC	\$82,411.42	2002	NONMINORITY	C	FEDERAL
H587601C	DOHRN COMPANIES INC	\$3,610.00	2002	NONMINORITY	C	FEDERAL
H425601C	DOHRN COMPANIES INC	\$15,700.00	2003	NONMINORITY	C	FEDERAL
H659001C	DON NORMAN SURVEYING	\$1,950.00	2006	NONMINORITY	C	FEDERAL
H458101C	DON PETERSON ENGINEERS INC DBA DPE CONSTRUCTION	\$173,840.00	2002	NONMINORITY	C	FEDERAL
H441502C	DON PETERSON ENGINEERS INC DBA DPE CONSTRUCTION	\$1,164,835.00	2003	NONMINORITY	C	FEDERAL
H497201C	DOUGHERTY PAINTING CO	\$14,911.00	2003	NONMINORITY	C	FEDERAL
H678001C	DOUGHERTY PAINTING CO	\$4,378.64	2007	NONMINORITY	C	FEDERAL
H510601C	DOUGHERTY PAINTING CO	\$188,456.00	2006	NONMINORITY	C	FEDERAL
H537002C	DOUGHERTY PAINTING CO	\$14,750.00	2004	NONMINORITY	C	FEDERAL
H457303C	DOUGHERTY PAINTING CO	\$12,650.00	2002	NONMINORITY	C	FEDERAL
SS49901C	DOUGHERTY PAINTING CO	\$4,197.00	2006	NONMINORITY	C	FEDERAL
H502501C	DOUGHERTY PAINTING CO	\$6,480.00	2002	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H458401C	DOUGHERTY PAINTING CO	\$33,375.00	2006	NONMINORITY	C	FEDERAL
H591101C	DOUGHERTY PAINTING CO	\$218,200.00	2005	NONMINORITY	C	FEDERAL
H578101C	DOUGHERTY PAINTING CO	\$102,574.00	2004	NONMINORITY	C	FEDERAL
H617801C	DOUGHERTY PAINTING CO	\$19,400.00	2007	NONMINORITY	C	FEDERAL
H584401C	DOUGHERTY PAINTING CO	\$3,725.00	2005	NONMINORITY	C	FEDERAL
H649301C	DOUGHERTY PAINTING CO	\$26,900.00	2006	NONMINORITY	C	FEDERAL
H613801C	DOUGHERTY PAINTING CO	\$18,250.00	2005	NONMINORITY	C	FEDERAL
H541701C	DOUGHERTY PAINTING CO	\$9,750.00	2003	NONMINORITY	C	FEDERAL
H576801C	DOUGHERTY PAINTING CO	\$10,000.00	2004	NONMINORITY	C	FEDERAL
H644001C	DOUGHERTY PAINTING CO	\$5,625.00	2006	NONMINORITY	C	FEDERAL
H554401C	DOUGHERTY PAINTING CO	\$27,250.00	2006	NONMINORITY	C	FEDERAL
H341401C	DOUGHERTY PAINTING CO	\$180,000.00	2007	NONMINORITY	C	FEDERAL
H416001C	DOUGHERTY PAINTING CO	\$34,455.00	2003	NONMINORITY	C	FEDERAL
H591201C	DOUGHERTY PAINTING CO	\$86,950.00	2005	NONMINORITY	C	FEDERAL
H521001C	DOUGHERTY PAINTING CO	\$165,450.00	2005	NONMINORITY	C	FEDERAL
SS53401C	DOUGHERTY PAINTING CO	\$1,790.00	2007	NONMINORITY	C	FEDERAL
H670201C	DOUGHERTY PAINTING CO	\$11,775.00	2007	NONMINORITY	C	FEDERAL
SS49101C	DOUGHERTY PAINTING CO	\$6,170.00	2003	NONMINORITY	C	FEDERAL
H625901C	DOUGHERTY PAINTING CO	\$128,190.00	2004	NONMINORITY	C	FEDERAL
H532801C	DOUGHERTY PAINTING CO	\$6,300.00	2002	NONMINORITY	C	FEDERAL
H510401C	DOUGHERTY PAINTING CO	\$27,450.00	2005	NONMINORITY	C	FEDERAL
H341401C	DOWN UNDER CONSTRUCTION INC	\$5,600.00	2007	NONMINORITY	C	FEDERAL
H510601C	DOWN UNDER CONSTRUCTION INC	\$15,250.00	2006	NONMINORITY	C	FEDERAL
H463901C	DUFF INC	\$9,375.00	2003	NONMINORITY	C	FEDERAL
SS46701C	DUNN DEL RE STEEL	\$10,967.49	2005	NONMINORITY	C	FEDERAL
H664901C	DUNN DEL RE STEEL	\$374,634.70	2006	NONMINORITY	C	FEDERAL
H591501C	DUNN DEL RE STEEL	\$2,726,058.41	2004	NONMINORITY	C	FEDERAL
H649301C	DUNN DEL RE STEEL	\$618,000.00	2006	NONMINORITY	C	FEDERAL
SB36701C	DUNN DEL RE STEEL	\$30,000.00	2004	NONMINORITY	C	FEDERAL
H591001C	DUST DEVIL CONTRACTING	\$279,360.25	2003	NONMINORITY	C	FEDERAL
H528203C	DUST DEVIL CONTRACTING	\$13,640.00	2003	NONMINORITY	C	FEDERAL
H458401C	DW TRUCKING	\$10,400.00	2006	NONMINORITY	C	FEDERAL
H458401C	E R HAWKINS LLC	\$108,557.00	2006	NONMINORITY	C	FEDERAL
H545501C	E R HAWKINS LLC	\$30,000.00	2006	NONMINORITY	C	FEDERAL
H545501C	E R HAWKINS LLC	\$30,000.00	2006	NONMINORITY	C	FEDERAL
H643401C	E R HAWKINS LLC	\$923,320.19	2007	NONMINORITY	C	FEDERAL
H666601C	EAGLE ROCK UNDERGROUND LLC	\$431,345.00	2007	NONMINORITY	C	FEDERAL
H425601C	EARTH REINFORCEMENT SPECIALISTS	\$471,491.50	2003	NONMINORITY	C	FEDERAL
H595544C	EARTH REINFORCEMENT SPECIALISTS	\$27,000.00	2005	NONMINORITY	C	FEDERAL
H625901C	EARTH REINFORCEMENT SPECIALISTS	\$498,000.00	2004	NONMINORITY	C	FEDERAL
H568603C	EARTH REINFORCEMENT SPECIALISTS	\$21,200.00	2004	NONMINORITY	C	FEDERAL
H664901C	EARTH REINFORCEMENT SPECIALISTS	\$596,391.55	2006	NONMINORITY	C	FEDERAL
H538101C	EARTH REINFORCEMENT SPECIALISTS	\$192,500.00	2004	NONMINORITY	C	FEDERAL
H568604C	EARTH REINFORCEMENT SPECIALISTS	\$230,821.20	2005	NONMINORITY	C	FEDERAL
H600001C	EARTH REINFORCEMENT SPECIALISTS	\$272,551.00	2004	NONMINORITY	C	FEDERAL
H585201C	EARTH REINFORCEMENT SPECIALISTS	\$31,000.00	2005	NONMINORITY	C	FEDERAL
H458201C	EARTH REINFORCEMENT SPECIALISTS	\$334,999.80	2005	NONMINORITY	C	FEDERAL
H468101C	EARTH REINFORCEMENT SPECIALISTS	\$34,139.00	2003	NONMINORITY	C	FEDERAL
H560101C	EARTHBLEND CUSTOM LANDSCAPES INC	\$8,800.00	2004	NONMINORITY	C	FEDERAL
H410401C	EAST VALLEY GOLF LTD DBA REVEGETATION SERVICES	\$3,178.00	2002	NONMINORITY	C	FEDERAL
H631001C	ECHOLS GRADING & EXCAVATING	\$8,831.00	2005	NONMINORITY	C	FEDERAL
H468101C	ECOLOGY CONTROL INDUSTRIES INC	\$2,030.00	2003	NONMINORITY	C	FEDERAL
H615501C	ECOLOGY CONTROL INDUSTRIES INC	\$3,540.00	2006	NONMINORITY	C	FEDERAL
H644001C	ECOLOGY CONTROL INDUSTRIES INC	\$1,890.00	2006	NONMINORITY	C	FEDERAL
H610001C	ECOLOGY CONTROL INDUSTRIES INC	\$29,150.00	2003	NONMINORITY	C	FEDERAL
H635701C	ECOPATH CONTRACTING LLC DBA BLENDTEC	\$47,200.00	2006	NONMINORITY	C	FEDERAL
H591101C	EGGEN WEED CONTROL	\$800.00	2005	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H591001C	EGGEN WEED CONTROL	\$15,600.00	2003	NONMINORITY	C	FEDERAL
H595502C	ELECTRICAL CONCEPTS INC	\$197,178.00	2003	NATIVE AMERICAN	C	FEDERAL
H545501C	ELECTRICAL CONCEPTS INC	\$529,472.00	2006	NATIVE AMERICAN	C	FEDERAL
H605301C	ELECTRICAL CONCEPTS INC	\$142,500.00	2005	NATIVE AMERICAN	C	FEDERAL
H605101C	ELECTRICAL CONCEPTS INC	\$6,250.00	2006	NATIVE AMERICAN	C	FEDERAL
HX17401C	ELECTRICAL CONCEPTS INC	\$148,233.00	2007	NATIVE AMERICAN	C	FEDERAL
H545501C	ELECTRICAL CONCEPTS INC	\$529,472.00	2006	NATIVE AMERICAN	C	FEDERAL
SS50801C	ELECTRICAL CONCEPTS INC	\$182,964.70	2006	NATIVE AMERICAN	C	FEDERAL
H625901C	ENDO STEEL INC	\$1,422,687.61	2004	NATIVE AMERICAN	C	FEDERAL
H578201C	ENDO STEEL INC	\$11,031,019.53	2006	NATIVE AMERICAN	C	FEDERAL
H592401C	ENDO STEEL INC	\$1,172,289.59	2005	NATIVE AMERICAN	C	FEDERAL
H534801C	ENDO STEEL INC	\$747,970.65	2003	NATIVE AMERICAN	C	FEDERAL
H591101C	ENDO STEEL INC	\$4,748,104.80	2005	NATIVE AMERICAN	C	FEDERAL
H521001C	ENDO STEEL INC	\$1,162,043.65	2005	NATIVE AMERICAN	C	FEDERAL
H568604C	ENDO STEEL INC	\$8,694,785.11	2005	NATIVE AMERICAN	C	FEDERAL
H578101C	ENDO STEEL INC	\$1,686,092.41	2004	NATIVE AMERICAN	C	FEDERAL
H550601C	ENDO STEEL INC	\$176,222.00	2003	NATIVE AMERICAN	C	FEDERAL
H576701C	ENDO STEEL INC	\$721,267.15	2005	NATIVE AMERICAN	C	FEDERAL
H603101C	ENVIRO DRILL INC	\$6,515.00	2006	NONMINORITY	C	FEDERAL
SS44701C	ENVIRONMENTAL RESPONSE INC	\$10,000.00	2003	NONMINORITY	C	FEDERAL
H617801C	ENVIRONMENTAL RESPONSE INC	\$74,376.00	2007	NONMINORITY	C	FEDERAL
H434701C	ENVIRONMENTAL STRATEGIES INC	\$13,995.00	2003	NONMINORITY	C	FEDERAL
H643401C	ENVIRONMENTAL STRATEGIES INC	\$1,020.00	2007	NONMINORITY	C	FEDERAL
H664901C	ENVIROSYSTEMS CORP	\$56,495.00	2006	NONMINORITY	C	FEDERAL
H578101C	ENVIROSYSTEMS CORP	\$42,120.00	2004	NONMINORITY	C	FEDERAL
H678001C	ENVIROSYSTEMS CORP	\$20,865.00	2007	NONMINORITY	C	FEDERAL
SS49101C	ENVIROSYSTEMS CORP	\$43,298.00	2003	NONMINORITY	C	FEDERAL
H591201C	ENVIROSYSTEMS CORP	\$129,150.00	2005	NONMINORITY	C	FEDERAL
H568604C	ENVIROSYSTEMS CORP	\$128,435.00	2005	NONMINORITY	C	FEDERAL
H602701C	ENVIROSYSTEMS MANAGEMENT INC	\$18,920.50	2005	NONMINORITY WOMEN	C	FEDERAL
H679101C	ENVIROSYSTEMS MANAGEMENT INC	\$12,327.00	2006	NONMINORITY WOMEN	C	FEDERAL
H510601C	ENVIROSYSTEMS MANAGEMENT INC	\$90,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H511801C	ENVIROSYSTEMS MANAGEMENT INC	\$10,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H636601C	ENVIROSYSTEMS MANAGEMENT INC	\$60,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H706001C	EUROPEAN PAVERS SOUTHWEST INC	\$40,635.00	2007	NONMINORITY	C	FEDERAL
H590001C	EUROPEAN PAVERS SOUTHWEST INC	\$27,483.60	2006	NONMINORITY	C	FEDERAL
H644001C	EUROPEAN PAVERS SOUTHWEST INC	\$55,600.00	2006	NONMINORITY	C	FEDERAL
SS49301C	EUROPEAN PAVERS SOUTHWEST INC	\$5,725.00	2004	NONMINORITY	C	FEDERAL
H591301C	EUROPEAN PAVERS SOUTHWEST INC	\$22,444.20	2004	NONMINORITY	C	FEDERAL
H601502C	EUROPEAN PAVERS SOUTHWEST INC	\$36,153.00	2005	NONMINORITY	C	FEDERAL
H578201C	EUROPEAN PAVERS SOUTHWEST INC	\$180,883.80	2006	NONMINORITY	C	FEDERAL
H678001C	EUROPEAN PAVERS SOUTHWEST INC	\$31,779.00	2007	NONMINORITY	C	FEDERAL
H529901C	EUROPEAN PAVERS SOUTHWEST INC	\$15,760.00	2002	NONMINORITY	C	FEDERAL
H591201C	EUROPEAN PAVERS SOUTHWEST INC	\$111,213.00	2005	NONMINORITY	C	FEDERAL
H601501C	EUROPEAN PAVERS SOUTHWEST INC	\$19,103.10	2005	NONMINORITY	C	FEDERAL
H463601C	EUROPEAN PAVERS SOUTHWEST INC	\$9,900.00	2002	NONMINORITY	C	FEDERAL
H463201C	EUROPEAN PAVERS SOUTHWEST INC	\$28,131.30	2002	NONMINORITY	C	FEDERAL
H625901C	EUROPEAN PAVERS SOUTHWEST INC	\$13,911.30	2004	NONMINORITY	C	FEDERAL
SH27801C	EUROPEAN PAVERS SOUTHWEST INC	\$139,194.00	2004	NONMINORITY	C	FEDERAL
H670201C	EUROPEAN PAVERS SOUTHWEST INC	\$46,980.00	2007	NONMINORITY	C	FEDERAL
H578101C	EUROPEAN PAVERS SOUTHWEST INC	\$42,339.60	2004	NONMINORITY	C	FEDERAL
H617801C	EUROPEAN PAVERS SOUTHWEST INC	\$40,729.50	2007	NONMINORITY	C	FEDERAL
H591101C	EUROPEAN PAVERS SOUTHWEST INC	\$91,200.00	2005	NONMINORITY	C	FEDERAL
H541701C	EUROPEAN PAVERS SOUTHWEST INC	\$7,068.60	2003	NONMINORITY	C	FEDERAL
H591501C	EUROPEAN PAVERS SOUTHWEST INC	\$42,168.40	2004	NONMINORITY	C	FEDERAL
H644001C	EVERGREEN SPRAY SERVICES INC	\$1,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H661501C	EVERGREEN SPRAY SERVICES INC	\$1,957.00	2007	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H521001C	EXTREME CONTRACTING & TRUCKING SERVICES LLC	\$13,400.00	2005	NONMINORITY WOMEN	C	FEDERAL
H595501C	EXTREME CONTRACTING & TRUCKING SERVICES LLC	\$30,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H563901C	EXTREME CONTRACTING & TRUCKING SERVICES LLC	\$4,200.00	2003	NONMINORITY WOMEN	C	FEDERAL
H407601C	EXTREME CONTRACTING & TRUCKING SERVICES LLC	\$2,500.00	2004	NONMINORITY WOMEN	C	FEDERAL
H407601C	F N F CONSTRUCTION INC	\$2,845,567.35	2004	NONMINORITY	C	FEDERAL
H657701C	F N F CONSTRUCTION INC	\$70,116.25	2007	NONMINORITY	C	FEDERAL
H527201C	F N F CONSTRUCTION INC	\$116,405.00	2002	NONMINORITY	C	FEDERAL
H610001C	F N F CONSTRUCTION INC	\$3,726,974.50	2003	NONMINORITY	C	FEDERAL
H666601C	F N F CONSTRUCTION INC	\$62,000.00	2007	NONMINORITY	C	FEDERAL
H592401C	F N F CONSTRUCTION INC	\$4,042,017.50	2005	NONMINORITY	C	FEDERAL
H563001C	F N F CONSTRUCTION INC	\$4,196,424.00	2003	NONMINORITY	C	FEDERAL
H564201C	F N F CONSTRUCTION INC	\$2,434,195.00	2003	NONMINORITY	C	FEDERAL
H534801C	F N F CONSTRUCTION INC	\$2,287,359.90	2003	NONMINORITY	C	FEDERAL
H636301C	FALCON CONTRACTING INC	\$1,800.00	2006	NONMINORITY	C	FEDERAL
H636301C	FALCON CONTRACTING INC	\$1,800.00	2006	NONMINORITY	C	FEDERAL
H483102C	FANN CONTRACTING INC	\$55,900.00	2002	NONMINORITY	C	FEDERAL
H510601C	FARRELL TRUCKING	\$5,600.00	2006	NONMINORITY	C	FEDERAL
H591101C	FELIX CONSTRUCTION CO	\$3,023,540.00	2005	NONMINORITY	C	FEDERAL
H625901C	FELIX CONSTRUCTION CO	\$511,150.00	2004	NONMINORITY	C	FEDERAL
H447201C	FELIX CONSTRUCTION CO	\$903,400.00	2002	NONMINORITY	C	FEDERAL
H591501C	FELIX CONSTRUCTION CO	\$2,197,000.00	2004	NONMINORITY	C	FEDERAL
H578201C	FELIX CONSTRUCTION CO	\$4,290,800.00	2006	NONMINORITY	C	FEDERAL
H591201C	FELIX CONSTRUCTION CO	\$2,127,600.00	2005	NONMINORITY	C	FEDERAL
H538101C	FELIX CONSTRUCTION CO	\$2,835,000.00	2004	NONMINORITY	C	FEDERAL
H503703C	FENCE DEPOT INC	\$63,889.50	2004	NONMINORITY	C	FEDERAL
SH28201C	FENCING BY S K L L C	\$8,640.75	2007	NONMINORITY	C	FEDERAL
H526901C	FIELD LINING SYSTEMS INC	\$62,182.60	2002	HISPANIC AMERICAN	C	FEDERAL
H666601C	FIERRO UTILITY CONSTRUCTION SERVICES INC	\$600,000.00	2007	HISPANIC AMERICAN	C	FEDERAL
H664901C	FIERRO UTILITY CONSTRUCTION SERVICES INC	\$1,769,897.95	2006	HISPANIC AMERICAN	C	FEDERAL
H489301C	FIREBIRD TRUCKING	\$6,200.00	2004	NONMINORITY	C	FEDERAL
H635701C	FIREBIRD TRUCKING	\$19,200.00	2006	NONMINORITY	C	FEDERAL
H390201C	FIREBIRD TRUCKING	\$12,800.00	2006	NONMINORITY	C	FEDERAL
H584501C	FIREBIRD TRUCKING	\$15,000.00	2005	NONMINORITY	C	FEDERAL
H614801C	FIREBIRD TRUCKING	\$9,000.00	2005	NONMINORITY	C	FEDERAL
H525001C	FIREBIRD TRUCKING	\$7,200.00	2005	NONMINORITY	C	FEDERAL
H614101C	FIREBIRD TRUCKING	\$7,200.00	2005	NONMINORITY	C	FEDERAL
H303001C	FISHER SAND & GRAVEL CO	\$1,257,445.00	2002	NONMINORITY	C	FEDERAL
H584301C	FISHER SAND & GRAVEL CO	\$66,830.00	2004	NONMINORITY	C	FEDERAL
H497201C	FISHER SAND & GRAVEL CO	\$178,438.00	2003	NONMINORITY	C	FEDERAL
H527001C	FISHER SAND & GRAVEL CO	\$584,011.00	2002	NONMINORITY	C	FEDERAL
H527701C	FISHER SAND & GRAVEL CO	\$138,076.00	2002	NONMINORITY	C	FEDERAL
H584601C	FISHER SAND & GRAVEL CO	\$422,670.00	2004	NONMINORITY	C	FEDERAL
H489301C	FISHER SAND & GRAVEL CO	\$717,576.50	2004	NONMINORITY	C	FEDERAL
H447201C	FISHER SAND & GRAVEL CO	\$1,112,206.00	2002	NONMINORITY	C	FEDERAL
H601502C	FIVE G INC	\$226,632.35	2005	NONMINORITY WOMEN	C	FEDERAL
H636501C	FIVE G INC	\$308,558.50	2006	NONMINORITY WOMEN	C	FEDERAL
H610001C	FIVE G INC	\$1,375.00	2003	NONMINORITY WOMEN	C	FEDERAL
H548301C	FIVE G INC	\$25,688.50	2002	NONMINORITY WOMEN	C	FEDERAL
H584801C	FIVE G INC	\$186,542.85	2007	NONMINORITY WOMEN	C	FEDERAL
HX16101C	FIVE G INC	\$11,845.50	2005	NONMINORITY WOMEN	C	FEDERAL
H468101C	FIVE G INC	\$193,987.00	2003	NONMINORITY WOMEN	C	FEDERAL
H526001C	FIVE G INC	\$28,969.05	2002	NONMINORITY WOMEN	C	FEDERAL
H341401C	FIVE G INC	\$403,626.10	2007	NONMINORITY WOMEN	C	FEDERAL
H615501C	FIVE G INC	\$196,118.00	2006	NONMINORITY WOMEN	C	FEDERAL
H576701C	FIVE G INC	\$39,003.50	2005	NONMINORITY WOMEN	C	FEDERAL
H644001C	FIVE G INC	\$79,419.50	2006	NONMINORITY WOMEN	C	FEDERAL
H560101C	FIVE G INC	\$66,644.40	2004	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H578301C	FIVE G INC	\$157,570.45	2006	NONMINORITY WOMEN	C	FEDERAL
H648201C	FIVE G INC	\$122,070.00	2005	NONMINORITY WOMEN	C	FEDERAL
H466203C	FIVE G INC	\$752,873.70	2007	NONMINORITY WOMEN	C	FEDERAL
H526201C	FIVE G INC	\$22,040.00	2002	NONMINORITY WOMEN	C	FEDERAL
SB36401C	FIVE G INC	\$42,474.50	2004	NONMINORITY WOMEN	C	FEDERAL
H532801C	FIVE G INC	\$25,123.00	2002	NONMINORITY WOMEN	C	FEDERAL
H534801C	FIVE G INC	\$220,327.45	2003	NONMINORITY WOMEN	C	FEDERAL
H563001C	FIVE G INC	\$375,885.35	2003	NONMINORITY WOMEN	C	FEDERAL
H510601C	FIVE G INC	\$403,567.70	2006	NONMINORITY WOMEN	C	FEDERAL
H521001C	FIVE G INC	\$736,104.75	2005	NONMINORITY WOMEN	C	FEDERAL
H649301C	FIVE G INC	\$295,327.00	2006	NONMINORITY WOMEN	C	FEDERAL
SB36701C	FIVE G INC	\$47,943.75	2004	NONMINORITY WOMEN	C	FEDERAL
H578101C	FIVE G INC	\$225,596.75	2004	NONMINORITY WOMEN	C	FEDERAL
H436701C	FIVE G INC	\$114,295.45	2004	NONMINORITY WOMEN	C	FEDERAL
H447201C	FIVE G INC	\$507,088.00	2002	NONMINORITY WOMEN	C	FEDERAL
H655601C	FIVE G INC	\$104,092.50	2005	NONMINORITY WOMEN	C	FEDERAL
H568603C	FIVE G INC	\$102,029.20	2004	NONMINORITY WOMEN	C	FEDERAL
H617801C	FIVE G INC	\$539,438.85	2007	NONMINORITY WOMEN	C	FEDERAL
H564201C	FIVE G INC	\$102,683.00	2003	NONMINORITY WOMEN	C	FEDERAL
H524401C	FIVE G INC	\$10,790.25	2003	NONMINORITY WOMEN	C	FEDERAL
H386803C	FIVE G INC	\$375,885.35	2003	NONMINORITY WOMEN	C	FEDERAL
SH27301C	FIVE G INC	\$42,474.50	2004	NONMINORITY WOMEN	C	FEDERAL
H678001C	FIVE G INC	\$549,688.90	2007	NONMINORITY WOMEN	C	FEDERAL
H664901C	FIVE G INC	\$261,684.40	2006	NONMINORITY WOMEN	C	FEDERAL
H524101C	FIVE G INC	\$145,779.00	2007	NONMINORITY WOMEN	C	FEDERAL
H537002C	FIVE G INC	\$149,580.00	2004	NONMINORITY WOMEN	C	FEDERAL
H635401C	FIVE G INC	\$45,843.75	2006	NONMINORITY WOMEN	C	FEDERAL
H664901C	FIVE G INC	\$524,717.30	2006	NONMINORITY WOMEN	C	FEDERAL
H599901C	FLAGSTAFF CINDER SALES	\$1,200.00	2007	NONMINORITY	C	FEDERAL
H510601C	FLAGSTAFF CINDER SALES	\$33,000.00	2006	NONMINORITY	C	FEDERAL
H576801C	FLAGSTAFF CINDER SALES	\$122,400.00	2004	NONMINORITY	C	FEDERAL
H390201C	FLATTOP TIRE & TRUCK SERVICE	\$3,200.00	2006	NONMINORITY	C	FEDERAL
H639201C	FLATTOUT TRUCKING	\$8,000.00	2006	NONMINORITY	C	FEDERAL
H390201C	FLATTOUT TRUCKING	\$12,800.00	2006	NONMINORITY	C	FEDERAL
H611501C	FOCUS CIVIL INC	\$71,180.00	2004	HISPANIC AMERICAN	C	FEDERAL
H584701C	FOCUS CIVIL INC	\$57,696.00	2004	HISPANIC AMERICAN	C	FEDERAL
H415901C	FORESIGHT ENGINEERING INC	\$65,000.00	2002	NONMINORITY	C	FEDERAL
H375301C	FORESIGHT ENGINEERING INC	\$49,950.00	2002	NONMINORITY	C	FEDERAL
H629401C	FORESIGHT ENGINEERING INC	\$5,125.00	2004	NONMINORITY	C	FEDERAL
H503706C	FORESIGHT ENGINEERING INC	\$62,750.00	2005	NONMINORITY	C	FEDERAL
H502801C	FORESIGHT ENGINEERING INC	\$82,672.00	2003	NONMINORITY	C	FEDERAL
H643401C	FORTIS NETWORKS INC	\$144,974.00	2007	HISPANIC AMERICAN	C	FEDERAL
SS49401C	FORTIS NETWORKS INC	\$121,652.21	2004	HISPANIC AMERICAN	C	FEDERAL
H585201C	FULL CIRCLE ENGINEERING INC	\$100,000.00	2005	NONMINORITY	C	FEDERAL
H678001C	G U Y CONSTRUCTION LLC	\$834,142.50	2007	NONMINORITY	C	FEDERAL
H510401C	GARCIA METAL PRODUCTS INC	\$15,163.00	2005	HISPANIC AMERICAN	C	FEDERAL
H319003C	GEOMECHANICS SOUTHWEST INC	\$11,684.00	2002	NONMINORITY	C	FEDERAL
H631001C	GEOTECHNICAL TESTING SERVICES	\$40,790.00	2005	HISPANIC AMERICAN	C	FEDERAL
H658401C	GEOTECHNICAL TESTING SERVICES	\$29,400.00	2006	HISPANIC AMERICAN	C	FEDERAL
SH28201C	GEOTECHNICAL TESTING SERVICES	\$17,500.00	2007	HISPANIC AMERICAN	C	FEDERAL
H576301C	GIL S DRILLING & EXCAVATING INC	\$21,336.00	2003	NONMINORITY	C	FEDERAL
H603101C	GIL S DRILLING & EXCAVATING INC	\$263,000.00	2006	NONMINORITY	C	FEDERAL
H605301C	GIL S DRILLING & EXCAVATING INC	\$6,192.00	2005	NONMINORITY	C	FEDERAL
H576801C	GIL S DRILLING & EXCAVATING INC	\$354,881.00	2004	NONMINORITY	C	FEDERAL
H625901C	GIL S DRILLING & EXCAVATING INC	\$49,184.00	2004	NONMINORITY	C	FEDERAL
H649301C	GIL S DRILLING & EXCAVATING INC	\$48,000.00	2006	NONMINORITY	C	FEDERAL
H591101C	GIL S DRILLING & EXCAVATING INC	\$168,680.00	2005	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H532001C	GIL S DRILLING & EXCAVATING INC	\$5,000.00	2002	NONMINORITY	C	FEDERAL
H610001C	GIL S DRILLING & EXCAVATING INC	\$457,920.00	2003	NONMINORITY	C	FEDERAL
H638801C	GIL S DRILLING & EXCAVATING INC	\$7,000.00	2005	NONMINORITY	C	FEDERAL
H643401C	GIL S DRILLING & EXCAVATING INC	\$15,700.00	2007	NONMINORITY	C	FEDERAL
H407601C	GILA REDI MIX INC	\$25,000.00	2004	NONMINORITY	C	FEDERAL
H623901C	GILBERT TECHNICAL SERVICES	\$22,000.00	2005	NONMINORITY	C	FEDERAL
H613901C	GILLESPIE TRUCKING	\$1,408,479.95	2005	NONMINORITY	C	FEDERAL
H554401C	GILLESPIE TRUCKING	\$35,000.00	2006	NONMINORITY	C	FEDERAL
H584301C	GILLESPIE TRUCKING	\$17,462.25	2004	NONMINORITY	C	FEDERAL
H613801C	GILLESPIE TRUCKING	\$232,700.00	2005	NONMINORITY	C	FEDERAL
H503703C	GILLESPIE TRUCKING	\$62,700.00	2004	NONMINORITY	C	FEDERAL
H636301C	GILLESPIE TRUCKING	\$7,000.00	2006	NONMINORITY	C	FEDERAL
H436701C	GILLESPIE TRUCKING	\$36,000.00	2004	NONMINORITY	C	FEDERAL
H636301C	GILLESPIE TRUCKING	\$7,000.00	2006	NONMINORITY	C	FEDERAL
H679101C	GILLESPIE TRUCKING	\$121,800.00	2006	NONMINORITY	C	FEDERAL
H527701C	GILLESPIE TRUCKING	\$23,520.00	2002	NONMINORITY	C	FEDERAL
H615301C	GILLESPIE TRUCKING	\$7,000.00	2006	NONMINORITY	C	FEDERAL
H636601C	GILLESPIE TRUCKING	\$776,065.00	2006	NONMINORITY	C	FEDERAL
H648201C	GILLESPIE TRUCKING	\$12,500.00	2005	NONMINORITY	C	FEDERAL
H555801C	GILLESPIE TRUCKING	\$18,000.00	2004	NONMINORITY	C	FEDERAL
H441502C	GILLESPIE TRUCKING	\$61,600.00	2003	NONMINORITY	C	FEDERAL
H426101C	GORDLEY DESIGN GROUP	\$9,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H643401C	GOUDY ENGINEERING INC	\$11,543.50	2007	NONMINORITY	C	FEDERAL
HX09101C	GRADYS QUALITY EXCAVATING INC	\$1,350.00	2002	NONMINORITY	C	FEDERAL
H648801C	GRADYS QUALITY EXCAVATING INC	\$13,623.00	2005	NONMINORITY	C	FEDERAL
H378401C	GRAVEL EXPRESS INC	\$50,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H610301C	GRAVEL EXPRESS INC	\$11,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H525601C	GRAVEL EXPRESS INC	\$5,616.00	2002	NONMINORITY WOMEN	C	FEDERAL
H516301C	GRAVEL EXPRESS INC	\$2,940.00	2003	NONMINORITY WOMEN	C	FEDERAL
H629401C	GRAVEL EXPRESS INC	\$57,624.00	2004	NONMINORITY WOMEN	C	FEDERAL
H610401C	GRAVEL EXPRESS INC	\$52,650.00	2003	NONMINORITY WOMEN	C	FEDERAL
H543101C	GRAVEL EXPRESS INC	\$93,385.25	2004	NONMINORITY WOMEN	C	FEDERAL
H458201C	GRAVEL EXPRESS INC	\$36,212.00	2005	NONMINORITY WOMEN	C	FEDERAL
H303802C	GRAVEL EXPRESS INC	\$114,380.61	2002	NONMINORITY WOMEN	C	FEDERAL
H526201C	GRAVEL EXPRESS INC	\$37,800.00	2002	NONMINORITY WOMEN	C	FEDERAL
H636001C	GRAVEL EXPRESS INC	\$191,174.10	2006	NONMINORITY WOMEN	C	FEDERAL
H589701C	GRAVEL EXPRESS INC	\$7,020.00	2002	NONMINORITY WOMEN	C	FEDERAL
H451001C	GRAVEL EXPRESS INC	\$39,256.20	2004	NONMINORITY WOMEN	C	FEDERAL
H510401C	GRAVEL EXPRESS INC	\$840,640.40	2005	NONMINORITY WOMEN	C	FEDERAL
H587601C	GRAVEL EXPRESS INC	\$4,440.30	2002	NONMINORITY WOMEN	C	FEDERAL
H595503C	GREAT AMERICAN SWEEPING	\$2,305.00	2004	NONMINORITY	C	FEDERAL
H524501C	GREAT AMERICAN SWEEPING	\$4,799.00	2003	NONMINORITY	C	FEDERAL
H584601C	GREAT AMERICAN SWEEPING	\$20,880.00	2004	NONMINORITY	C	FEDERAL
H468101C	GREAT AMERICAN SWEEPING	\$348.00	2003	NONMINORITY	C	FEDERAL
H637102C	GREAT AMERICAN SWEEPING	\$20,010.00	2004	NONMINORITY	C	FEDERAL
H648201C	GREAT AMERICAN SWEEPING	\$32,902.00	2005	NONMINORITY	C	FEDERAL
H636001C	GREAT AMERICAN SWEEPING	\$650.00	2006	NONMINORITY	C	FEDERAL
H586201C	GREAT AMERICAN SWEEPING	\$1,730.00	2004	NONMINORITY	C	FEDERAL
SL45001C	GREEN EARTH L C	\$47,579.00	2005	NONMINORITY	C	FEDERAL
H605301C	GREEN LANDSCAPE & IRRIGATION INC	\$84,069.00	2005	NONMINORITY	C	FEDERAL
H590001C	GREEN LANDSCAPE & IRRIGATION INC	\$50,958.75	2006	NONMINORITY	C	FEDERAL
H551901C	GREEN LANDSCAPE & IRRIGATION INC	\$86,261.20	2004	NONMINORITY	C	FEDERAL
H605001C	GREEN LANDSCAPE & IRRIGATION INC	\$48,465.50	2005	NONMINORITY	C	FEDERAL
H569701C	GREEN LANDSCAPE & IRRIGATION INC	\$47,001.30	2005	NONMINORITY	C	FEDERAL
SS50801C	GREEN LANDSCAPE & IRRIGATION INC	\$32,508.85	2006	NONMINORITY	C	FEDERAL
H660301C	GREEN LANDSCAPE & IRRIGATION INC	\$123,290.40	2007	NONMINORITY	C	FEDERAL
SS45101C	GREEN LANDSCAPE & IRRIGATION INC	\$81,054.70	2005	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
SS44701C	GREEN LANDSCAPE & IRRIGATION INC	\$238,017.00	2003	NONMINORITY	C	FEDERAL
H655601C	GREEN LANDSCAPE & IRRIGATION INC	\$30,160.10	2005	NONMINORITY	C	FEDERAL
H605301C	GREGOR & GRENIER ENGINEERING INC	\$6,460.00	2005	NONMINORITY	C	FEDERAL
H605101C	GREGOR ENGINEERING INC	\$13,195.00	2006	NONMINORITY	C	FEDERAL
H660301C	GREGOR ENGINEERING INC	\$8,310.00	2007	NONMINORITY	C	FEDERAL
H625901C	GRIMES TRUCKING	\$19,400.00	2004	NONMINORITY	C	FEDERAL
H706001C	GRIMES TRUCKING	\$68,960.00	2007	NONMINORITY	C	FEDERAL
H617801C	GRIMES TRUCKING	\$255,050.00	2007	NONMINORITY	C	FEDERAL
H541701C	GRIMES TRUCKING	\$14,500.00	2003	NONMINORITY	C	FEDERAL
SS50901C	GRIMES TRUCKING & LANDSCAPE SUPPLIES INC	\$1,800.00	2004	NONMINORITY	C	FEDERAL
H610001C	GRIMES TRUCKING & LANDSCAPE SUPPLIES INC	\$15,000.00	2003	NONMINORITY	C	FEDERAL
SS43601C	GRUBER INDUSTRIES	\$180,768.00	2002	NONMINORITY	C	FEDERAL
H613301C	H 2 0 ON WHEELS LLC	\$21,600.00	2005	NONMINORITY WOMEN	C	FEDERAL
H436701C	H 2 0 ON WHEELS LLC	\$50,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H460301C	H 2 O 2 GO	\$5,600.00	2007	NONMINORITY	C	FEDERAL
H633601C	H 2 O 2 GO	\$8,400.00	2007	NONMINORITY	C	FEDERAL
H303802C	H C P I	\$2,834.00	2002	NONMINORITY	C	FEDERAL
H510601C	H W JOHNSON INC	\$966,610.57	2006	NONMINORITY	C	FEDERAL
H483102C	H W JOHNSON INC	\$408,499.60	2002	NONMINORITY	C	FEDERAL
H613701C	HAN MAR ENERGY INC	\$79,350.00	2006	NONMINORITY	C	FEDERAL
H541701C	HAN MAR ENERGY INC	\$357,000.00	2003	NONMINORITY	C	FEDERAL
H582301C	HANDYMAN MAINTENANCE INC	\$25,000.00	2002	NONMINORITY	C	FEDERAL
SS42101C	HANDYMAN MAINTENANCE INC	\$20,000.00	2003	NONMINORITY	C	FEDERAL
H210701C	HANDYMAN MAINTENANCE INC	\$182,539.08	2005	NONMINORITY	C	FEDERAL
SS49801C	HARDCORE BORING LLC	\$9,990.00	2005	NONMINORITY	C	FEDERAL
H545501C	HARK DRILLING INC	\$274,175.00	2006	NONMINORITY	C	FEDERAL
H639201C	HARK DRILLING INC	\$133,860.00	2006	NONMINORITY	C	FEDERAL
H545501C	HARK DRILLING INC	\$274,175.00	2006	NONMINORITY	C	FEDERAL
H341401C	HARK DRILLING INC	\$32,151.00	2007	NONMINORITY	C	FEDERAL
H601502C	HARK DRILLING INC	\$15,803.60	2005	NONMINORITY	C	FEDERAL
H426101C	HARK DRILLING INC	\$488,505.28	2003	NONMINORITY	C	FEDERAL
H706001C	HARK DRILLING INC	\$70,340.00	2007	NONMINORITY	C	FEDERAL
H576801C	HARK DRILLING INC	\$30,640.00	2004	NONMINORITY	C	FEDERAL
H644001C	HARK DRILLING INC	\$166,487.50	2006	NONMINORITY	C	FEDERAL
H564201C	HARRIS ARIZONA REBAR INC	\$218,938.26	2003	NONMINORITY	C	FEDERAL
H595504C	HARRIS ARIZONA REBAR INC	\$19,762.44	2007	NONMINORITY	C	FEDERAL
H595506C	HARRIS ENVIRONMENTAL GROUP INC	\$5,625.00	2005	NONMINORITY WOMEN	C	FEDERAL
H423901C	HARVEY TRUCKING INC	\$20,840.00	2005	NONMINORITY WOMEN	C	FEDERAL
H516301C	HARVEY TRUCKING INC	\$3,120.00	2003	NONMINORITY WOMEN	C	FEDERAL
H510401C	HARVEY TRUCKING INC	\$2,280.00	2005	NONMINORITY WOMEN	C	FEDERAL
H585001C	HARVEY TRUCKING INC	\$61,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H648601C	HAWKER & EVANS ASPHALT CO INC	\$1,300.00	2006	NONMINORITY	C	FEDERAL
H645101C	HAWKER & EVANS ASPHALT CO INC	\$1,236.00	2006	NONMINORITY	C	FEDERAL
H458201C	HAWKINS ENTERPRISES LLC	\$21,157.00	2005	NONMINORITY	C	FEDERAL
H386803C	HAWKINS ENTERPRISES LLC	\$38,000.00	2003	NONMINORITY	C	FEDERAL
H576701C	HAWKINS ENTERPRISES LLC	\$15,000.00	2005	NONMINORITY	C	FEDERAL
H375301C	HAWKINS ENTERPRISES LLC	\$72,557.00	2002	NONMINORITY	C	FEDERAL
H529901C	HAWKINS ENTERPRISES LLC	\$14,000.00	2002	NONMINORITY	C	FEDERAL
H563001C	HERITAGE LAND SURVEY & MAPPING INC	\$23,480.00	2003	NONMINORITY	C	FEDERAL
H386803C	HERITAGE LAND SURVEY & MAPPING INC	\$23,480.00	2003	NONMINORITY	C	FEDERAL
H595501C	HERITAGE TRUCKING INC	\$88,004.05	2003	NONMINORITY WOMEN	C	FEDERAL
H525601C	HERITAGE TRUCKING INC	\$532,783.45	2002	NONMINORITY WOMEN	C	FEDERAL
H591501C	HERITAGE TRUCKING INC	\$821,870.07	2004	NONMINORITY WOMEN	C	FEDERAL
H591201C	HERITAGE TRUCKING INC	\$21,600.00	2005	NONMINORITY WOMEN	C	FEDERAL
SS49101C	HERITAGE TRUCKING INC	\$85,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H664901C	HERITAGE TRUCKING INC	\$219,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H637101C	HERITAGE TRUCKING INC	\$315,072.45	2003	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H463301C	HERITAGE TRUCKING INC	\$260.00	2002	NONMINORITY WOMEN	C	FEDERAL
H595502C	HERITAGE TRUCKING INC	\$65,910.00	2003	NONMINORITY WOMEN	C	FEDERAL
SS53401C	HERITAGE TRUCKING INC	\$141,450.00	2007	NONMINORITY WOMEN	C	FEDERAL
H655601C	HERITAGE TRUCKING INC	\$20,720.00	2005	NONMINORITY WOMEN	C	FEDERAL
H586201C	HERITAGE TRUCKING INC	\$4,342.00	2004	NONMINORITY WOMEN	C	FEDERAL
H589601C	HERITAGE TRUCKING INC	\$57,012.36	2003	NONMINORITY WOMEN	C	FEDERAL
H587601C	HERITAGE TRUCKING INC	\$9,268.90	2002	NONMINORITY WOMEN	C	FEDERAL
H583901C	HERITAGE TRUCKING INC	\$192,800.00	2004	NONMINORITY WOMEN	C	FEDERAL
H591001C	HERITAGE TRUCKING INC	\$272,724.00	2003	NONMINORITY WOMEN	C	FEDERAL
H516301C	HERITAGE TRUCKING INC	\$241,152.00	2003	NONMINORITY WOMEN	C	FEDERAL
H538101C	HERITAGE TRUCKING INC	\$282,037.00	2004	NONMINORITY WOMEN	C	FEDERAL
H524801C	HERITAGE TRUCKING INC	\$351,964.50	2002	NONMINORITY WOMEN	C	FEDERAL
H463201C	HERITAGE TRUCKING INC	\$260.00	2002	NONMINORITY WOMEN	C	FEDERAL
H463801C	HERITAGE TRUCKING INC	\$260.00	2002	NONMINORITY WOMEN	C	FEDERAL
HX17401C	HERITAGE TRUCKING INC	\$22,383.00	2007	NONMINORITY WOMEN	C	FEDERAL
H568603C	HERITAGE TRUCKING INC	\$850,133.45	2004	NONMINORITY WOMEN	C	FEDERAL
H610001C	HERITAGE TRUCKING INC	\$10,775.00	2003	NONMINORITY WOMEN	C	FEDERAL
H648801C	HERITAGE TRUCKING INC	\$102,960.00	2005	NONMINORITY WOMEN	C	FEDERAL
H591301C	HERITAGE TRUCKING INC	\$567,607.04	2004	NONMINORITY WOMEN	C	FEDERAL
H524301C	HERITAGE TRUCKING INC	\$105,660.09	2002	NONMINORITY WOMEN	C	FEDERAL
H585301C	HERITAGE TRUCKING INC	\$6,936.00	2004	NONMINORITY WOMEN	C	FEDERAL
H637103C	HERITAGE TRUCKING INC	\$406,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H643401C	HERITAGE TRUCKING INC	\$7,686,039.00	2007	NONMINORITY WOMEN	C	FEDERAL
H510601C	HIGH DESERT INVESTMENT CO	\$28,812.83	2006	NONMINORITY	C	FEDERAL
H633401C	HIGH DESERT INVESTMENT CO	\$1,646.63	2007	NONMINORITY	C	FEDERAL
H599901C	HIGH DESERT INVESTMENT CO	\$1,646.63	2007	NONMINORITY	C	FEDERAL
H635701C	HIGH PLAINS ENTERPRISES LLC	\$19,200.00	2006	NONMINORITY	C	FEDERAL
H614801C	HIGH PLAINS ENTERPRISES LLC	\$9,000.00	2005	NONMINORITY	C	FEDERAL
H390201C	HIGH PLAINS ENTERPRISES LLC	\$12,800.00	2006	NONMINORITY	C	FEDERAL
H633101C	HIGHLAND BENSON ASSOC	\$11,600.00	2007	NONMINORITY	C	FEDERAL
H563001C	HIGHWAY DISTRIBUTION SERVICES INC	\$5,000.00	2003	NONMINORITY	C	FEDERAL
H681601C	HITTY TRUCKING	\$9,600.00	2007	NONMINORITY	C	FEDERAL
SS49801C	HOOK ENGINEERING INC	\$4,420.00	2005	NONMINORITY	C	FEDERAL
H457303C	HOPKINS FENCE CO	\$2,694.80	2002	NONMINORITY	C	FEDERAL
H578101C	HOPPER CO INC	\$179,227.00	2004	NONMINORITY	C	FEDERAL
H319003C	HOPPER CO INC	\$256,549.00	2002	NONMINORITY	C	FEDERAL
H613801C	HOPPER CO INC	\$54,873.00	2005	NONMINORITY	C	FEDERAL
H661501C	HOPPER CO INC	\$16,000.00	2007	NONMINORITY	C	FEDERAL
H610001C	HORIZONTAL BORING & TUNNELING INC	\$74,937.00	2003	HISPANIC AMERICAN	C	FEDERAL
H556601C	HOWE PRECAST	\$8,400.00	2005	NONMINORITY WOMEN	C	FEDERAL
H626401C	HOWE PRECAST	\$19,835.00	2004	NONMINORITY WOMEN	C	FEDERAL
H670201C	HOWE PRECAST	\$26,402.33	2007	NONMINORITY WOMEN	C	FEDERAL
H434501C	HOWE PRECAST	\$281,300.00	2003	NONMINORITY WOMEN	C	FEDERAL
H595544C	HOWE PRECAST	\$10,082.52	2005	NONMINORITY WOMEN	C	FEDERAL
H664901C	HOWE PRECAST	\$632,115.00	2006	NONMINORITY WOMEN	C	FEDERAL
H578301C	HOWE PRECAST	\$188,364.40	2006	NONMINORITY WOMEN	C	FEDERAL
H585101C	HOWE PRECAST	\$77,735.00	2005	NONMINORITY WOMEN	C	FEDERAL
H423901C	HOWE PRECAST	\$7,307.50	2005	NONMINORITY WOMEN	C	FEDERAL
H706001C	HOWE PRECAST	\$302,477.21	2007	NONMINORITY WOMEN	C	FEDERAL
H568603C	HOWE PRECAST	\$415,836.95	2004	NONMINORITY WOMEN	C	FEDERAL
H303802C	HOWE PRECAST	\$129,136.00	2002	NONMINORITY WOMEN	C	FEDERAL
H636001C	HOWE PRECAST	\$69,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
SS45101C	HOWE PRECAST	\$3,120.00	2005	NONMINORITY WOMEN	C	FEDERAL
H568604C	HOWE PRECAST	\$578,213.84	2005	NONMINORITY WOMEN	C	FEDERAL
H516301C	HOWE PRECAST	\$111,500.00	2003	NONMINORITY WOMEN	C	FEDERAL
H466203C	HOWE PRECAST	\$367,748.50	2007	NONMINORITY WOMEN	C	FEDERAL
H545501C	HOWE PRECAST	\$107,067.00	2006	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H631001C	HOWE PRECAST	\$29,832.50	2005	NONMINORITY WOMEN	C	FEDERAL
H451001C	HOWE PRECAST	\$12,550.00	2004	NONMINORITY WOMEN	C	FEDERAL
H531901C	HOWE PRECAST	\$2,902.50	2003	NONMINORITY WOMEN	C	FEDERAL
H578101C	HOWE PRECAST	\$45,350.00	2004	NONMINORITY WOMEN	C	FEDERAL
H639201C	HOWE PRECAST	\$171,700.00	2006	NONMINORITY WOMEN	C	FEDERAL
H585301C	HOWE PRECAST	\$12,699.00	2004	NONMINORITY WOMEN	C	FEDERAL
H585601C	HOWE PRECAST	\$17,936.40	2004	NONMINORITY WOMEN	C	FEDERAL
H595506C	HOWE PRECAST	\$48,501.60	2005	NONMINORITY WOMEN	C	FEDERAL
H564201C	HOWE PRECAST	\$43,462.00	2003	NONMINORITY WOMEN	C	FEDERAL
H407601C	HOWE PRECAST	\$8,750.00	2004	NONMINORITY WOMEN	C	FEDERAL
H453501C	HOWE PRECAST	\$47,268.00	2003	NONMINORITY WOMEN	C	FEDERAL
H556101C	HOWE PRECAST	\$13,480.75	2003	NONMINORITY WOMEN	C	FEDERAL
H578201C	HOWE PRECAST	\$260,770.00	2006	NONMINORITY WOMEN	C	FEDERAL
H584701C	HOWE PRECAST	\$14,321.40	2004	NONMINORITY WOMEN	C	FEDERAL
H591501C	HOWE PRECAST	\$58,049.00	2004	NONMINORITY WOMEN	C	FEDERAL
H617801C	HOWE PRECAST	\$441,542.00	2007	NONMINORITY WOMEN	C	FEDERAL
H614901C	HOWE PRECAST	\$242,530.42	2005	NONMINORITY WOMEN	C	FEDERAL
H584401C	HOWE PRECAST	\$44,403.50	2005	NONMINORITY WOMEN	C	FEDERAL
H592401C	HOWE PRECAST	\$194,465.14	2005	NONMINORITY WOMEN	C	FEDERAL
H643401C	HOWE PRECAST	\$3,393,272.00	2007	NONMINORITY WOMEN	C	FEDERAL
H502501C	HOWE PRECAST	\$30,202.40	2002	NONMINORITY WOMEN	C	FEDERAL
H584501C	HOWE PRECAST	\$7,540.00	2005	NONMINORITY WOMEN	C	FEDERAL
H610001C	HOWE PRECAST	\$896,250.00	2003	NONMINORITY WOMEN	C	FEDERAL
H545501C	HOWE PRECAST	\$107,067.00	2006	NONMINORITY WOMEN	C	FEDERAL
H637001C	HOWE PRECAST	\$72,440.00	2007	NONMINORITY WOMEN	C	FEDERAL
H540201C	HOWE PRECAST	\$29,825.00	2002	NONMINORITY WOMEN	C	FEDERAL
H458401C	HOWE PRECAST	\$479,014.00	2006	NONMINORITY WOMEN	C	FEDERAL
H611501C	HOWE PRECAST	\$46,350.00	2004	NONMINORITY WOMEN	C	FEDERAL
H538101C	HOWE PRECAST	\$106,710.00	2004	NONMINORITY WOMEN	C	FEDERAL
H618301C	HOWE PRECAST	\$264,462.50	2005	NONMINORITY WOMEN	C	FEDERAL
H613901C	HOWE PRECAST	\$67,908.50	2005	NONMINORITY WOMEN	C	FEDERAL
H554401C	HOWE PRECAST	\$291,152.00	2006	NONMINORITY WOMEN	C	FEDERAL
H549401C	HOWE PRECAST	\$83,434.00	2004	NONMINORITY WOMEN	C	FEDERAL
H561801C	HOWE PRECAST	\$58,615.00	2005	NONMINORITY WOMEN	C	FEDERAL
H458301C	HUNSAKER CONCRETE INC	\$42,890.00	2003	NONMINORITY	C	FEDERAL
H635901C	HUNSAKER CONCRETE INC	\$6,362.00	2006	NONMINORITY	C	FEDERAL
HX09101C	HUNSAKER CONCRETE INC	\$9,772.00	2002	NONMINORITY	C	FEDERAL
H436101C	HUNSAKER CONCRETE INC	\$50,438.00	2004	NONMINORITY	C	FEDERAL
H595501C	HUNTER CONTRACTING CO	\$285,885.00	2003	NONMINORITY	C	FEDERAL
H591301C	HUNTER CONTRACTING CO	\$6,750.00	2004	NONMINORITY	C	FEDERAL
SS46701C	HURRICANE HOLES	\$600.00	2005	NONMINORITY	C	FEDERAL
HX11801C	HURRICANE HOLES	\$5,766.00	2003	NONMINORITY	C	FEDERAL
H595544C	HURRICANE HOLES	\$14,400.00	2005	NONMINORITY	C	FEDERAL
H531901C	HURRICANE HOLES	\$900.00	2003	NONMINORITY	C	FEDERAL
H497201C	INDUSTRIAL FENCE SPECIALTY LLC	\$327,055.30	2003	HISPANIC AMERICAN	C	FEDERAL
SS49901C	INDUSTRIAL FENCE SPECIALTY LLC	\$23,028.00	2006	HISPANIC AMERICAN	C	FEDERAL
H615301C	INDUSTRIAL FENCE SPECIALTY LLC	\$7,740.30	2006	HISPANIC AMERICAN	C	FEDERAL
H551901C	INDUSTRIAL FENCE SPECIALTY LLC	\$14,282.20	2004	HISPANIC AMERICAN	C	FEDERAL
H586001C	INDUSTRIAL FENCE SPECIALTY LLC	\$25,588.25	2004	HISPANIC AMERICAN	C	FEDERAL
H590001C	INDUSTRIAL FENCE SPECIALTY LLC	\$29,243.90	2006	HISPANIC AMERICAN	C	FEDERAL
H649301C	INDUSTRIAL FENCE SPECIALTY LLC	\$169,167.60	2006	HISPANIC AMERICAN	C	FEDERAL
SS50001C	INDUSTRIAL FENCE SPECIALTY LLC	\$20,170.00	2006	HISPANIC AMERICAN	C	FEDERAL
H605001C	INDUSTRIAL FENCE SPECIALTY LLC	\$36,140.00	2005	HISPANIC AMERICAN	C	FEDERAL
SS50801C	INDUSTRIAL FENCE SPECIALTY LLC	\$16,200.00	2006	HISPANIC AMERICAN	C	FEDERAL
H603101C	INDUSTRIAL FENCE SPECIALTY LLC	\$60,942.60	2006	HISPANIC AMERICAN	C	FEDERAL
SS57301C	INDUSTRIAL FENCE SPECIALTY LLC	\$23,730.00	2006	HISPANIC AMERICAN	C	FEDERAL
H648601C	INDUSTRIAL FENCE SPECIALTY LLC	\$5,160.00	2006	HISPANIC AMERICAN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H585801C	INDUSTRIAL FENCE SPECIALTY LLC	\$25,520.05	2004	HISPANIC AMERICAN	C	FEDERAL
H561801C	INDUSTRIAL FENCE SPECIALTY LLC	\$38,439.85	2005	HISPANIC AMERICAN	C	FEDERAL
H583901C	INDUSTRIAL FENCE SPECIALTY LLC	\$12,638.75	2004	HISPANIC AMERICAN	C	FEDERAL
H636101C	INDUSTRIAL FENCE SPECIALTY LLC	\$22,500.20	2006	HISPANIC AMERICAN	C	FEDERAL
H633101C	INDUSTRIAL FENCE SPECIALTY LLC	\$20,550.00	2007	HISPANIC AMERICAN	C	FEDERAL
H629501C	INDUSTRIAL FENCE SPECIALTY LLC	\$1,529.10	2005	HISPANIC AMERICAN	C	FEDERAL
HX13702C	INDUSTRIAL FENCE SPECIALTY LLC	\$11,721.15	2004	HISPANIC AMERICAN	C	FEDERAL
H494201C	INDUSTRIAL FENCE SPECIALTY LLC	\$7,082.50	2007	HISPANIC AMERICAN	C	FEDERAL
SS61001C	INDUSTRIAL FENCE SPECIALTY LLC	\$32,905.00	2007	HISPANIC AMERICAN	C	FEDERAL
H552901C	INDUSTRIAL FENCE SPECIALTY LLC	\$52,101.50	2004	HISPANIC AMERICAN	C	FEDERAL
H591301C	INDUSTRIAL FENCE SPECIALTY LLC	\$159,715.75	2004	HISPANIC AMERICAN	C	FEDERAL
H561201C	INDUSTRIAL FENCE SPECIALTY LLC	\$15,065.00	2003	HISPANIC AMERICAN	C	FEDERAL
H622801C	INDUSTRIAL FENCE SPECIALTY LLC	\$28,404.80	2006	HISPANIC AMERICAN	C	FEDERAL
H578301C	INDUSTRIAL FENCE SPECIALTY LLC	\$38,983.00	2006	HISPANIC AMERICAN	C	FEDERAL
H581701C	INDUSTRIAL FENCE SPECIALTY LLC	\$28,056.30	2005	HISPANIC AMERICAN	C	FEDERAL
H531901C	INDUSTRIAL FENCE SPECIALTY LLC	\$14,971.00	2003	HISPANIC AMERICAN	C	FEDERAL
H355201C	INDUSTRIAL FENCE SPECIALTY LLC	\$25,987.90	2004	HISPANIC AMERICAN	C	FEDERAL
H586301C	INDUSTRIAL FENCE SPECIALTY LLC	\$15,402.80	2004	HISPANIC AMERICAN	C	FEDERAL
H584201C	INDUSTRIAL FENCE SPECIALTY LLC	\$83,696.75	2004	HISPANIC AMERICAN	C	FEDERAL
H605101C	INDUSTRIAL FENCE SPECIALTY LLC	\$26,799.70	2006	HISPANIC AMERICAN	C	FEDERAL
SL44103C	INDUSTRIAL FENCE SPECIALTY LLC	\$23,010.00	2005	HISPANIC AMERICAN	C	FEDERAL
SS45101C	INDUSTRIAL FENCE SPECIALTY LLC	\$1,500.00	2005	HISPANIC AMERICAN	C	FEDERAL
H557101C	INDUSTRIAL FENCE SPECIALTY LLC	\$15,350.00	2004	HISPANIC AMERICAN	C	FEDERAL
SS50901C	INDUSTRIAL FENCE SPECIALTY LLC	\$89,424.25	2004	HISPANIC AMERICAN	C	FEDERAL
H633201C	INDUSTRIAL FENCE SPECIALTY LLC	\$55,701.25	2007	HISPANIC AMERICAN	C	FEDERAL
H636601C	INFOGUYS PBS LLC	\$8,250.00	2006	NONMINORITY	C	FEDERAL
H666601C	INLINE COMMUNICATIONS INC	\$141,770.00	2007	NONMINORITY	C	FEDERAL
H521001C	INTEGRATED LANDSCAPE MANAGEMENT LLC	\$41,875.00	2005	NONMINORITY	C	FEDERAL
H416001C	INTERMOUNTAIN WEST CIVIL CONSTRUCTORS INC DBA PAYSON SAWCUT INC	\$24,480.00	2003	NONMINORITY	C	FEDERAL
H502501C	INTERMOUNTAIN WEST CIVIL CONSTRUCTORS INC DBA PAYSON SAWCUT INC	\$15,439.04	2002	NONMINORITY	C	FEDERAL
H210701C	INTERMOUNTAIN WEST CIVIL CONSTRUCTORS INC DBA PAYSON SAWCUT INC	\$7,950.00	2005	NONMINORITY	C	FEDERAL
H556401C	INTERMOUNTAIN WEST CIVIL CONSTRUCTORS INC DBA PAYSON SAWCUT INC	\$12,614.65	2003	NONMINORITY	C	FEDERAL
H615501C	INTERNATIONAL ENVIRONMENTAL CORP	\$1,950.00	2006	NONMINORITY	C	FEDERAL
H614801C	INTERNATIONAL SURFACING SYSTEMS	\$72,800.00	2005	NONMINORITY	C	FEDERAL
H614301C	INTERNATIONAL SURFACING SYSTEMS	\$20,512.00	2005	NONMINORITY	C	FEDERAL
H591301C	INTERNATIONAL SURFACING SYSTEMS	\$4,260.00	2004	NONMINORITY	C	FEDERAL
H303001C	INTERNATIONAL SURFACING SYSTEMS	\$67,260.00	2002	NONMINORITY	C	FEDERAL
H576701C	INTERNATIONAL SURFACING SYSTEMS	\$3,385.00	2005	NONMINORITY	C	FEDERAL
H563901C	INTERNATIONAL SURFACING SYSTEMS	\$8,916.00	2003	NONMINORITY	C	FEDERAL
H578201C	INTERNATIONAL SURFACING SYSTEMS	\$167,355.00	2006	NONMINORITY	C	FEDERAL
H568604C	INTERNATIONAL SURFACING SYSTEMS	\$25,190.00	2005	NONMINORITY	C	FEDERAL
H355201C	INTERNATIONAL SURFACING SYSTEMS	\$26,400.00	2004	NONMINORITY	C	FEDERAL
H524301C	INTERNATIONAL SURFACING SYSTEMS	\$69,242.00	2002	NONMINORITY	C	FEDERAL
H460301C	INTERNATIONAL SURFACING SYSTEMS	\$3,075.00	2007	NONMINORITY	C	FEDERAL
H580401C	INTERNATIONAL SURFACING SYSTEMS	\$64,787.00	2002	NONMINORITY	C	FEDERAL
H375301C	INTERNATIONAL SURFACING SYSTEMS	\$39,265.35	2002	NONMINORITY	C	FEDERAL
H578301C	INTERNATIONAL SURFACING SYSTEMS	\$55,765.00	2006	NONMINORITY	C	FEDERAL
H319003C	INTERNATIONAL SURFACING SYSTEMS	\$18,942.00	2002	NONMINORITY	C	FEDERAL
H625901C	INTERNATIONAL SURFACING SYSTEMS	\$8,600.00	2004	NONMINORITY	C	FEDERAL
H556101C	INTERNATIONAL SURFACING SYSTEMS	\$61,232.50	2003	NONMINORITY	C	FEDERAL
H589201C	INTERNATIONAL SURFACING SYSTEMS	\$35,450.00	2002	NONMINORITY	C	FEDERAL
SS49101C	INTERNATIONAL SURFACING SYSTEMS	\$9,004.00	2003	NONMINORITY	C	FEDERAL
H541701C	INTERNATIONAL SURFACING SYSTEMS	\$6,590.00	2003	NONMINORITY	C	FEDERAL
H636101C	INTERNATIONAL SURFACING SYSTEMS	\$9,000.00	2006	NONMINORITY	C	FEDERAL
H636301C	INTERNATIONAL SURFACING SYSTEMS	\$1,000.00	2006	NONMINORITY	C	FEDERAL
H468101C	INTERNATIONAL SURFACING SYSTEMS	\$17,380.00	2003	NONMINORITY	C	FEDERAL
H458301C	INTERNATIONAL SURFACING SYSTEMS	\$26,537.00	2003	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H536601C	INTERNATIONAL SURFACING SYSTEMS	\$153,272.00	2002	NONMINORITY	C	FEDERAL
H410401C	INTERNATIONAL SURFACING SYSTEMS	\$832,780.00	2002	NONMINORITY	C	FEDERAL
H538101C	INTERNATIONAL SURFACING SYSTEMS	\$32,174.00	2004	NONMINORITY	C	FEDERAL
HX15801C	INTERNATIONAL SURFACING SYSTEMS	\$1,850.00	2006	NONMINORITY	C	FEDERAL
H601401C	INTERNATIONAL SURFACING SYSTEMS	\$77,000.00	2004	NONMINORITY	C	FEDERAL
H631001C	INTERNATIONAL SURFACING SYSTEMS	\$15,540.00	2005	NONMINORITY	C	FEDERAL
H600001C	INTERNATIONAL SURFACING SYSTEMS	\$12,140.00	2004	NONMINORITY	C	FEDERAL
H601502C	INTERNATIONAL SURFACING SYSTEMS	\$2,798.00	2005	NONMINORITY	C	FEDERAL
H586001C	INTERNATIONAL SURFACING SYSTEMS	\$101,060.00	2004	NONMINORITY	C	FEDERAL
H581701C	INTERNATIONAL SURFACING SYSTEMS	\$9,290.00	2005	NONMINORITY	C	FEDERAL
H458101C	INTERNATIONAL SURFACING SYSTEMS	\$11,860.00	2002	NONMINORITY	C	FEDERAL
H636301C	INTERNATIONAL SURFACING SYSTEMS	\$1,000.00	2006	NONMINORITY	C	FEDERAL
H447201C	INTERNATIONAL SURFACING SYSTEMS	\$400,003.00	2002	NONMINORITY	C	FEDERAL
SS50901C	INTERNATIONAL SURFACING SYSTEMS	\$11,336.00	2004	NONMINORITY	C	FEDERAL
H586301C	INTERNATIONAL SURFACING SYSTEMS	\$41,825.00	2004	NONMINORITY	C	FEDERAL
H591501C	INTERNATIONAL SURFACING SYSTEMS	\$5,751.00	2004	NONMINORITY	C	FEDERAL
H521001C	INTERNATIONAL SURFACING SYSTEMS	\$21,498.00	2005	NONMINORITY	C	FEDERAL
H563001C	INTERSTATE MECHANICAL CORPORATION	\$27,752.00	2003	NONMINORITY	C	FEDERAL
SB36901C	INTRA AMERICAN FOUNDATION & DRILLING	\$15,036.00	2003	HISPANIC AMERICAN	C	FEDERAL
H210701C	INTRINSIC CONSULTING LLC	\$5,000.00	2005	NATIVE AMERICAN	C	FEDERAL
H664901C	IRONCO ENTERPRISES LLC	\$40,769.16	2006	NONMINORITY	C	FEDERAL
H648801C	IRONCO ENTERPRISES LLC	\$169,958.00	2005	NONMINORITY	C	FEDERAL
SS58601C	ITS ENGINEERS AND CONSTRUCTORS OF UTAH INC	\$147,015.00	2007	NONMINORITY	C	FEDERAL
H390201C	J & C YORK TRUCKING INC	\$25,600.00	2006	NONMINORITY	C	FEDERAL
H584501C	J & D EXCAVATORS INC	\$43,500.00	2005	NONMINORITY	C	FEDERAL
H210701C	J & D EXCAVATORS INC	\$19,558.80	2005	NONMINORITY	C	FEDERAL
H526001C	J & D EXCAVATORS INC	\$38,207.50	2002	NONMINORITY	C	FEDERAL
H595506C	J & D EXCAVATORS INC	\$255,000.00	2005	NONMINORITY	C	FEDERAL
H549401C	J & D EXCAVATORS INC	\$875,694.64	2004	NONMINORITY	C	FEDERAL
H458301C	J & D EXCAVATORS INC	\$157,500.00	2003	NONMINORITY	C	FEDERAL
H615501C	J & D EXCAVATORS INC	\$6,000.00	2006	NONMINORITY	C	FEDERAL
H611501C	J & D EXCAVATORS INC	\$205,767.00	2004	NONMINORITY	C	FEDERAL
H497201C	J & D EXCAVATORS INC	\$27,959.75	2003	NONMINORITY	C	FEDERAL
H425601C	J & D EXCAVATORS INC	\$15,000.00	2003	NONMINORITY	C	FEDERAL
H549401C	J & D EXCAVATORS INC	\$216,779.00	2004	NONMINORITY	C	FEDERAL
H524501C	J & D EXCAVATORS INC	\$84,000.00	2003	NONMINORITY	C	FEDERAL
H355201C	J & D EXCAVATORS INC	\$50,000.00	2004	NONMINORITY	C	FEDERAL
H390201C	J & D EXCAVATORS INC	\$28,100.00	2006	NONMINORITY	C	FEDERAL
H541701C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$520,900.45	2003	NONMINORITY WOMEN	C	FEDERAL
H626401C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$14,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H463201C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$272,033.00	2002	NONMINORITY WOMEN	C	FEDERAL
H610001C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$543,200.00	2003	NONMINORITY WOMEN	C	FEDERAL
H578301C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$1,093,736.30	2006	NONMINORITY WOMEN	C	FEDERAL
H664901C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$1,012,454.14	2006	NONMINORITY WOMEN	C	FEDERAL
H458201C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$929,404.50	2005	NONMINORITY WOMEN	C	FEDERAL
H319003C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$321,346.80	2002	NONMINORITY WOMEN	C	FEDERAL
H529901C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$852,394.00	2002	NONMINORITY WOMEN	C	FEDERAL
H463501C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$131,956.00	2002	NONMINORITY WOMEN	C	FEDERAL
H591501C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$1,187,170.45	2004	NONMINORITY WOMEN	C	FEDERAL
H538101C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$1,633,944.95	2004	NONMINORITY WOMEN	C	FEDERAL
H591201C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$877,374.75	2005	NONMINORITY WOMEN	C	FEDERAL
H463801C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$272,033.00	2002	NONMINORITY WOMEN	C	FEDERAL
H457303C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$272,269.55	2002	NONMINORITY WOMEN	C	FEDERAL
H625901C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$324,968.00	2004	NONMINORITY WOMEN	C	FEDERAL
H554401C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$443,894.75	2006	NONMINORITY WOMEN	C	FEDERAL
H458101C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$252,706.75	2002	NONMINORITY WOMEN	C	FEDERAL
H564201C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$388,952.00	2003	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H591101C	J & L HIGHWAY CONSTRUCTION INC OUT OF BUSINESS	\$833,064.75	2005	NONMINORITY WOMEN	C	FEDERAL
H661501C	J B N INDUSTRIAL FENCE INC	\$9,688.00	2007	NONMINORITY	C	FEDERAL
H521001C	J BANICKI CONSTRUCTION INC	\$23,780.00	2005	NONMINORITY	C	FEDERAL
H463501C	J BANICKI CONSTRUCTION INC	\$2,000.00	2002	NONMINORITY	C	FEDERAL
H636301C	J BANICKI CONSTRUCTION INC	\$81,000.00	2006	NONMINORITY	C	FEDERAL
H463601C	J BANICKI CONSTRUCTION INC	\$2,000.00	2002	NONMINORITY	C	FEDERAL
H436701C	J BANICKI CONSTRUCTION INC	\$13,600.00	2004	NONMINORITY	C	FEDERAL
H637102C	J BANICKI CONSTRUCTION INC	\$18,800.00	2004	NONMINORITY	C	FEDERAL
H554401C	J BANICKI CONSTRUCTION INC	\$170,000.00	2006	NONMINORITY	C	FEDERAL
H636301C	J BANICKI CONSTRUCTION INC	\$81,000.00	2006	NONMINORITY	C	FEDERAL
H644001C	J BANICKI CONSTRUCTION INC	\$7,450.00	2006	NONMINORITY	C	FEDERAL
H563901C	J BANICKI CONSTRUCTION INC	\$11,150.00	2003	NONMINORITY	C	FEDERAL
SB36401C	J H DYKSTRA CO	\$30,000.00	2004	NONMINORITY	C	FEDERAL
SH27301C	J H DYKSTRA CO	\$30,000.00	2004	NONMINORITY	C	FEDERAL
H681601C	J M TRUCKING	\$9,600.00	2007	NONMINORITY	C	FEDERAL
H569301C	J S A CO	\$44,500.00	2004	NONMINORITY	C	FEDERAL
H458101C	J S A CO	\$210,807.00	2002	NONMINORITY	C	FEDERAL
H524501C	J S C CONTRACTING	\$203,475.00	2003	NONMINORITY	C	FEDERAL
H502501C	JAMES BOND TRUCKING	\$81,395.00	2002	NONMINORITY	C	FEDERAL
H457303C	JAMES WATER TRUCKING INC	\$4,800.00	2002	NONMINORITY	C	FEDERAL
H585101C	JC ROCK LLC	\$14,000.00	2005	NONMINORITY	C	FEDERAL
SH28601C	JEVAS ENGINEERING INC	\$11,700.00	2006	NONMINORITY	C	FEDERAL
H434501C	JOE DIRT EXCAVATING INC	\$6,000.00	2003	NONMINORITY	C	FEDERAL
H576801C	JOE DIRT EXCAVATING INC	\$7,600.00	2004	NONMINORITY	C	FEDERAL
H510601C	JOE DIRT EXCAVATING INC	\$38,070.00	2006	NONMINORITY	C	FEDERAL
H681601C	JR HALL & SONS TRUCKING	\$38,400.00	2007	NONMINORITY	C	FEDERAL
H466501C	K & B ASPHALT CO	\$94,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
HX19201C	K & B ASPHALT CO	\$91,862.48	2007	NONMINORITY WOMEN	C	FEDERAL
H635401C	K & B ASPHALT CO	\$74,152.00	2006	NONMINORITY WOMEN	C	FEDERAL
H635301C	K & B ASPHALT CO	\$91,862.48	2007	NONMINORITY WOMEN	C	FEDERAL
H423901C	K & B ASPHALT CO	\$164,035.20	2005	NONMINORITY WOMEN	C	FEDERAL
H615301C	K & B ASPHALT CO	\$38,851.46	2006	NONMINORITY WOMEN	C	FEDERAL
H436101C	K & J SERVICES LLC	\$11,988.00	2004	NONMINORITY	C	FEDERAL
H489301C	K & J SERVICES LLC	\$11,988.00	2004	NONMINORITY	C	FEDERAL
H416001C	KANEEN ADVERTISING & PUBLIC RELATIONS	\$51,788.00	2003	NONMINORITY WOMEN	C	FEDERAL
H564201C	KANEEN ADVERTISING & PUBLIC RELATIONS	\$47,500.00	2003	NONMINORITY WOMEN	C	FEDERAL
H592401C	KANEEN ADVERTISING & PUBLIC RELATIONS	\$95,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H563001C	KANEEN ADVERTISING & PUBLIC RELATIONS	\$95,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H601401C	KANEEN ADVERTISING & PUBLIC RELATIONS	\$30,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H549401C	KANEEN ADVERTISING & PUBLIC RELATIONS	\$50,700.00	2004	NONMINORITY WOMEN	C	FEDERAL
H410401C	KANEEN ADVERTISING & PUBLIC RELATIONS	\$25,000.00	2002	NONMINORITY WOMEN	C	FEDERAL
H591601C	KANEEN ADVERTISING & PUBLIC RELATIONS	\$35,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H488601C	KANEEN ADVERTISING & PUBLIC RELATIONS	\$25,000.00	2002	NONMINORITY WOMEN	C	FEDERAL
H534801C	KANEEN ADVERTISING & PUBLIC RELATIONS	\$80,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H568603C	KEENES EARTHWORK INC	\$70,000.00	2004	NONMINORITY	C	FEDERAL
SS49101C	KEEP ON TRUCKING	\$15,000.00	2003	NONMINORITY	C	FEDERAL
H548301C	KIEWIT WESTERN	\$36,450.00	2002	NONMINORITY	C	FEDERAL
SH27801C	KIMBRELL ELECTRIC INC	\$28,887.50	2004	NONMINORITY	C	FEDERAL
SS46701C	KIMBRELL ELECTRIC INC	\$19,193.00	2005	NONMINORITY	C	FEDERAL
SS50901C	KIMBRELL ELECTRIC INC	\$10,785.48	2004	NONMINORITY	C	FEDERAL
H591201C	KLONDYKE INC	\$4,800.00	2005	NONMINORITY	C	FEDERAL
H643401C	L & L ASPHALT LLC	\$15,897.50	2007	NONMINORITY	C	FEDERAL
H578201C	L P STEEL INDUSTRIES INC	\$3,300.00	2006	HISPANIC AMERICAN	C	FEDERAL
H595501C	L P STEEL INDUSTRIES INC	\$22,958.29	2003	HISPANIC AMERICAN	C	FEDERAL
H645101C	L S FENCE LLLP	\$3,450.00	2006	NONMINORITY WOMEN	C	FEDERAL
H578301C	L S FENCE LLLP	\$180,345.00	2006	NONMINORITY WOMEN	C	FEDERAL
H386803C	L S FENCE LLLP	\$114,144.85	2003	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H595504C	L S FENCE LLLP	\$20,524.27	2007	NONMINORITY WOMEN	C	FEDERAL
H639201C	L S FENCE LLLP	\$31,925.40	2006	NONMINORITY WOMEN	C	FEDERAL
H541701C	L S FENCE LLLP	\$50,579.00	2003	NONMINORITY WOMEN	C	FEDERAL
H534801C	L S FENCE LLLP	\$43,887.50	2003	NONMINORITY WOMEN	C	FEDERAL
H578201C	L S FENCE LLLP	\$369,195.00	2006	NONMINORITY WOMEN	C	FEDERAL
H592401C	L S FENCE LLLP	\$111,443.35	2005	NONMINORITY WOMEN	C	FEDERAL
H502501C	L S FENCE LLLP	\$50,828.42	2002	NONMINORITY WOMEN	C	FEDERAL
H447201C	L S FENCE LLLP	\$27,000.00	2002	NONMINORITY WOMEN	C	FEDERAL
H595502C	L S FENCE LLLP	\$65,915.55	2003	NONMINORITY WOMEN	C	FEDERAL
H532001C	L S FENCE LLLP	\$8,956.00	2002	NONMINORITY WOMEN	C	FEDERAL
H615501C	L S FENCE LLLP	\$8,921.00	2006	NONMINORITY WOMEN	C	FEDERAL
H564201C	L S FENCE LLLP	\$45,148.00	2003	NONMINORITY WOMEN	C	FEDERAL
H524301C	L S FENCE LLLP	\$49,626.40	2002	NONMINORITY WOMEN	C	FEDERAL
H595503C	L S FENCE LLLP	\$107,455.75	2004	NONMINORITY WOMEN	C	FEDERAL
H528501C	L S FENCE LLLP	\$45,978.40	2002	NONMINORITY WOMEN	C	FEDERAL
H666601C	L S FENCE LLLP	\$71,090.00	2007	NONMINORITY WOMEN	C	FEDERAL
H614601C	L S FENCE LLLP	\$3,402.80	2005	NONMINORITY WOMEN	C	FEDERAL
H303001C	L S FENCE LLLP	\$185,822.08	2002	NONMINORITY WOMEN	C	FEDERAL
H529901C	L S FENCE LLP	\$216,363.00	2002	NONMINORITY WOMEN	C	FEDERAL
H463901C	LABOR EXPRESS TEMPORARY SERVICES	\$500.00	2003	NONMINORITY	C	FEDERAL
H589801C	LABOR EXPRESS TEMPORARY SERVICES	\$6,000.00	2003	NONMINORITY	C	FEDERAL
H560401C	LABOR EXPRESS TEMPORARY SERVICES	\$9,000.00	2002	NONMINORITY	C	FEDERAL
H591601C	LABOR EXPRESS TEMPORARY SERVICES	\$1,000.00	2004	NONMINORITY	C	FEDERAL
H460301C	LABOR SYSTEMS	\$1,665.20	2007	NONMINORITY	C	FEDERAL
SS50001C	LABOR TEMPS	\$5,490.00	2006	NONMINORITY	C	FEDERAL
H641301C	LAND TECH LANDSCAPE CONSTRUCTION LLC	\$154,050.00	2007	NONMINORITY	C	FEDERAL
H660401C	LAND TECH LANDSCAPE CONSTRUCTION LLC	\$154,050.00	2007	NONMINORITY	C	FEDERAL
SS58601C	LAND TECH LANDSCAPE CONSTRUCTION LLC	\$202,185.00	2007	NONMINORITY	C	FEDERAL
H670201C	LAND TECH LANDSCAPE CONSTRUCTION LLC	\$46,354.50	2007	NONMINORITY	C	FEDERAL
H569001C	LANDSCAPE CONSTRUCTION SERVICES INC	\$75,470.50	2003	NONMINORITY	C	FEDERAL
H313502C	LANTZ WEED CONTROL	\$6,300.00	2003	NONMINORITY	C	FEDERAL
H390201C	LAYNES TRANSFER	\$12,800.00	2006	NONMINORITY	C	FEDERAL
H554401C	LEES TRUCKING	\$19,200.00	2006	NONMINORITY WOMEN	C	FEDERAL
H606901C	LEONARDS CONCRETE PUMPING INC	\$1,500.00	2005	NONMINORITY	C	FEDERAL
H568603C	LINDSEY TRUCKING INC	\$2,014.00	2004	NONMINORITY	C	FEDERAL
H595504C	LITTLE SCRAPER CO INC	\$779,947.58	2007	NONMINORITY	C	FEDERAL
H502501C	LITTLE SCRAPER CO INC	\$111,000.00	2002	NONMINORITY	C	FEDERAL
H664901C	LITTLE SCRAPER CO INC	\$16,500.00	2006	NONMINORITY	C	FEDERAL
H554401C	LITTLE SCRAPER CO INC	\$15,200.00	2006	NONMINORITY	C	FEDERAL
H552901C	LITTLE SCRAPER CO INC	\$8,550.00	2004	NONMINORITY	C	FEDERAL
H503703C	LITTLE SCRAPER CO INC	\$5,760.00	2004	NONMINORITY	C	FEDERAL
H460401C	LITTLE SCRAPER CO INC	\$54,000.00	2003	NONMINORITY	C	FEDERAL
H457303C	LITTLE SCRAPER CO INC	\$4,800.00	2002	NONMINORITY	C	FEDERAL
H636601C	LIVE WIRE ELECTRIC INC	\$44,901.00	2006	NONMINORITY	C	FEDERAL
H510601C	LIVE WIRE ELECTRIC INC	\$1,241,285.30	2006	NONMINORITY	C	FEDERAL
H679101C	LIVE WIRE ELECTRIC INC	\$67,706.45	2006	NONMINORITY	C	FEDERAL
H576701C	LOGAN SIMPSON DESIGN INC	\$26,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H447201C	LORDS FENCE INC	\$282,564.20	2002	NONMINORITY	C	FEDERAL
H605001C	LUMER CONSTRUCTION INC	\$9,598.00	2005	HISPANIC AMERICAN	C	FEDERAL
H585301C	LUMER CONSTRUCTION INC	\$11,696.00	2004	HISPANIC AMERICAN	C	FEDERAL
H460401C	LUMER CONSTRUCTION INC	\$59,667.00	2003	HISPANIC AMERICAN	C	FEDERAL
H483102C	LUMER CONSTRUCTION INC	\$60,939.00	2002	HISPANIC AMERICAN	C	FEDERAL
H555801C	LUMER CONSTRUCTION INC	\$13,440.00	2004	HISPANIC AMERICAN	C	FEDERAL
H561201C	LUMER CONSTRUCTION INC	\$581,882.12	2003	HISPANIC AMERICAN	C	FEDERAL
H631001C	LUMER CONSTRUCTION INC	\$15,070.00	2005	HISPANIC AMERICAN	C	FEDERAL
H586001C	LUMER CONSTRUCTION INC	\$9,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
SS44701C	LUMER CONSTRUCTION INC	\$33,955.00	2003	HISPANIC AMERICAN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
SS49101C	LUMER CONSTRUCTION INC	\$65,722.80	2003	HISPANIC AMERICAN	C	FEDERAL
H614801C	LUMER CONSTRUCTION INC	\$55,319.70	2005	HISPANIC AMERICAN	C	FEDERAL
H591101C	LUMER CONSTRUCTION INC	\$84,644.50	2005	HISPANIC AMERICAN	C	FEDERAL
H615501C	LUMER CONSTRUCTION INC	\$622,263.01	2006	HISPANIC AMERICAN	C	FEDERAL
H538101C	LUMER CONSTRUCTION INC	\$164,217.00	2004	HISPANIC AMERICAN	C	FEDERAL
H436701C	LUMER CONSTRUCTION INC	\$11,870.00	2004	HISPANIC AMERICAN	C	FEDERAL
H591501C	LUMER CONSTRUCTION INC	\$94,640.76	2004	HISPANIC AMERICAN	C	FEDERAL
H355201C	LUMER CONSTRUCTION INC	\$12,673.00	2004	HISPANIC AMERICAN	C	FEDERAL
H615101C	LUMER CONSTRUCTION INC	\$237,158.69	2005	HISPANIC AMERICAN	C	FEDERAL
H552301C	LUMER CONSTRUCTION INC	\$68,782.00	2005	HISPANIC AMERICAN	C	FEDERAL
H510401C	LUMER CONSTRUCTION INC	\$73,324.82	2005	HISPANIC AMERICAN	C	FEDERAL
H453501C	LUMER CONSTRUCTION INC	\$70,869.56	2003	HISPANIC AMERICAN	C	FEDERAL
H568603C	LUMER CONSTRUCTION INC	\$157,029.20	2004	HISPANIC AMERICAN	C	FEDERAL
H586301C	LUMER CONSTRUCTION INC	\$9,500.00	2004	HISPANIC AMERICAN	C	FEDERAL
H610001C	M & J CONSTRUCTION INC	\$25,000.00	2003	AFRICAN AMERICAN	C	FEDERAL
H386803C	M & J EXCAVATING	\$10,800.00	2003	NONMINORITY	C	FEDERAL
H529901C	M & S EARTH SERVICES	\$19,200.00	2002	NONMINORITY	C	FEDERAL
SS46701C	M & S SHOTCRETE	\$7,225.00	2005	HISPANIC AMERICAN	C	FEDERAL
H595544C	M & S SHOTCRETE	\$51,220.10	2005	HISPANIC AMERICAN	C	FEDERAL
H561201C	M A C CONTRACTING	\$57,364.00	2003	NONMINORITY	C	FEDERAL
H559701C	M A C CONTRACTING	\$145,321.00	2002	NONMINORITY	C	FEDERAL
H524801C	M A C CONTRACTING	\$58,612.00	2002	NONMINORITY	C	FEDERAL
H554401C	M L 2 EARTHWORKS LLC	\$9,500.00	2006	NATIVE AMERICAN	C	FEDERAL
H355201C	M R M CONSTRUCTION SERVICES INC	\$18,650.00	2004	HISPANIC AMERICAN	C	FEDERAL
H591501C	M R M CONSTRUCTION SERVICES INC	\$184,500.00	2004	HISPANIC AMERICAN	C	FEDERAL
H629501C	M R M CONSTRUCTION SERVICES INC	\$12,000.00	2005	HISPANIC AMERICAN	C	FEDERAL
H591301C	M R M CONSTRUCTION SERVICES INC	\$265,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
H538101C	M R M CONSTRUCTION SERVICES INC	\$144,300.00	2004	HISPANIC AMERICAN	C	FEDERAL
H585801C	M R M CONSTRUCTION SERVICES INC	\$18,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
H586001C	M R M CONSTRUCTION SERVICES INC	\$5,500.00	2004	HISPANIC AMERICAN	C	FEDERAL
H497201C	M R M CONSTRUCTION SERVICES INC	\$164,900.00	2003	HISPANIC AMERICAN	C	FEDERAL
H549401C	M R M CONSTRUCTION SERVICES INC	\$178,040.00	2004	HISPANIC AMERICAN	C	FEDERAL
H576801C	M R M CONSTRUCTION SERVICES INC	\$98,950.00	2004	HISPANIC AMERICAN	C	FEDERAL
H528203C	M R M CONSTRUCTION SERVICES INC	\$22,750.00	2003	HISPANIC AMERICAN	C	FEDERAL
H578101C	M R M CONSTRUCTION SERVICES INC	\$147,750.00	2004	HISPANIC AMERICAN	C	FEDERAL
H557101C	M R M CONSTRUCTION SERVICES INC	\$25,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
H586301C	M R M CONSTRUCTION SERVICES INC	\$8,175.00	2004	HISPANIC AMERICAN	C	FEDERAL
H636101C	MACTEC ENGINEERING AND CONSULTING INC	\$9,235.00	2006	NONMINORITY	C	FEDERAL
H556501C	MACTEC ENGINEERING AND CONSULTING INC	\$21,120.00	2003	NONMINORITY	C	FEDERAL
H595502C	MACTEC ENGINEERING AND CONSULTING INC	\$162,275.00	2003	NONMINORITY	C	FEDERAL
SS50801C	MACTEC ENGINEERING AND CONSULTING INC	\$27,915.00	2006	NONMINORITY	C	FEDERAL
H615301C	MACTEC ENGINEERING AND CONSULTING INC	\$20,500.00	2006	NONMINORITY	C	FEDERAL
H636601C	MACTEC ENGINEERING AND CONSULTING INC	\$106,470.00	2006	NONMINORITY	C	FEDERAL
H561401C	MACTEC ENGINEERING AND CONSULTING INC	\$8,361.00	2004	NONMINORITY	C	FEDERAL
H664901C	MACTEC ENGINEERING AND CONSULTING INC	\$345,505.00	2006	NONMINORITY	C	FEDERAL
H626401C	MACTEC ENGINEERING AND CONSULTING INC	\$5,748.00	2004	NONMINORITY	C	FEDERAL
H679101C	MACTEC ENGINEERING AND CONSULTING INC	\$28,000.00	2006	NONMINORITY	C	FEDERAL
H591201C	MACTEC ENGINEERING AND CONSULTING INC	\$236,713.00	2005	NONMINORITY	C	FEDERAL
H584801C	MACTEC ENGINEERING AND CONSULTING INC	\$29,700.00	2007	NONMINORITY	C	FEDERAL
H637103C	MACTEC ENGINEERING AND CONSULTING INC	\$33,000.00	2004	NONMINORITY	C	FEDERAL
H615501C	MACTEC ENGINEERING AND CONSULTING INC	\$52,350.00	2006	NONMINORITY	C	FEDERAL
H524101C	MACTEC ENGINEERING AND CONSULTING INC	\$83,210.00	2007	NONMINORITY	C	FEDERAL
H614901C	MACTEC ENGINEERING AND CONSULTING INC	\$27,630.00	2005	NONMINORITY	C	FEDERAL
H592401C	MACTEC ENGINEERING AND CONSULTING INC	\$120,006.00	2005	NONMINORITY	C	FEDERAL
H678001C	MACTEC ENGINEERING AND CONSULTING INC	\$98,651.00	2007	NONMINORITY	C	FEDERAL
H460301C	MACTEC ENGINEERING AND CONSULTING INC	\$24,260.00	2007	NONMINORITY	C	FEDERAL
H541701C	MACTEC ENGINEERING AND CONSULTING INC	\$41,218.00	2003	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H534801C	MACTEC ENGINEERING AND CONSULTING INC	\$136,878.00	2003	NONMINORITY	C	FEDERAL
H591001C	MACTEC ENGINEERING AND CONSULTING INC	\$23,750.00	2003	NONMINORITY	C	FEDERAL
H648801C	MACTEC ENGINEERING AND CONSULTING INC	\$13,385.00	2005	NONMINORITY	C	FEDERAL
H614401C	MACTEC ENGINEERING AND CONSULTING INC	\$41,335.00	2007	NONMINORITY	C	FEDERAL
H635901C	MACTEC ENGINEERING AND CONSULTING INC	\$18,824.00	2006	NONMINORITY	C	FEDERAL
SS45101C	MACTEC ENGINEERING AND CONSULTING INC	\$12,000.00	2005	NONMINORITY	C	FEDERAL
H614201C	MACTEC ENGINEERING AND CONSULTING INC	\$45,230.00	2006	NONMINORITY	C	FEDERAL
H635301C	MACTEC ENGINEERING AND CONSULTING INC	\$19,950.00	2007	NONMINORITY	C	FEDERAL
H568603C	MACTEC ENGINEERING AND CONSULTING INC	\$165,020.00	2004	NONMINORITY	C	FEDERAL
H585501C	MACTEC ENGINEERING AND CONSULTING INC	\$19,231.00	2004	NONMINORITY	C	FEDERAL
H646301C	MACTEC ENGINEERING AND CONSULTING INC	\$4,211.00	2004	NONMINORITY	C	FEDERAL
HX19201C	MACTEC ENGINEERING AND CONSULTING INC	\$19,950.00	2007	NONMINORITY	C	FEDERAL
H390201C	MACTEC ENGINEERING AND CONSULTING INC	\$57,920.00	2006	NONMINORITY	C	FEDERAL
H585101C	MACTEC ENGINEERING AND CONSULTING INC	\$2,925.00	2005	NONMINORITY	C	FEDERAL
H416001C	MACTEC ENGINEERING AND CONSULTING INC	\$169,750.00	2003	NONMINORITY	C	FEDERAL
H568604C	MACTEC ENGINEERING AND CONSULTING INC	\$224,627.00	2005	NONMINORITY	C	FEDERAL
H595544C	MACTEC ENGINEERING AND CONSULTING INC	\$19,851.00	2005	NONMINORITY	C	FEDERAL
H595504C	MACTEC ENGINEERING AND CONSULTING INC	\$127,134.00	2007	NONMINORITY	C	FEDERAL
H639201C	MACTEC ENGINEERING AND CONSULTING INC	\$45,450.00	2006	NONMINORITY	C	FEDERAL
H637101C	MACTEC ENGINEERING AND CONSULTING INC	\$14,438.00	2003	NONMINORITY	C	FEDERAL
H636501C	MACTEC ENGINEERING AND CONSULTING INC	\$105,325.00	2006	NONMINORITY	C	FEDERAL
H681601C	MACTEC ENGINEERING AND CONSULTING INC	\$25,000.00	2007	NONMINORITY	C	FEDERAL
SS53401C	MALDONADO OLSON MASONRY INC	\$85,182.50	2007	HISPANIC AMERICAN	C	FEDERAL
SS44701C	MALDONADO OLSON MASONRY INC	\$88,284.00	2003	HISPANIC AMERICAN	C	FEDERAL
H458201C	MARANA CURB & CONCRETE INC	\$57,405.00	2005	NONMINORITY	C	FEDERAL
H585001C	MARANA CURB & CONCRETE INC	\$4,298.00	2004	NONMINORITY	C	FEDERAL
H468101C	MARANA CURB & CONCRETE INC	\$14,800.00	2003	NONMINORITY	C	FEDERAL
H550601C	MARANA CURB & CONCRETE INC	\$9,590.00	2003	NONMINORITY	C	FEDERAL
H552901C	MARANA CURB & CONCRETE INC	\$5,395.00	2004	NONMINORITY	C	FEDERAL
H615501C	MARANA CURB & CONCRETE INC	\$10,630.00	2006	NONMINORITY	C	FEDERAL
H659001C	MARCANTI ELECTRIC INC	\$16,352.00	2006	NONMINORITY	C	FEDERAL
H516301C	MARCO CRANE & RIGGING CO	\$26,122.50	2003	NONMINORITY	C	FEDERAL
H425601C	MARCO CRANE & RIGGING CO	\$45,100.00	2003	NONMINORITY	C	FEDERAL
H510401C	MARCO CRANE & RIGGING CO	\$28,163.50	2005	NONMINORITY	C	FEDERAL
H458201C	MARCO CRANE & RIGGING CO	\$42,270.00	2005	NONMINORITY	C	FEDERAL
H576801C	MARCO CRANE & RIGGING CO	\$88,027.50	2004	NONMINORITY	C	FEDERAL
H545501C	MARCO CRANE & RIGGING CO	\$11,025.00	2006	NONMINORITY	C	FEDERAL
H510601C	MARCO CRANE & RIGGING CO	\$27,673.00	2006	NONMINORITY	C	FEDERAL
H545501C	MARCO CRANE & RIGGING CO	\$11,025.00	2006	NONMINORITY	C	FEDERAL
H378401C	MARCO CRANE & RIGGING CO	\$5,000.00	2006	NONMINORITY	C	FEDERAL
H552901C	MARCO CRANE & RIGGING CO	\$6,318.00	2004	NONMINORITY	C	FEDERAL
H319003C	MARCO CRANE & RIGGING CO	\$45,800.00	2002	NONMINORITY	C	FEDERAL
H578201C	MARCO CRANE & RIGGING CO	\$433,860.00	2006	NONMINORITY	C	FEDERAL
H578101C	MARTIN PELLEGRINO	\$6,800.00	2004	NONMINORITY	C	FEDERAL
H545501C	MASCOT HOMES AND CONSTRUCTION LLC	\$15,407.60	2006	NONMINORITY	C	FEDERAL
H545501C	MASCOT HOMES AND CONSTRUCTION LLC	\$15,407.60	2006	NONMINORITY	C	FEDERAL
H601501C	MASTEC NORTH AMERICA INC	\$17,230.00	2005	NONMINORITY	C	FEDERAL
H578201C	MASTEC NORTH AMERICA INC	\$197,615.01	2006	NONMINORITY	C	FEDERAL
H601502C	MASTEC NORTH AMERICA INC	\$3,700.00	2005	NONMINORITY	C	FEDERAL
H591301C	MASTEC NORTH AMERICA INC	\$56,345.00	2004	NONMINORITY	C	FEDERAL
H578301C	MASTEC NORTH AMERICA INC	\$440,358.03	2006	NONMINORITY	C	FEDERAL
H613801C	MATRIX LAND SURVEYING INC	\$15,900.00	2005	NONMINORITY	C	FEDERAL
H595506C	MATRIX LAND SURVEYING INC	\$112,500.00	2005	NONMINORITY	C	FEDERAL
H636601C	MATRIX LAND SURVEYING INC	\$32,700.00	2006	NONMINORITY	C	FEDERAL
H679101C	MATRIX LAND SURVEYING INC	\$10,000.00	2006	NONMINORITY	C	FEDERAL
H595508C	MATRIX LAND SURVEYING INC	\$58,900.00	2005	NONMINORITY	C	FEDERAL
H341401C	MATRIX LAND SURVEYING INC	\$341,000.00	2007	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H602701C	MATRIX LAND SURVEYING INC	\$28,700.00	2005	NONMINORITY	C	FEDERAL
H635701C	MATRIX LAND SURVEYING INC	\$15,290.00	2006	NONMINORITY	C	FEDERAL
H510601C	MATRIX LAND SURVEYING INC	\$239,000.00	2006	NONMINORITY	C	FEDERAL
H614801C	MATRIX LAND SURVEYING INC	\$39,700.00	2005	NONMINORITY	C	FEDERAL
H415901C	MATTHEWSVILLE EXCAVATING	\$2,000.00	2002	NONMINORITY	C	FEDERAL
H210701C	MAVERICK MASONRY INC	\$360,121.46	2005	NONMINORITY	C	FEDERAL
H643401C	MAXIM CRANE WORKS	\$5,000.00	2007	NONMINORITY	C	FEDERAL
H537002C	MAXIM CRANE WORKS	\$13,000.00	2004	NONMINORITY	C	FEDERAL
H666601C	MAXIM CRANE WORKS	\$12,300.00	2007	NONMINORITY	C	FEDERAL
H532001C	MAXIM CRANE WORKS	\$5,000.00	2002	NONMINORITY	C	FEDERAL
H595544C	MAXIM CRANE WORKS	\$5,120.00	2005	NONMINORITY	C	FEDERAL
H578201C	MC NEIL BROTHERS INC	\$12,971,888.00	2006	NONMINORITY	C	FEDERAL
H614201C	MC NEIL BROTHERS INC	\$1,143,813.00	2006	NONMINORITY	C	FEDERAL
H578201C	MC NEIL BROTHERS INC	\$2,695,403.00	2006	NONMINORITY	C	FEDERAL
H591201C	MC NEIL BROTHERS INC	\$4,190,543.20	2005	NONMINORITY	C	FEDERAL
H529901C	MC NEIL BROTHERS INC	\$6,311,332.50	2002	NONMINORITY	C	FEDERAL
H510601C	MC NEIL BROTHERS INC	\$1,849,100.00	2006	NONMINORITY	C	FEDERAL
H591201C	MC NEIL BROTHERS INC	\$250,384.42	2005	NONMINORITY	C	FEDERAL
H458401C	MC NEIL BROTHERS INC	\$4,305,970.00	2006	NONMINORITY	C	FEDERAL
H678001C	MC NEIL BROTHERS INC	\$1,318,950.00	2007	NONMINORITY	C	FEDERAL
H319003C	MC NEIL BROTHERS INC	\$4,075,204.00	2002	NONMINORITY	C	FEDERAL
H541701C	MC NEIL BROTHERS INC	\$2,845,516.00	2003	NONMINORITY	C	FEDERAL
H521001C	MC NEIL BROTHERS INC	\$2,044,120.00	2005	NONMINORITY	C	FEDERAL
H578301C	MC NEIL BROTHERS INC	\$7,115,616.60	2006	NONMINORITY	C	FEDERAL
H578301C	MC NEIL BROTHERS INC	\$977,992.00	2006	NONMINORITY	C	FEDERAL
H664901C	MC NEIL BROTHERS INC	\$4,585,386.50	2006	NONMINORITY	C	FEDERAL
H591501C	MC NEIL BROTHERS INC	\$5,077,694.00	2004	NONMINORITY	C	FEDERAL
H626401C	MC NEIL BROTHERS INC	\$133,667.00	2004	NONMINORITY	C	FEDERAL
H625901C	MC NEIL BROTHERS INC	\$77,580.00	2004	NONMINORITY	C	FEDERAL
H591501C	MC NEIL BROTHERS INC	\$549,169.00	2004	NONMINORITY	C	FEDERAL
H210701C	MC NEIL BROTHERS INC	\$1,230,965.20	2005	NONMINORITY	C	FEDERAL
H591301C	MC NEIL BROTHERS INC	\$518,040.00	2004	NONMINORITY	C	FEDERAL
H610001C	MC NEIL BROTHERS INC	\$10,375,546.00	2003	NONMINORITY	C	FEDERAL
H591301C	MC NEIL BROTHERS INC	\$5,988,865.00	2004	NONMINORITY	C	FEDERAL
H538101C	MC NEIL BROTHERS INC	\$277,364.00	2004	NONMINORITY	C	FEDERAL
H601401C	MC NEIL BROTHERS INC	\$1,886,245.00	2004	NONMINORITY	C	FEDERAL
H591101C	MC NEIL BROTHERS INC	\$7,736,517.00	2005	NONMINORITY	C	FEDERAL
H568603C	MC NEIL BROTHERS INC	\$1,267,880.72	2004	NONMINORITY	C	FEDERAL
H527201C	MCCORMICK CONSTRUCTION CO	\$14,805.50	2002	NONMINORITY	C	FEDERAL
H633601C	MCGRAW ENTERPRISES	\$2,600.00	2007	NONMINORITY	C	FEDERAL
H458401C	MCGRAW ENTERPRISES	\$89,424.00	2006	NONMINORITY	C	FEDERAL
H576701C	MCGRAW ENTERPRISES	\$10,000.00	2005	NONMINORITY	C	FEDERAL
H581701C	MCGRAW ENTERPRISES	\$27,500.00	2005	NONMINORITY	C	FEDERAL
H460301C	MCGRAW ENTERPRISES	\$2,600.00	2007	NONMINORITY	C	FEDERAL
H560101C	MCGUCKIN DRILLING INC	\$63,590.00	2004	NONMINORITY	C	FEDERAL
SS49101C	MCGUCKIN DRILLING INC	\$108,075.00	2003	NONMINORITY	C	FEDERAL
H625901C	MCGUCKIN DRILLING INC	\$22,500.00	2004	NONMINORITY	C	FEDERAL
H664901C	MEADOW VALLEY CONTRACTORS INC	\$3,961,877.00	2006	NONMINORITY	C	FEDERAL
H591001C	MEADOW VALLEY CONTRACTORS INC	\$919,787.50	2003	NONMINORITY	C	FEDERAL
H568603C	MEADOW VALLEY CONTRACTORS INC	\$4,579,523.80	2004	NONMINORITY	C	FEDERAL
H557201C	MEADOW VALLEY CONTRACTORS INC	\$55,917.00	2003	NONMINORITY	C	FEDERAL
H644001C	MERCURY CONSTRUCTORS INC	\$181,812.00	2006	NONMINORITY	C	FEDERAL
H521001C	MERCURY CONSTRUCTORS INC	\$12,000.00	2005	NONMINORITY	C	FEDERAL
H341401C	MERCURY CONSTRUCTORS INC	\$6,441,030.80	2007	NONMINORITY	C	FEDERAL
H458401C	METRO SAW & SEAL INC	\$5,722.00	2006	NONMINORITY	C	FEDERAL
H545501C	METRO SAW & SEAL INC	\$71,777.90	2006	NONMINORITY	C	FEDERAL
H510401C	METRO SAW & SEAL INC	\$23,370.40	2005	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H545501C	METRO SAW & SEAL INC	\$71,777.90	2006	NONMINORITY	C	FEDERAL
H595544C	METRO SAW & SEAL INC	\$125.00	2005	NONMINORITY	C	FEDERAL
H670201C	METRO SAW & SEAL INC	\$4,522.00	2007	NONMINORITY	C	FEDERAL
HX17401C	METRO SAW & SEAL INC	\$7,933.00	2007	NONMINORITY	C	FEDERAL
H460301C	METRO SAW & SEAL INC	\$9,978.80	2007	NONMINORITY	C	FEDERAL
H528206C	METRO SAW & SEAL INC	\$16,516.30	2006	NONMINORITY	C	FEDERAL
H644001C	METRO SAW & SEAL INC	\$5,203.25	2006	NONMINORITY	C	FEDERAL
H591101C	METRO SAW & SEAL INC	\$29,250.00	2005	NONMINORITY	C	FEDERAL
H458201C	METRO SAW & SEAL INC	\$9,185.60	2005	NONMINORITY	C	FEDERAL
SS49901C	METRO SAW & SEAL INC	\$662.60	2006	NONMINORITY	C	FEDERAL
H649301C	METRO SAW & SEAL INC	\$1,508.00	2006	NONMINORITY	C	FEDERAL
H490801C	MIDSTATE GUARDRAIL FENCE & SIGN	\$101,813.00	2002	NONMINORITY	C	FEDERAL
H511801C	MIKE S CONTRACTING INC	\$9,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
SS53401C	MILLER LAND SURVEYING INC	\$75,000.00	2007	NONMINORITY	C	FEDERAL
SS58601C	MILLER LAND SURVEYING INC	\$7,770.00	2007	NONMINORITY	C	FEDERAL
SS46701C	MILLER LAND SURVEYING INC	\$960.00	2005	NONMINORITY	C	FEDERAL
H655601C	MILLER LAND SURVEYING INC	\$28,000.00	2005	NONMINORITY	C	FEDERAL
H568603C	MILLER LAND SURVEYING INC	\$462,000.00	2004	NONMINORITY	C	FEDERAL
H463601C	MILLER LAND SURVEYING INC	\$50,000.00	2002	NONMINORITY	C	FEDERAL
H436701C	MILLER LAND SURVEYING INC	\$42,600.00	2004	NONMINORITY	C	FEDERAL
H463901C	MILLER LAND SURVEYING INC	\$42,000.00	2003	NONMINORITY	C	FEDERAL
H666601C	MILLER LAND SURVEYING INC	\$69,000.00	2007	NONMINORITY	C	FEDERAL
H568604C	MODERN CONCRETE CUTTING CO	\$1,156.54	2005	NONMINORITY	C	FEDERAL
H548301C	MOHAVE ENGINEERING ASSOC INC	\$12,450.00	2002	NONMINORITY	C	FEDERAL
H584401C	MOHAVE FENCE & GUARDRAIL	\$156,301.35	2005	NONMINORITY	C	FEDERAL
H527501C	MOHAVE FENCE & GUARDRAIL	\$20,303.50	2002	NONMINORITY	C	FEDERAL
H589201C	MOHAVE FENCE & GUARDRAIL	\$24,232.30	2002	NONMINORITY	C	FEDERAL
H554401C	MOHAVE FENCE & GUARDRAIL	\$456,285.95	2006	NONMINORITY	C	FEDERAL
H557201C	MOHAVE FENCE & GUARDRAIL	\$36,889.05	2003	NONMINORITY	C	FEDERAL
H527201C	MOHAVE FENCE & GUARDRAIL	\$4,550.00	2002	NONMINORITY	C	FEDERAL
H303001C	MOHAVE FENCE & GUARDRAIL	\$18,566.00	2002	NONMINORITY	C	FEDERAL
H502501C	MOHAVE FENCE & GUARDRAIL	\$72,695.60	2002	NONMINORITY	C	FEDERAL
H614901C	MOHAVE FENCE & GUARDRAIL	\$129,027.25	2005	NONMINORITY	C	FEDERAL
H592401C	MOHAVE FENCE & GUARDRAIL	\$185,920.60	2005	NONMINORITY	C	FEDERAL
H658401C	MOHAVE FENCE & GUARDRAIL	\$32,112.40	2006	NONMINORITY	C	FEDERAL
H580401C	MOHAVE FENCE & GUARDRAIL	\$17,497.50	2002	NONMINORITY	C	FEDERAL
H458301C	MOHAVE FENCE & GUARDRAIL	\$11,263.50	2003	NONMINORITY	C	FEDERAL
H591501C	MORRISON MAIERLE INC	\$430,000.00	2004	NONMINORITY	C	FEDERAL
H648801C	MORRISON MAIERLE INC	\$10,550.00	2005	NONMINORITY	C	FEDERAL
H625901C	MORRISON MAIERLE INC	\$65,000.00	2004	NONMINORITY	C	FEDERAL
H578201C	MORRISON MAIERLE INC	\$1,700,000.00	2006	NONMINORITY	C	FEDERAL
H591301C	MORRISON MAIERLE INC	\$650,000.00	2004	NONMINORITY	C	FEDERAL
H595501C	MORRISON MAIERLE INC	\$54,300.00	2003	NONMINORITY	C	FEDERAL
H637103C	MORRISON MAIERLE INC	\$6,750.00	2004	NONMINORITY	C	FEDERAL
H664901C	MORRISON MAIERLE INC	\$566,000.00	2006	NONMINORITY	C	FEDERAL
H667001C	MORRISON MAIERLE INC	\$6,700.00	2007	NONMINORITY	C	FEDERAL
H578301C	MORRISON MAIERLE INC	\$505,000.00	2006	NONMINORITY	C	FEDERAL
H210701C	MOUNTAIN COMFORT HEATING AND COOLING	\$61,268.00	2005	NONMINORITY	C	FEDERAL
H527801C	MOUNTAIN POWER ELECTRICAL CONTRACTOR INC	\$9,172.00	2002	HISPANIC AMERICAN	C	FEDERAL
H556701C	MOUNTAIN POWER ELECTRICAL CONTRACTOR INC	\$2,300.00	2003	HISPANIC AMERICAN	C	FEDERAL
H556201C	MOUNTAIN POWER ELECTRICAL CONTRACTOR INC	\$2,335.00	2003	HISPANIC AMERICAN	C	FEDERAL
H625901C	MOUNTAIN STATES CONTRACTING INC	\$347,203.00	2004	NONMINORITY	C	FEDERAL
SS44701C	MRM CONSTRUCTION SERVICES INC	\$6,945.00	2003	HISPANIC AMERICAN	C	FEDERAL
H458201C	N E S TRAFFIC SAFETY LP	\$78,681.94	2005	NONMINORITY	C	FEDERAL
H645101C	N E S TRAFFIC SAFETY LP	\$12,000.00	2006	NONMINORITY	C	FEDERAL
H489301C	N E S TRAFFIC SAFETY LP	\$94,016.90	2004	NONMINORITY	C	FEDERAL
H574501C	N E S TRAFFIC SAFETY LP	\$6,000.00	2005	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H528203C	N E S TRAFFIC SAFETY LP	\$22,500.00	2003	NONMINORITY	C	FEDERAL
H503706C	N E S TRAFFIC SAFETY LP	\$41,285.00	2005	NONMINORITY	C	FEDERAL
H601502C	N E S TRAFFIC SAFETY LP	\$78,888.81	2005	NONMINORITY	C	FEDERAL
H434701C	N E S TRAFFIC SAFETY LP	\$4,015.01	2003	NONMINORITY	C	FEDERAL
H584301C	N E S TRAFFIC SAFETY LP	\$1,750.00	2004	NONMINORITY	C	FEDERAL
H503703C	N E S TRAFFIC SAFETY LP	\$8,400.00	2004	NONMINORITY	C	FEDERAL
H625901C	N E S TRAFFIC SAFETY LP	\$26,767.20	2004	NONMINORITY	C	FEDERAL
H595503C	N E S TRAFFIC SAFETY LP	\$59,061.24	2004	NONMINORITY	C	FEDERAL
H210701C	N E S TRAFFIC SAFETY LP	\$2,500.00	2005	NONMINORITY	C	FEDERAL
H666601C	N E S TRAFFIC SAFETY LP	\$82,522.50	2007	NONMINORITY	C	FEDERAL
H378401C	N E S TRAFFIC SAFETY LP	\$28,493.00	2006	NONMINORITY	C	FEDERAL
H670201C	N E S TRAFFIC SAFETY LP	\$122,497.01	2007	NONMINORITY	C	FEDERAL
H510601C	N E S TRAFFIC SAFETY LP	\$1,554.00	2006	NONMINORITY	C	FEDERAL
H633401C	N J SHAUM & SON INC ELECTRICAL CONTRACTORS	\$4,320.00	2007	NONMINORITY	C	FEDERAL
H599901C	N J SHAUM & SON INC ELECTRICAL CONTRACTORS	\$4,320.00	2007	NONMINORITY	C	FEDERAL
H605201C	NAPOLES INC	\$31,739.15	2007	NONMINORITY	C	FEDERAL
H569201C	NATIVE ENVIRONMENTAL LLC	\$59,900.00	2003	NONMINORITY	C	FEDERAL
H390201C	NEW HORIZON CONSTRUCTION STAKING	\$8,000.00	2006	NONMINORITY	C	FEDERAL
H581701C	NEW HORIZON CONSTRUCTION STAKING	\$63,000.00	2005	NONMINORITY	C	FEDERAL
H633601C	NEW HORIZON CONSTRUCTION STAKING	\$6,970.00	2007	NONMINORITY	C	FEDERAL
H614101C	NEW HORIZON CONSTRUCTION STAKING	\$17,500.00	2005	NONMINORITY	C	FEDERAL
H552901C	NEW HORIZON SURVEYING	\$5,600.00	2004	NONMINORITY	C	FEDERAL
H550601C	NEW HORIZON SURVEYING	\$24,000.00	2003	NONMINORITY	C	FEDERAL
H210701C	NEW HORIZON SURVEYING	\$60,000.00	2005	NONMINORITY	C	FEDERAL
HX15701C	NEW HORIZON SURVEYING	\$3,500.00	2006	NONMINORITY	C	FEDERAL
H591601C	NEW HORIZON SURVEYING	\$35,000.00	2004	NONMINORITY	C	FEDERAL
H569701C	NEW HORIZON SURVEYING	\$9,500.00	2005	NONMINORITY	C	FEDERAL
H532301C	NEW HORIZON SURVEYING	\$5,000.00	2003	NONMINORITY	C	FEDERAL
H460401C	NEW HORIZON SURVEYING	\$52,000.00	2003	NONMINORITY	C	FEDERAL
SH28201C	NICKLAUS ENGINEERING INC	\$13,760.00	2007	NONMINORITY	C	FEDERAL
H576301C	NICKLAUS ENGINEERING INC	\$1,925.00	2003	NONMINORITY	C	FEDERAL
H527001C	NICKLAUS ENGINEERING INC	\$9,250.00	2002	NONMINORITY	C	FEDERAL
H552301C	NINYO & MOORE GEOTECHNICAL CONSULTANTS	\$14,800.00	2005	NONMINORITY	C	FEDERAL
H610001C	NINYO & MOORE GEOTECHNICAL CONSULTANTS	\$432,330.00	2003	NONMINORITY	C	FEDERAL
H386803C	NORTHERN ARIZONA MASONRY INC	\$52,345.00	2003	NONMINORITY	C	FEDERAL
H563001C	NORTHERN ARIZONA MASONRY INC	\$52,345.00	2003	NONMINORITY	C	FEDERAL
H510601C	NORTHERN AZ SAWCUTTING AND CORING DBA PRO CONCRETE CUTTING INC	\$19,200.00	2006	NONMINORITY	C	FEDERAL
H603101C	NORTHERN AZ SAWCUTTING AND CORING DBA PRO CONCRETE CUTTING INC	\$6,500.00	2006	NONMINORITY	C	FEDERAL
H608201C	NORTHERN SURVEYS	\$10,500.00	2007	NONMINORITY	C	FEDERAL
H423901C	NORTHLAND EQUIPMENT RENTAL & SERVICE LLC	\$8,360.00	2005	NATIVE AMERICAN	C	FEDERAL
H574501C	NYCE CONCRETE INC	\$37,660.00	2005	AFRICAN AMERICAN	C	FEDERAL
SH28601C	O P C FABRICATION & EQUIPMENT INC	\$18,620.00	2006	NONMINORITY	C	FEDERAL
H511801C	O P C FABRICATION & EQUIPMENT INC	\$8,843.00	2005	NONMINORITY	C	FEDERAL
H616901C	O P C FABRICATION & EQUIPMENT INC	\$4,268.00	2007	NONMINORITY	C	FEDERAL
H578301C	O P C FABRICATION & EQUIPMENT INC	\$162,968.00	2006	NONMINORITY	C	FEDERAL
H625901C	O P C FABRICATION & EQUIPMENT INC	\$69,647.54	2004	NONMINORITY	C	FEDERAL
H644001C	O P C FABRICATION & EQUIPMENT INC	\$31,110.00	2006	NONMINORITY	C	FEDERAL
H591001C	O P C FABRICATION & EQUIPMENT INC	\$37,038.00	2003	NONMINORITY	C	FEDERAL
H578201C	O P C FABRICATION & EQUIPMENT INC	\$190,831.00	2006	NONMINORITY	C	FEDERAL
SS49101C	O P C FABRICATION & EQUIPMENT INC	\$13,425.00	2003	NONMINORITY	C	FEDERAL
H510601C	OLSON PRECAST OF ARIZONA INC	\$43,680.00	2006	NONMINORITY	C	FEDERAL
H644001C	OLSON PRECAST OF ARIZONA INC	\$8,960.00	2006	NONMINORITY	C	FEDERAL
H585101C	OLSON PRECAST OF ARIZONA INC	\$12,460.00	2005	NONMINORITY	C	FEDERAL
H503706C	OLSON PRECAST OF ARIZONA INC	\$23,270.00	2005	NONMINORITY	C	FEDERAL
H649301C	OLSON PRECAST OF ARIZONA INC	\$17,920.00	2006	NONMINORITY	C	FEDERAL
H610001C	OLSON PRECAST OF ARIZONA INC	\$300,152.00	2003	NONMINORITY	C	FEDERAL
H601501C	OLSON PRECAST OF ARIZONA INC	\$2,685.00	2005	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H303802C	OLSON PRECAST OF ARIZONA INC	\$86,509.00	2002	NONMINORITY	C	FEDERAL
H560101C	OLSON PRECAST OF ARIZONA INC	\$13,995.00	2004	NONMINORITY	C	FEDERAL
H386803C	OLSON PRECAST OF ARIZONA INC	\$156,745.06	2003	NONMINORITY	C	FEDERAL
SS45101C	OLSON PRECAST OF ARIZONA INC	\$6,680.00	2005	NONMINORITY	C	FEDERAL
H463601C	OLSON PRECAST OF ARIZONA INC	\$3,200.00	2002	NONMINORITY	C	FEDERAL
H633401C	OLSON PRECAST OF ARIZONA INC	\$23,920.00	2007	NONMINORITY	C	FEDERAL
H483102C	OLSON PRECAST OF ARIZONA INC	\$61,800.00	2002	NONMINORITY	C	FEDERAL
H655601C	OLSON PRECAST OF ARIZONA INC	\$2,900.00	2005	NONMINORITY	C	FEDERAL
H521001C	OLSON PRECAST OF ARIZONA INC	\$2,835.00	2005	NONMINORITY	C	FEDERAL
H447201C	OLSON PRECAST OF ARIZONA INC	\$42,340.00	2002	NONMINORITY	C	FEDERAL
H599901C	OLSON PRECAST OF ARIZONA INC	\$23,920.00	2007	NONMINORITY	C	FEDERAL
H463201C	OLSON PRECAST OF ARIZONA INC	\$9,680.00	2002	NONMINORITY	C	FEDERAL
H643401C	OLSON PRECAST OF ARIZONA INC	\$11,910.00	2007	NONMINORITY	C	FEDERAL
H595504C	OLSON PRECAST OF ARIZONA INC	\$12,890.00	2007	NONMINORITY	C	FEDERAL
H614801C	OLSON PRECAST OF ARIZONA INC	\$6,925.00	2005	NONMINORITY	C	FEDERAL
H463801C	OLSON PRECAST OF ARIZONA INC	\$9,680.00	2002	NONMINORITY	C	FEDERAL
H601502C	OLSON PRECAST OF ARIZONA INC	\$3,455.00	2005	NONMINORITY	C	FEDERAL
SS53401C	OLSON PRECAST OF ARIZONA INC	\$28,700.00	2007	NONMINORITY	C	FEDERAL
H581701C	OLSON PRECAST OF ARIZONA INC	\$85,255.00	2005	NONMINORITY	C	FEDERAL
H643401C	OLSON PRECAST OF ARIZONA INC	\$190,875.00	2007	NONMINORITY	C	FEDERAL
H488601C	OLSON PRECAST OF ARIZONA INC	\$15,500.00	2002	NONMINORITY	C	FEDERAL
SH27801C	OLSON PRECAST OF ARIZONA INC	\$11,320.00	2004	NONMINORITY	C	FEDERAL
H511801C	OLSON PRECAST OF ARIZONA INC	\$19,235.00	2005	NONMINORITY	C	FEDERAL
H390201C	OOTHOUTD BROTHERS INC	\$64,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H524101C	OOTHOUTD BROTHERS INC	\$749,440.00	2007	NONMINORITY WOMEN	C	FEDERAL
H584501C	OOTHOUTD BROTHERS INC	\$144,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H489301C	OOTHOUTD BROTHERS INC	\$6,200.00	2004	NONMINORITY WOMEN	C	FEDERAL
H447201C	OOTHOUTD BROTHERS INC	\$200,000.00	2002	NONMINORITY WOMEN	C	FEDERAL
H525401C	OOTHOUTD BROTHERS INC	\$45,000.00	2002	NONMINORITY WOMEN	C	FEDERAL
H534801C	OOTHOUTD BROTHERS INC	\$30,070.00	2003	NONMINORITY WOMEN	C	FEDERAL
H303001C	OOTHOUTD BROTHERS INC	\$463,895.95	2002	NONMINORITY WOMEN	C	FEDERAL
H510601C	OOTHOUTD BROTHERS INC	\$6,800.00	2006	NONMINORITY WOMEN	C	FEDERAL
H341401C	OOTHOUTD BROTHERS INC	\$423,000.00	2007	NONMINORITY WOMEN	C	FEDERAL
H636701C	OOTHOUTD BROTHERS INC	\$237,537.50	2007	NONMINORITY WOMEN	C	FEDERAL
H636501C	OOTHOUTD BROTHERS INC	\$684,480.00	2006	NONMINORITY WOMEN	C	FEDERAL
H524301C	OOTHOUTD BROTHERS INC	\$53,575.95	2002	NONMINORITY WOMEN	C	FEDERAL
H636601C	OOTHOUTD BROTHERS INC	\$193,750.00	2006	NONMINORITY WOMEN	C	FEDERAL
H488601C	OOTHOUTD BROTHERS INC	\$52,041.60	2002	NONMINORITY WOMEN	C	FEDERAL
H589201C	OOTHOUTD BROTHERS INC	\$86,400.00	2002	NONMINORITY WOMEN	C	FEDERAL
H410401C	OOTHOUTD BROTHERS INC	\$52,041.60	2002	NONMINORITY WOMEN	C	FEDERAL
H386803C	OOTHOUTD BROTHERS INC	\$489,486.00	2003	NONMINORITY WOMEN	C	FEDERAL
H637001C	OOTHOUTD BROTHERS INC	\$327,050.00	2007	NONMINORITY WOMEN	C	FEDERAL
H458301C	OOTHOUTD BROTHERS INC	\$70,200.00	2003	NONMINORITY WOMEN	C	FEDERAL
H526901C	OOTHOUTD BROTHERS INC	\$40,600.00	2002	NONMINORITY WOMEN	C	FEDERAL
H585101C	ORTA FENCE INC	\$18,412.90	2005	HISPANIC AMERICAN	C	FEDERAL
H303802C	ORTA FENCE INC	\$125,790.00	2002	HISPANIC AMERICAN	C	FEDERAL
H510401C	ORTA FENCE INC	\$79,864.20	2005	HISPANIC AMERICAN	C	FEDERAL
H436701C	OTTO TRUCKING INC	\$243,150.00	2004	NONMINORITY	C	FEDERAL
H595503C	OTTO TRUCKING INC	\$729,800.08	2004	NONMINORITY	C	FEDERAL
H410401C	OTTO TRUCKING INC	\$104,083.20	2002	NONMINORITY	C	FEDERAL
H592401C	OTTO TRUCKING INC	\$125,000.00	2005	NONMINORITY	C	FEDERAL
H584201C	OTTO TRUCKING INC	\$510,025.00	2004	NONMINORITY	C	FEDERAL
H488601C	OTTO TRUCKING INC	\$104,083.20	2002	NONMINORITY	C	FEDERAL
H552901C	OTTO TRUCKING INC	\$23,481.90	2004	NONMINORITY	C	FEDERAL
H568604C	OTTO TRUCKING INC	\$1,736,640.00	2005	NONMINORITY	C	FEDERAL
H527801C	OTTO TRUCKING INC	\$42,775.10	2002	NONMINORITY	C	FEDERAL
H587601C	OTTO TRUCKING INC	\$39,721.00	2002	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H545501C	OTTO TRUCKING INC	\$703,159.04	2006	NONMINORITY	C	FEDERAL
H591301C	OTTO TRUCKING INC	\$1,927,324.00	2004	NONMINORITY	C	FEDERAL
H555801C	OTTO TRUCKING INC	\$198,171.75	2004	NONMINORITY	C	FEDERAL
H561801C	OTTO TRUCKING INC	\$15,375.00	2005	NONMINORITY	C	FEDERAL
H527301C	OTTO TRUCKING INC	\$178,766.00	2004	NONMINORITY	C	FEDERAL
H661501C	OTTO TRUCKING INC	\$500.00	2007	NONMINORITY	C	FEDERAL
H567601C	OTTO TRUCKING INC	\$178,766.00	2004	NONMINORITY	C	FEDERAL
H560101C	OTTO TRUCKING INC	\$50,960.00	2004	NONMINORITY	C	FEDERAL
H578201C	OTTO TRUCKING INC	\$274,055.00	2006	NONMINORITY	C	FEDERAL
H557201C	OTTO TRUCKING INC	\$42,700.00	2003	NONMINORITY	C	FEDERAL
H576801C	OTTO TRUCKING INC	\$136,500.00	2004	NONMINORITY	C	FEDERAL
H610001C	OTTO TRUCKING INC	\$15,000.00	2003	NONMINORITY	C	FEDERAL
H529901C	OTTO TRUCKING INC	\$1,174,125.85	2002	NONMINORITY	C	FEDERAL
H583901C	OTTO TRUCKING INC	\$10,000.00	2004	NONMINORITY	C	FEDERAL
H554401C	OTTO TRUCKING INC	\$90,000.00	2006	NONMINORITY	C	FEDERAL
H526501C	OTTO TRUCKING INC	\$8,800.00	2002	NONMINORITY	C	FEDERAL
HX19201C	OTTO TRUCKING INC	\$16,640.00	2007	NONMINORITY	C	FEDERAL
H578301C	OTTO TRUCKING INC	\$1,249,093.40	2006	NONMINORITY	C	FEDERAL
H516301C	OTTO TRUCKING INC	\$433,440.00	2003	NONMINORITY	C	FEDERAL
H648601C	OTTO TRUCKING INC	\$5,280.00	2006	NONMINORITY	C	FEDERAL
H636001C	OTTO TRUCKING INC	\$25,250.00	2006	NONMINORITY	C	FEDERAL
H585301C	OTTO TRUCKING INC	\$177,882.25	2004	NONMINORITY	C	FEDERAL
H635301C	OTTO TRUCKING INC	\$16,640.00	2007	NONMINORITY	C	FEDERAL
H497201C	OTTO TRUCKING INC	\$41,700.00	2003	NONMINORITY	C	FEDERAL
H670201C	OTTO TRUCKING INC	\$1,720.00	2007	NONMINORITY	C	FEDERAL
H637102C	OTTO TRUCKING INC	\$234,000.00	2004	NONMINORITY	C	FEDERAL
H615301C	OTTO TRUCKING INC	\$183,714.15	2006	NONMINORITY	C	FEDERAL
H635401C	OTTO TRUCKING INC	\$11,400.00	2006	NONMINORITY	C	FEDERAL
H636301C	OTTO TRUCKING INC	\$312,522.90	2006	NONMINORITY	C	FEDERAL
H683001C	OTTO TRUCKING INC	\$213,750.00	2007	NONMINORITY	C	FEDERAL
H613701C	OTTO TRUCKING INC	\$76,950.00	2006	NONMINORITY	C	FEDERAL
H591101C	OTTO TRUCKING INC	\$1,240,479.50	2005	NONMINORITY	C	FEDERAL
H586201C	OTTO TRUCKING INC	\$18,246.30	2004	NONMINORITY	C	FEDERAL
H584801C	OTTO TRUCKING INC	\$126,000.00	2007	NONMINORITY	C	FEDERAL
H649301C	OTTO TRUCKING INC	\$2,227.00	2006	NONMINORITY	C	FEDERAL
H545501C	OTTO TRUCKING INC	\$703,159.04	2006	NONMINORITY	C	FEDERAL
H458201C	OTTO TRUCKING INC	\$1,041,318.52	2005	NONMINORITY	C	FEDERAL
H636301C	OTTO TRUCKING INC	\$312,522.90	2006	NONMINORITY	C	FEDERAL
H451001C	OTTO TRUCKING INC	\$71,860.00	2004	NONMINORITY	C	FEDERAL
H578101C	OTTO TRUCKING INC	\$646,792.50	2004	NONMINORITY	C	FEDERAL
H549401C	OTTO TRUCKING INC	\$20,400.00	2004	NONMINORITY	C	FEDERAL
H525901C	P A C E ELECTRICAL CONSTRUCTION INC	\$12,800.00	2002	NONMINORITY	C	FEDERAL
H341401C	P C I GROUP	\$60,000.00	2007	NONMINORITY	C	FEDERAL
H531901C	P M S TRUCKS INC	\$3,850.00	2003	NONMINORITY	C	FEDERAL
SS49901C	P M S TRUCKS INC	\$85,705.00	2006	NONMINORITY	C	FEDERAL
H631001C	P M S TRUCKS INC	\$4,800.00	2005	NONMINORITY	C	FEDERAL
H595544C	P M S TRUCKS INC	\$9,280.00	2005	NONMINORITY	C	FEDERAL
H425601C	PALO VERDE CONSTRUCTORS DBA PD CONSTRUCTION INC	\$9,053.60	2003	NONMINORITY	C	FEDERAL
H549401C	PALO VERDE CONSTRUCTORS DBA PD CONSTRUCTION INC	\$22,040.00	2004	NONMINORITY	C	FEDERAL
H635701C	PARADISE HYDROSEED LLC SEE COMMENTS	\$5,537.74	2006	NONMINORITY WOMEN	C	FEDERAL
H585001C	PARADISE HYDROSEED LLC SEE COMMENTS	\$2,568.00	2004	NONMINORITY WOMEN	C	FEDERAL
H552901C	PARADISE HYDROSEED LLC SEE COMMENTS	\$2,357.39	2004	NONMINORITY WOMEN	C	FEDERAL
H605101C	PARADISE HYDROSEED LLC SEE COMMENTS	\$4,393.59	2006	NONMINORITY WOMEN	C	FEDERAL
SB40701C	PARADISE HYDROSEED LLC SEE COMMENTS	\$2,350.00	2003	NONMINORITY WOMEN	C	FEDERAL
H624401C	PARADISE HYDROSEED LLC SEE COMMENTS	\$2,552.66	2005	NONMINORITY WOMEN	C	FEDERAL
H613801C	PARADISE HYDROSEED LLC SEE COMMENTS	\$3,357.14	2005	NONMINORITY WOMEN	C	FEDERAL
H636601C	PARADISE HYDROSEED LLC SEE COMMENTS	\$20,379.67	2006	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H629501C	PARADISE HYDROSEED LLC SEE COMMENTS	\$2,067.73	2005	NONMINORITY WOMEN	C	FEDERAL
H555801C	PARADISE HYDROSEED LLC SEE COMMENTS	\$4,020.50	2004	NONMINORITY WOMEN	C	FEDERAL
H584501C	PARADISE HYDROSEED LLC SEE COMMENTS	\$48,100.00	2005	NONMINORITY WOMEN	C	FEDERAL
SS58601C	PARADISE HYDROSEED LLC SEE COMMENTS	\$1,170.00	2007	NONMINORITY WOMEN	C	FEDERAL
H605001C	PARADISE HYDROSEED LLC SEE COMMENTS	\$5,143.00	2005	NONMINORITY WOMEN	C	FEDERAL
HX16101C	PARADISE HYDROSEED LLC SEE COMMENTS	\$9,405.47	2005	NONMINORITY WOMEN	C	FEDERAL
H614101C	PARADISE HYDROSEED LLC SEE COMMENTS	\$11,499.50	2005	NONMINORITY WOMEN	C	FEDERAL
SS49901C	PARADISE HYDROSEED LLC SEE COMMENTS	\$3,628.48	2006	NONMINORITY WOMEN	C	FEDERAL
H622201C	PARADISE HYDROSEED LLC SEE COMMENTS	\$7,035.80	2005	NONMINORITY WOMEN	C	FEDERAL
H527301C	PARADISE HYDROSEED LLC SEE COMMENTS	\$10,185.26	2004	NONMINORITY WOMEN	C	FEDERAL
H636101C	PARADISE HYDROSEED LLC SEE COMMENTS	\$11,412.68	2006	NONMINORITY WOMEN	C	FEDERAL
SS46701C	PARADISE HYDROSEED LLC SEE COMMENTS	\$1,500.00	2005	NONMINORITY WOMEN	C	FEDERAL
H390201C	PARADISE HYDROSEED LLC SEE COMMENTS	\$3,747.72	2006	NONMINORITY WOMEN	C	FEDERAL
H602701C	PARADISE HYDROSEED LLC SEE COMMENTS	\$38,317.95	2005	NONMINORITY WOMEN	C	FEDERAL
H636501C	PARADISE HYDROSEED LLC SEE COMMENTS	\$4,500.50	2006	NONMINORITY WOMEN	C	FEDERAL
H567601C	PARADISE HYDROSEED LLC SEE COMMENTS	\$10,185.26	2004	NONMINORITY WOMEN	C	FEDERAL
H639201C	PARADISE HYDROSEED LLC SEE COMMENTS	\$21,885.28	2006	NONMINORITY WOMEN	C	FEDERAL
H633601C	PARADISE HYDROSEED LLC SEE COMMENTS	\$9,360.00	2007	NONMINORITY WOMEN	C	FEDERAL
H528206C	PARADISE HYDROSEED LLC SEE COMMENTS	\$9,909.24	2006	NONMINORITY WOMEN	C	FEDERAL
H524101C	PARADISE HYDROSEED LLC SEE COMMENTS	\$4,707.00	2007	NONMINORITY WOMEN	C	FEDERAL
H510401C	PARADISE HYDROSEED LLC SEE COMMENTS	\$18,711.56	2005	NONMINORITY WOMEN	C	FEDERAL
H635901C	PARADISE HYDROSEED LLC SEE COMMENTS	\$21,956.48	2006	NONMINORITY WOMEN	C	FEDERAL
H649301C	PARADISE REBAR INC	\$151,725.71	2006	NATIVE AMERICAN	C	FEDERAL
H463501C	PARADISE REBAR INC	\$232,162.36	2002	NATIVE AMERICAN	C	FEDERAL
H595502C	PARADISE REBAR INC	\$199,219.55	2003	NATIVE AMERICAN	C	FEDERAL
H463201C	PARADISE REBAR INC	\$142,758.85	2002	NATIVE AMERICAN	C	FEDERAL
H540201C	PARADISE REBAR INC	\$88,701.16	2002	NATIVE AMERICAN	C	FEDERAL
H563901C	PARADISE REBAR INC	\$133,670.38	2003	NATIVE AMERICAN	C	FEDERAL
H610001C	PARADISE REBAR INC	\$2,412,381.10	2003	NATIVE AMERICAN	C	FEDERAL
H457303C	PARADISE REBAR INC	\$447,315.93	2002	NATIVE AMERICAN	C	FEDERAL
H502501C	PARADISE REBAR INC	\$84,465.69	2002	NATIVE AMERICAN	C	FEDERAL
H416001C	PARADISE REBAR INC	\$607,680.48	2003	NATIVE AMERICAN	C	FEDERAL
H447201C	PARADISE REBAR INC	\$2,732,735.50	2002	NATIVE AMERICAN	C	FEDERAL
H591001C	PARADISE REBAR INC	\$280,674.87	2003	NATIVE AMERICAN	C	FEDERAL
H555601C	PARADISE REBAR INC	\$4,204.80	2003	NATIVE AMERICAN	C	FEDERAL
H541701C	PARADISE REBAR INC	\$324,649.39	2003	NATIVE AMERICAN	C	FEDERAL
H483102C	PARADISE REBAR INC	\$351,105.38	2002	NATIVE AMERICAN	C	FEDERAL
H319003C	PARADISE REBAR INC	\$4,155,088.05	2002	NATIVE AMERICAN	C	FEDERAL
H386803C	PARADISE REBAR INC	\$704,573.00	2003	NATIVE AMERICAN	C	FEDERAL
H497201C	PARADISE REBAR INC	\$198,338.35	2003	NATIVE AMERICAN	C	FEDERAL
H529901C	PARADISE REBAR INC	\$2,387,553.41	2002	NATIVE AMERICAN	C	FEDERAL
H561201C	PARADISE REBAR INC	\$8,459.40	2003	NATIVE AMERICAN	C	FEDERAL
H468101C	PARADISE REBAR INC	\$228,423.92	2003	NATIVE AMERICAN	C	FEDERAL
H210701C	PARTITIONS & ACCESSORIES CO	\$6,442.00	2005	NONMINORITY	C	FEDERAL
H659301C	PAT KELTON GRADING INC	\$167,066.30	2007	NONMINORITY	C	FEDERAL
H595502C	PAT KELTON GRADING INC	\$181,415.00	2003	NONMINORITY	C	FEDERAL
H568603C	PAT KELTON GRADING INC	\$315,781.00	2004	NONMINORITY	C	FEDERAL
H664901C	PAT KELTON GRADING INC	\$86,226.80	2006	NONMINORITY	C	FEDERAL
H585501C	PAT KELTON GRADING INC	\$4,455.00	2004	NONMINORITY	C	FEDERAL
H678001C	PAT KELTON GRADING INC	\$31,446.00	2007	NONMINORITY	C	FEDERAL
H591201C	PAT KELTON GRADING INC	\$155,300.00	2005	NONMINORITY	C	FEDERAL
H614201C	PAT KELTON GRADING INC	\$155,221.90	2006	NONMINORITY	C	FEDERAL
H560101C	PAT KELTON GRADING INC	\$67,402.40	2004	NONMINORITY	C	FEDERAL
H615501C	PAT KELTON GRADING INC	\$749,723.55	2006	NONMINORITY	C	FEDERAL
H678001C	PAT KELTON GRADING INC	\$416,595.40	2007	NONMINORITY	C	FEDERAL
H416001C	PAT KELTON GRADING INC	\$155,625.26	2003	NONMINORITY	C	FEDERAL
H578201C	PAULEY CONSTRUCTION INC	\$746,757.69	2006	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H636101C	PAVEMENT MARKING INC	\$85,585.64	2006	NONMINORITY	C	FEDERAL
H567601C	PAVEMENT MARKING INC	\$117,914.45	2004	NONMINORITY	C	FEDERAL
HX19201C	PAVEMENT MARKING INC	\$192,552.04	2007	NONMINORITY	C	FEDERAL
H610401C	PAVEMENT MARKING INC	\$124,717.96	2003	NONMINORITY	C	FEDERAL
H635401C	PAVEMENT MARKING INC	\$53,658.50	2006	NONMINORITY	C	FEDERAL
H460401C	PAVEMENT MARKING INC	\$56,484.12	2003	NONMINORITY	C	FEDERAL
H585801C	PAVEMENT MARKING INC	\$47,571.00	2004	NONMINORITY	C	FEDERAL
H605001C	PAVEMENT MARKING INC	\$7,250.00	2005	NONMINORITY	C	FEDERAL
H589801C	PAVEMENT MARKING INC	\$70,335.50	2003	NONMINORITY	C	FEDERAL
H617801C	PAVEMENT MARKING INC	\$165,335.52	2007	NONMINORITY	C	FEDERAL
H526801C	PAVEMENT MARKING INC	\$95,631.20	2002	NONMINORITY	C	FEDERAL
H635301C	PAVEMENT MARKING INC	\$192,552.04	2007	NONMINORITY	C	FEDERAL
H451001C	PAVEMENT MARKING INC	\$9,560.00	2004	NONMINORITY	C	FEDERAL
H510601C	PAVEMENT MARKING INC	\$83,356.53	2006	NONMINORITY	C	FEDERAL
H425601C	PAVEMENT MARKING INC	\$21,679.40	2003	NONMINORITY	C	FEDERAL
SH28101C	PAVEMENT MARKING INC	\$9,393.00	2007	NONMINORITY	C	FEDERAL
H458201C	PAVEMENT MARKING INC	\$175,153.00	2005	NONMINORITY	C	FEDERAL
H516301C	PAVEMENT MARKING INC	\$59,488.51	2003	NONMINORITY	C	FEDERAL
H436101C	PAVEMENT MARKING INC	\$120,912.96	2004	NONMINORITY	C	FEDERAL
H683001C	PAVEMENT MARKING INC	\$826,007.60	2007	NONMINORITY	C	FEDERAL
H679101C	PAVEMENT MARKING INC	\$45,659.11	2006	NONMINORITY	C	FEDERAL
H494201C	PAVEMENT MARKING INC	\$2,000.00	2007	NONMINORITY	C	FEDERAL
H613801C	PAVEMENT MARKING INC	\$106,292.91	2005	NONMINORITY	C	FEDERAL
H635901C	PAVEMENT MARKING INC	\$36,997.50	2006	NONMINORITY	C	FEDERAL
H599901C	PAVEMENT MARKING INC	\$39,690.80	2007	NONMINORITY	C	FEDERAL
H586201C	PAVEMENT MARKING INC	\$28,011.75	2004	NONMINORITY	C	FEDERAL
H453501C	PAVEMENT MARKING INC	\$28,857.90	2003	NONMINORITY	C	FEDERAL
H447201C	PAVEMENT MARKING INC	\$107,331.06	2002	NONMINORITY	C	FEDERAL
H602701C	PAVEMENT MARKING INC	\$49,103.27	2005	NONMINORITY	C	FEDERAL
H613701C	PAVEMENT MARKING INC	\$42,509.00	2006	NONMINORITY	C	FEDERAL
H585501C	PAVEMENT MARKING INC	\$89,735.38	2004	NONMINORITY	C	FEDERAL
H631001C	PAVEMENT MARKING INC	\$38,645.00	2005	NONMINORITY	C	FEDERAL
H584401C	PAVEMENT MARKING INC	\$276,805.00	2005	NONMINORITY	C	FEDERAL
H592401C	PAVEMENT MARKING INC	\$121,969.80	2005	NONMINORITY	C	FEDERAL
HX15701C	PAVEMENT MARKING INC	\$4,984.40	2006	NONMINORITY	C	FEDERAL
H633401C	PAVEMENT MARKING INC	\$39,690.80	2007	NONMINORITY	C	FEDERAL
H587601C	PAVEMENT MARKING INC	\$15,878.95	2002	NONMINORITY	C	FEDERAL
H355201C	PAVEMENT MARKING INC	\$22,121.25	2004	NONMINORITY	C	FEDERAL
H525001C	PAVEMENT MARKING INC	\$76,719.80	2005	NONMINORITY	C	FEDERAL
H441502C	PAVEMENT MARKING INC	\$150,770.59	2003	NONMINORITY	C	FEDERAL
H556301C	PAVEMENT MARKING INC	\$61,923.50	2004	NONMINORITY	C	FEDERAL
H593301C	PAVEMENT MARKING INC	\$6,629.05	2004	NONMINORITY	C	FEDERAL
H614101C	PAVEMENT MARKING INC	\$76,719.80	2005	NONMINORITY	C	FEDERAL
H616901C	PAVEMENT MARKING INC	\$2,104.00	2007	NONMINORITY	C	FEDERAL
H635701C	PAVEMENT MARKING INC	\$128,596.00	2006	NONMINORITY	C	FEDERAL
H591501C	PAVEMENT MARKING INC	\$34,384.85	2004	NONMINORITY	C	FEDERAL
H605201C	PAVEMENT MARKING INC	\$2,104.00	2007	NONMINORITY	C	FEDERAL
SH27801C	PAVEMENT MARKING INC	\$9,225.00	2004	NONMINORITY	C	FEDERAL
H528001C	PAVEMENT MARKING INC	\$50,536.00	2003	NONMINORITY	C	FEDERAL
H589701C	PAVEMENT MARKING INC	\$44,771.00	2002	NONMINORITY	C	FEDERAL
SL46801C	PAVEMENT MARKING INC	\$5,225.50	2005	NONMINORITY	C	FEDERAL
H527301C	PAVEMENT MARKING INC	\$117,914.45	2004	NONMINORITY	C	FEDERAL
H608201C	PAVEMENT MARKING INC	\$24,063.00	2007	NONMINORITY	C	FEDERAL
H589901C	PAVEMENT MARKING INC	\$88,345.80	2003	NONMINORITY	C	FEDERAL
H460301C	PAVEMENT MARKING INC	\$46,307.15	2007	NONMINORITY	C	FEDERAL
H643401C	PAVEMENT MARKING INC	\$896,464.04	2007	NONMINORITY	C	FEDERAL
H527201C	PAVEMENT MARKING INC	\$52,370.20	2002	NONMINORITY	C	FEDERAL

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H580401C	PAVEMENT MARKING INC	\$95,631.20	2002	NONMINORITY	C	FEDERAL
SS58601C	PAVEMENT MARKING INC	\$16,268.75	2007	NONMINORITY	C	FEDERAL
SL46901C	PAVEMENT MARKING INC	\$2,694.80	2004	NONMINORITY	C	FEDERAL
H410401C	PAVEMENT MARKING INC	\$117,960.00	2002	NONMINORITY	C	FEDERAL
H525901C	PAVEMENT MARKING INC	\$42,374.00	2002	NONMINORITY	C	FEDERAL
H458101C	PAVEMENT MARKING INC	\$57,014.50	2002	NONMINORITY	C	FEDERAL
H649301C	PAVEMENT MARKING INC	\$12,037.15	2006	NONMINORITY	C	FEDERAL
H536601C	PAVEMENT MARKING INC	\$69,190.94	2002	NONMINORITY	C	FEDERAL
H585901C	PAVEMENT MARKING INC	\$61,668.75	2004	NONMINORITY	C	FEDERAL
H490801C	PAVEMENT MARKING INC	\$34,801.90	2002	NONMINORITY	C	FEDERAL
H583901C	PAVEMENT MARKING INC	\$46,140.80	2004	NONMINORITY	C	FEDERAL
SS49101C	PAVEMENT MARKING INC	\$10,891.33	2003	NONMINORITY	C	FEDERAL
H585001C	PAVEMENT MARKING INC	\$82,643.00	2004	NONMINORITY	C	FEDERAL
H390502C	PAVEMENT MARKING INC	\$133,179.30	2003	NONMINORITY	C	FEDERAL
SH28601C	PAVEMENT MARKING INC	\$5,376.00	2006	NONMINORITY	C	FEDERAL
H561801C	PAVEMENT MARKING INC	\$19,003.76	2005	NONMINORITY	C	FEDERAL
H550601C	PAVEMENT MARKING INC	\$12,571.36	2003	NONMINORITY	C	FEDERAL
H490602C	PAVEMENT MARKING INC	\$133,179.30	2003	NONMINORITY	C	FEDERAL
H210701C	PAVEMENT MARKING INC	\$33,815.00	2005	NONMINORITY	C	FEDERAL
H648601C	PAVEMENT MARKING INC	\$5,073.50	2006	NONMINORITY	C	FEDERAL
H606501C	PAVEMENT MARKING INC	\$6,496.20	2003	NONMINORITY	C	FEDERAL
H595544C	PAVEMENT MARKING INC	\$6,545.00	2005	NONMINORITY	C	FEDERAL
H555801C	PAVEMENT MARKING INC	\$68,118.60	2004	NONMINORITY	C	FEDERAL
H428202C	PAVEMENT MARKING INC	\$133,179.30	2003	NONMINORITY	C	FEDERAL
HX13702C	PAVEMENT MARKING INC	\$9,290.00	2004	NONMINORITY	C	FEDERAL
H557201C	PAVEMENT MARKING INC	\$95,375.00	2003	NONMINORITY	C	FEDERAL
H556601C	PAVEMENT MARKING INC	\$93,153.75	2005	NONMINORITY	C	FEDERAL
H423901C	PAVEMENT MARKING INC	\$7,824.20	2005	NONMINORITY	C	FEDERAL
H390201C	PAVEMENT MARKING INC	\$123,288.00	2006	NONMINORITY	C	FEDERAL
H610001C	PAVEMENT MARKING INC	\$708,448.96	2003	NONMINORITY	C	FEDERAL
H463501C	PENHALL CO DBA PHOENIX CONCRETE CUTTING	\$270,962.00	2002	NONMINORITY	C	FEDERAL
H637102C	PENHALL CO DBA PHOENIX CONCRETE CUTTING	\$1,025,243.00	2004	NONMINORITY	C	FEDERAL
H601401C	PENHALL CO DBA PHOENIX CONCRETE CUTTING	\$8,500.00	2004	NONMINORITY	C	FEDERAL
H521001C	PETTERA ASPHALT PROFILING INC	\$4,850.00	2005	NONMINORITY	C	FEDERAL
H584301C	PETTERA ASPHALT PROFILING INC	\$33,616.00	2004	NONMINORITY	C	FEDERAL
H585001C	PETTERA ASPHALT PROFILING INC	\$96,079.28	2004	NONMINORITY	C	FEDERAL
H341401C	PETTERA ASPHALT PROFILING INC	\$89,740.00	2007	NONMINORITY	C	FEDERAL
H706001C	PETTERA ASPHALT PROFILING INC	\$50,794.30	2007	NONMINORITY	C	FEDERAL
H499102C	PETTERA ASPHALT PROFILING INC	\$6,780.00	2003	NONMINORITY	C	FEDERAL
H556701C	PETTERA ASPHALT PROFILING INC	\$6,539.40	2003	NONMINORITY	C	FEDERAL
H303802C	PETTERA ASPHALT PROFILING INC	\$6,300.00	2002	NONMINORITY	C	FEDERAL
H611501C	PETTERA ASPHALT PROFILING INC	\$49,299.50	2004	NONMINORITY	C	FEDERAL
H613901C	PETTERA ASPHALT PROFILING INC	\$264,070.30	2005	NONMINORITY	C	FEDERAL
H595503C	PETTERA ASPHALT PROFILING INC	\$26,114.76	2004	NONMINORITY	C	FEDERAL
H636501C	PETTERA ASPHALT PROFILING INC	\$306,545.40	2006	NONMINORITY	C	FEDERAL
H636701C	PETTERA ASPHALT PROFILING INC	\$135,688.50	2007	NONMINORITY	C	FEDERAL
H683001C	PETTERA ASPHALT PROFILING INC	\$274,180.00	2007	NONMINORITY	C	FEDERAL
H595506C	PETTERA ASPHALT PROFILING INC	\$34,126.04	2005	NONMINORITY	C	FEDERAL
H458201C	PETTERA ASPHALT PROFILING INC	\$189,863.00	2005	NONMINORITY	C	FEDERAL
H617801C	PETTERA ASPHALT PROFILING INC	\$11,497.85	2007	NONMINORITY	C	FEDERAL
H468101C	PETTERA ASPHALT PROFILING INC	\$15,400.00	2003	NONMINORITY	C	FEDERAL
H578201C	PETTERA ASPHALT PROFILING INC	\$7,700.00	2006	NONMINORITY	C	FEDERAL
H648201C	PETTERA ASPHALT PROFILING INC	\$19,880.00	2005	NONMINORITY	C	FEDERAL
H584501C	PETTERA ASPHALT PROFILING INC	\$130,105.76	2005	NONMINORITY	C	FEDERAL
H592401C	PETTERA ASPHALT PROFILING INC	\$69,700.00	2005	NONMINORITY	C	FEDERAL
H636301C	PETTERA ASPHALT PROFILING INC	\$140,850.06	2006	NONMINORITY	C	FEDERAL
H503703C	PETTERA ASPHALT PROFILING INC	\$5,526.85	2004	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H563901C	PETTERA ASPHALT PROFILING INC	\$10,188.94	2003	NONMINORITY	C	FEDERAL
H601401C	PETTERA ASPHALT PROFILING INC	\$223,672.46	2004	NONMINORITY	C	FEDERAL
H681601C	PETTERA ASPHALT PROFILING INC	\$72,345.00	2007	NONMINORITY	C	FEDERAL
H636301C	PETTERA ASPHALT PROFILING INC	\$140,850.06	2006	NONMINORITY	C	FEDERAL
H583901C	PETTERA ASPHALT PROFILING INC	\$101,815.89	2004	NONMINORITY	C	FEDERAL
H457303C	PETTERA ASPHALT PROFILING INC	\$2,650.00	2002	NONMINORITY	C	FEDERAL
H526701C	PETTERA ASPHALT PROFILING INC	\$40,530.00	2005	NONMINORITY	C	FEDERAL
H659301C	PETTERA ASPHALT PROFILING INC	\$109,441.12	2007	NONMINORITY	C	FEDERAL
H436701C	PETTERA ASPHALT PROFILING INC	\$50,216.04	2004	NONMINORITY	C	FEDERAL
H636601C	PETTERA ASPHALT PROFILING INC	\$192,943.00	2006	NONMINORITY	C	FEDERAL
H584701C	PETTERA ASPHALT PROFILING INC	\$80,351.91	2004	NONMINORITY	C	FEDERAL
H458401C	PETTERA ASPHALT PROFILING INC	\$16,910.00	2006	NONMINORITY	C	FEDERAL
H538101C	PETTERA ASPHALT PROFILING INC	\$8,107.11	2004	NONMINORITY	C	FEDERAL
H584601C	PETTERA ASPHALT PROFILING INC	\$104,434.20	2004	NONMINORITY	C	FEDERAL
H407601C	PHILLIPS THREE INC	\$355,338.05	2004	NONMINORITY WOMEN	C	FEDERAL
H614801C	PHILLIPS THREE INC	\$15,283.20	2005	NONMINORITY WOMEN	C	FEDERAL
H341401C	PHILLIPS THREE INC	\$42,983.15	2007	NONMINORITY WOMEN	C	FEDERAL
H578201C	PHOENIX DEMOLITION COMPANY AND SALVAGE INC	\$3,300.00	2006	NONMINORITY	C	FEDERAL
SB36501C	PHOENIX NATIONAL LABORATORIES	\$1,000.00	2003	NONMINORITY	C	FEDERAL
SB36901C	PHOENIX NATIONAL LABORATORIES	\$1,000.00	2003	NONMINORITY	C	FEDERAL
H622201C	PHYSICAL RESOURCE ENGINEERING INC	\$8,000.00	2005	NONMINORITY	C	FEDERAL
H624401C	PHYSICAL RESOURCE ENGINEERING INC	\$4,000.00	2005	NONMINORITY	C	FEDERAL
SH28601C	PINE RIVER CONSTRUCTION INC	\$47,549.80	2006	NONMINORITY	C	FEDERAL
H578201C	PIPELINE SERVICES INC	\$367,155.00	2006	NONMINORITY	C	FEDERAL
H591101C	PIPELINE SERVICES INC	\$800.00	2005	NONMINORITY	C	FEDERAL
H516301C	PIPELINE SERVICES INC	\$53,835.00	2003	NONMINORITY	C	FEDERAL
H591301C	PIPELINE SERVICES INC	\$44,800.00	2004	NONMINORITY	C	FEDERAL
H590001C	PLATEAU ENGINEERING INC	\$11,800.00	2006	NONMINORITY	C	FEDERAL
H605001C	PLATEAU ENGINEERING INC	\$8,600.00	2005	NONMINORITY	C	FEDERAL
H458401C	PLATEAU ENGINEERING INC	\$202,000.00	2006	NONMINORITY	C	FEDERAL
SS50801C	PLATEAU ENGINEERING INC	\$16,700.00	2006	NONMINORITY	C	FEDERAL
H586401C	PLATEAU ENGINEERING INC	\$8,800.00	2002	NONMINORITY	C	FEDERAL
H551901C	PLATEAU ENGINEERING INC	\$6,200.00	2004	NONMINORITY	C	FEDERAL
H576801C	PLATEAU ENGINEERING INC	\$79,000.00	2004	NONMINORITY	C	FEDERAL
H595503C	POCO TRUCKING	\$46,400.00	2004	NONMINORITY	C	FEDERAL
H527801C	POCO TRUCKING	\$2,080.00	2002	NONMINORITY	C	FEDERAL
H458201C	POCO TRUCKING	\$17,400.00	2005	NONMINORITY	C	FEDERAL
H545501C	POCO TRUCKING	\$15,050.00	2006	NONMINORITY	C	FEDERAL
H545501C	POCO TRUCKING	\$15,050.00	2006	NONMINORITY	C	FEDERAL
H591501C	PREACH INC	\$142,349.00	2004	NONMINORITY	C	FEDERAL
H529901C	PREACH INC	\$133,990.00	2002	NONMINORITY	C	FEDERAL
H617801C	PREACH INC	\$49,188.00	2007	NONMINORITY	C	FEDERAL
H649301C	PREACH INC	\$28,439.00	2006	NONMINORITY	C	FEDERAL
H625901C	PREACH INC	\$34,647.00	2004	NONMINORITY	C	FEDERAL
H670201C	PREACH INC	\$2,348.00	2007	NONMINORITY	C	FEDERAL
H578301C	PREACH INC	\$165,850.00	2006	NONMINORITY	C	FEDERAL
H541701C	PREACH INC	\$3,861.00	2003	NONMINORITY	C	FEDERAL
H538101C	PREACH INC	\$169,413.00	2004	NONMINORITY	C	FEDERAL
H578201C	PREACH INC	\$195,886.00	2006	NONMINORITY	C	FEDERAL
H591101C	PREACH INC	\$202,554.00	2005	NONMINORITY	C	FEDERAL
H591301C	PREACH INC	\$48,587.00	2004	NONMINORITY	C	FEDERAL
H568603C	PREACH INC	\$86,422.00	2004	NONMINORITY	C	FEDERAL
H659301C	PREACH INC	\$2,600.00	2007	NONMINORITY	C	FEDERAL
H447201C	PRECISION PINE & TIMBER	\$60,000.00	2002	NONMINORITY	C	FEDERAL
H210701C	PRECON OF ARIZONA	\$148,226.08	2005	NONMINORITY	C	FEDERAL
H636001C	PREFERRED CONCRETE PUMPING INC	\$3,000.00	2006	NONMINORITY	C	FEDERAL
H466501C	PREFERRED CONCRETE PUMPING INC	\$20,000.00	2005	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H510401C	PREFERRED CONCRETE PUMPING INC	\$11,884.20	2005	NONMINORITY	C	FEDERAL
H463901C	PREFERRED CONCRETE PUMPING INC	\$3,500.00	2003	NONMINORITY	C	FEDERAL
H528206C	PREFERRED CONCRETE PUMPING INC	\$3,190.00	2006	NONMINORITY	C	FEDERAL
H451001C	PREFERRED CONCRETE PUMPING INC	\$7,924.00	2004	NONMINORITY	C	FEDERAL
H587601C	PREFERRED CONCRETE PUMPING INC	\$1,779.20	2002	NONMINORITY	C	FEDERAL
H390201C	PRICE ENTERPRISES, LLC	\$12,800.00	2006	NONMINORITY	C	FEDERAL
H633401C	PRO CONCRETE CUTTING INC DBA NORTHERN AZ SAWCUTTING AND CORING	\$1,120.00	2007	NONMINORITY	C	FEDERAL
H602701C	PRO CONCRETE CUTTING INC DBA NORTHERN AZ SAWCUTTING AND CORING	\$7,130.00	2005	NONMINORITY	C	FEDERAL
H599901C	PRO CONCRETE CUTTING INC DBA NORTHERN AZ SAWCUTTING AND CORING	\$1,120.00	2007	NONMINORITY	C	FEDERAL
H614801C	PRO CONCRETE CUTTING INC DBA NORTHERN AZ SAWCUTTING AND CORING	\$9,875.20	2005	NONMINORITY	C	FEDERAL
H556301C	PRODUCTION CONTRACTING	\$102,740.00	2004	HISPANIC AMERICAN	C	FEDERAL
H561801C	PROFESSIONAL SERVICE INDUSTRIES INC	\$25,000.00	2005	NONMINORITY	C	FEDERAL
H489301C	PROFESSIONAL SERVICE INDUSTRIES INC	\$63,590.00	2004	NONMINORITY	C	FEDERAL
H436101C	PROFESSIONAL SERVICE INDUSTRIES INC	\$63,590.00	2004	NONMINORITY	C	FEDERAL
H578301C	PROFORCE INC	\$136,010.00	2006	NONMINORITY	C	FEDERAL
H578201C	PROFORCE INC	\$259,600.00	2006	NONMINORITY	C	FEDERAL
H457303C	PROGRESSIVE CONCRETE WORKS	\$4,797.00	2002	NONMINORITY	C	FEDERAL
H578201C	PROGRESSIVE CONCRETE WORKS	\$239,741.01	2006	NONMINORITY	C	FEDERAL
H468101C	PROJECT INFORMATION ASSOC	\$43,500.00	2003	AFRICAN AMERICAN	C	FEDERAL
H549401C	PROJECT INFORMATION ASSOC	\$95,000.00	2004	AFRICAN AMERICAN	C	FEDERAL
H441502C	PROJECT INFORMATION ASSOC	\$36,000.00	2003	AFRICAN AMERICAN	C	FEDERAL
H591201C	PULICE CONSTRUCTION INC	\$65,000.00	2005	NONMINORITY	C	FEDERAL
H441502C	QUAIL CORPORATION INC	\$48,150.40	2003	NONMINORITY	C	FEDERAL
H593301C	QUAIL CORPORATION INC	\$5,883.81	2004	NONMINORITY	C	FEDERAL
H601401C	QUAIL CORPORATION INC	\$11,750.00	2004	NONMINORITY	C	FEDERAL
H658401C	QUAIL CORPORATION INC	\$4,940.00	2006	NONMINORITY	C	FEDERAL
H526701C	QUAIL CORPORATION INC	\$22,305.00	2005	NONMINORITY	C	FEDERAL
H441502C	QUAIL CORPORATION INC	\$25,600.00	2003	NONMINORITY	C	FEDERAL
SH28201C	QUAIL CORPORATION INC	\$70,736.80	2007	NONMINORITY	C	FEDERAL
H600001C	QUALITY TESTING LLC	\$3,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
SS50001C	QUALITY TESTING LLC	\$20,000.00	2006	HISPANIC AMERICAN	C	FEDERAL
H595501C	QUALITY TESTING LLC	\$30,094.00	2003	HISPANIC AMERICAN	C	FEDERAL
H463901C	QUALITY TESTING LLC	\$21,159.08	2003	HISPANIC AMERICAN	C	FEDERAL
H622801C	QUALITY TESTING LLC	\$1,000.00	2006	HISPANIC AMERICAN	C	FEDERAL
SS49901C	QUALITY TESTING LLC	\$15,000.00	2006	HISPANIC AMERICAN	C	FEDERAL
H595544C	QUALITY TESTING LLC	\$3,000.00	2005	HISPANIC AMERICAN	C	FEDERAL
H584401C	R & B TRUCKING	\$15,600.00	2005	NONMINORITY	C	FEDERAL
H458401C	R D SANDERS CONTRACTING COMPANY LLC	\$18,600.00	2006	NONMINORITY	C	FEDERAL
H568603C	R J C CONTRACTING INC	\$8,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H341401C	R J C CONTRACTING INC	\$18,990.78	2007	NONMINORITY WOMEN	C	FEDERAL
H615501C	R J C CONTRACTING INC	\$36,510.00	2006	NONMINORITY WOMEN	C	FEDERAL
H584801C	R J C CONTRACTING INC	\$52,280.00	2007	NONMINORITY WOMEN	C	FEDERAL
H591301C	R J C CONTRACTING INC	\$11,035.50	2004	NONMINORITY WOMEN	C	FEDERAL
H644001C	R J C CONTRACTING INC	\$18,570.00	2006	NONMINORITY WOMEN	C	FEDERAL
H460301C	R J C CONTRACTING INC	\$229,000.00	2007	NONMINORITY WOMEN	C	FEDERAL
H614201C	R J C CONTRACTING INC	\$83,805.55	2006	NONMINORITY WOMEN	C	FEDERAL
H602701C	R J C CONTRACTING INC	\$40,553.40	2005	NONMINORITY WOMEN	C	FEDERAL
H614101C	R J C CONTRACTING INC	\$21,644.00	2005	NONMINORITY WOMEN	C	FEDERAL
H636301C	R L WHITES WATER HAULING SERVICES	\$13,200.00	2006	NONMINORITY	C	FEDERAL
H683001C	R L WHITES WATER HAULING SERVICES	\$22,100.00	2007	NONMINORITY	C	FEDERAL
H637001C	R L WHITES WATER HAULING SERVICES	\$20,800.00	2007	NONMINORITY	C	FEDERAL
H648201C	R L WHITES WATER HAULING SERVICES	\$33,000.00	2005	NONMINORITY	C	FEDERAL
H613801C	R L WHITES WATER HAULING SERVICES	\$1,800.00	2005	NONMINORITY	C	FEDERAL
H636301C	R L WHITES WATER HAULING SERVICES	\$13,200.00	2006	NONMINORITY	C	FEDERAL
H591201C	R L WHITES WATER HAULING SERVICES	\$30,000.00	2005	NONMINORITY	C	FEDERAL
H591001C	R L WHITES WATER HAULING SERVICES	\$20,800.00	2003	NONMINORITY	C	FEDERAL
H679101C	R L WHITES WATER HAULING SERVICES	\$9,600.00	2006	NONMINORITY	C	FEDERAL

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H636701C	R L WHITES WATER HAULING SERVICES	\$23,040.00	2007	NONMINORITY	C	FEDERAL
H614401C	R L WHITES WATER HAULING SERVICES	\$10,400.00	2007	NONMINORITY	C	FEDERAL
H615301C	R L WHITES WATER HAULING SERVICES	\$6,840.00	2006	NONMINORITY	C	FEDERAL
H664901C	R L WHITES WATER HAULING SERVICES	\$120,000.00	2006	NONMINORITY	C	FEDERAL
H636601C	R L WHITES WATER HAULING SERVICES	\$38,400.00	2006	NONMINORITY	C	FEDERAL
H576701C	R M C A T ENVIRONMENTAL SERVICES	\$18,455.00	2005	NONMINORITY	C	FEDERAL
H584401C	R M C A T ENVIRONMENTAL SERVICES	\$3,580.00	2005	NONMINORITY	C	FEDERAL
H592401C	R M C A T ENVIRONMENTAL SERVICES	\$11,421.00	2005	NONMINORITY	C	FEDERAL
SL44103C	R S BELL AND SONS CONCRETE	\$22,600.00	2005	NONMINORITY	C	FEDERAL
H678001C	R S T LAND SURVEYING INC	\$95,976.20	2007	NONMINORITY	C	FEDERAL
H574501C	R W K ELECTRIC CO INC	\$30,368.00	2005	NONMINORITY	C	FEDERAL
H586001C	RAINBOW REFINING CO	\$10,800.00	2004	NONMINORITY WOMEN	C	FEDERAL
H415901C	RAINBOW REFINING CO	\$9,692.50	2002	NONMINORITY WOMEN	C	FEDERAL
H585801C	RAINBOW REFINING CO	\$5,016.35	2004	NONMINORITY WOMEN	C	FEDERAL
H614201C	RAINBOW REFINING CO	\$3,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H524801C	RAINBOW REFINING CO	\$58,435.00	2002	NONMINORITY WOMEN	C	FEDERAL
H614901C	RAINBOW REFINING CO	\$32,785.00	2005	NONMINORITY WOMEN	C	FEDERAL
H629501C	RAINBOW REFINING CO	\$34,625.00	2005	NONMINORITY WOMEN	C	FEDERAL
H502501C	RAINBOW REFINING CO	\$42,025.00	2002	NONMINORITY WOMEN	C	FEDERAL
H557101C	RAINBOW REFINING CO	\$23,500.00	2004	NONMINORITY WOMEN	C	FEDERAL
H526401C	RAINBOW REFINING CO	\$12,948.00	2002	NONMINORITY WOMEN	C	FEDERAL
H615501C	RAINBOW REFINING CO	\$14,975.08	2006	NONMINORITY WOMEN	C	FEDERAL
H483102C	RAINBOW REFINING CO	\$10,605.00	2002	NONMINORITY WOMEN	C	FEDERAL
H549401C	RAINBOW REFINING CO	\$16,089.00	2004	NONMINORITY WOMEN	C	FEDERAL
H447201C	RAINBOW REFINING CO	\$84,020.00	2002	NONMINORITY WOMEN	C	FEDERAL
H584401C	RAINBOW REFINING CO	\$5,700.00	2005	NONMINORITY WOMEN	C	FEDERAL
H355201C	RAINBOW REFINING CO	\$8,620.00	2004	NONMINORITY WOMEN	C	FEDERAL
H416001C	RAINBOW REFINING CO	\$45,340.00	2003	NONMINORITY WOMEN	C	FEDERAL
H524401C	RAINBOW REFINING CO	\$8,520.00	2003	NONMINORITY WOMEN	C	FEDERAL
H589601C	RAINBOW REFINING CO	\$8,600.00	2003	NONMINORITY WOMEN	C	FEDERAL
H561801C	RAINBOW REFINING CO	\$20,300.00	2005	NONMINORITY WOMEN	C	FEDERAL
H636101C	RAINBOW REFINING CO	\$1,500.00	2006	NONMINORITY WOMEN	C	FEDERAL
H460401C	RAINBOW REFINING CO	\$20,225.00	2003	NONMINORITY WOMEN	C	FEDERAL
SB40701C	RAINBOW REFINING CO	\$1,750.00	2003	NONMINORITY WOMEN	C	FEDERAL
H595502C	RAINBOW REFINING CO	\$41,228.00	2003	NONMINORITY WOMEN	C	FEDERAL
H556901C	RAINBOW REFINING CO	\$28,465.00	2003	NONMINORITY WOMEN	C	FEDERAL
H622201C	RAINBOW REFINING CO	\$1,400.00	2005	NONMINORITY WOMEN	C	FEDERAL
H550601C	RAINBOW REFINING CO	\$2,025.00	2003	NONMINORITY WOMEN	C	FEDERAL
H584801C	RAINBOW REFINING CO	\$28,242.00	2007	NONMINORITY WOMEN	C	FEDERAL
H581701C	RAINBOW REFINING CO	\$4,550.00	2005	NONMINORITY WOMEN	C	FEDERAL
H556201C	RAINBOW REFINING CO	\$3,400.00	2003	NONMINORITY WOMEN	C	FEDERAL
H664901C	RAINBOW REFINING CO	\$4,260.00	2006	NONMINORITY WOMEN	C	FEDERAL
H425601C	RAINBOW REFINING CO	\$1,360.00	2003	NONMINORITY WOMEN	C	FEDERAL
HX13702C	RAINBOW REFINING CO	\$2,880.00	2004	NONMINORITY WOMEN	C	FEDERAL
H591601C	RAINBOW REFINING CO	\$9,750.00	2004	NONMINORITY WOMEN	C	FEDERAL
H555701C	RAINBOW REFINING CO	\$22,340.00	2003	NONMINORITY WOMEN	C	FEDERAL
H556601C	RAINBOW REFINING CO	\$34,770.00	2005	NONMINORITY WOMEN	C	FEDERAL
H526601C	RAINBOW REFINING CO	\$24,540.00	2002	NONMINORITY WOMEN	C	FEDERAL
H526501C	RAINBOW REFINING CO	\$3,695.00	2002	NONMINORITY WOMEN	C	FEDERAL
H659301C	RAINBOW REFINING CO	\$72,430.00	2007	NONMINORITY WOMEN	C	FEDERAL
H535501C	RAINBOW REFINING CO	\$9,000.00	2002	NONMINORITY WOMEN	C	FEDERAL
H586301C	RAINBOW REFINING CO	\$8,800.00	2004	NONMINORITY WOMEN	C	FEDERAL
H554401C	RAINBOW REFINING CO	\$25,100.00	2006	NONMINORITY WOMEN	C	FEDERAL
H585101C	RAINBOW REFINING CO	\$45,200.00	2005	NONMINORITY WOMEN	C	FEDERAL
H585601C	RAINBOW REFINING CO	\$13,317.00	2004	NONMINORITY WOMEN	C	FEDERAL
H556401C	RAINBOW REFINING CO	\$9,280.00	2003	NONMINORITY WOMEN	C	FEDERAL
H636601C	RAINBOW REFINING CO	\$95,150.00	2006	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H528501C	RAINBOW REFINING CO	\$23,100.00	2002	NONMINORITY WOMEN	C	FEDERAL
H608201C	RAINBOW REFINING CO	\$6,460.00	2007	NONMINORITY WOMEN	C	FEDERAL
H458401C	RAINBOW REFINING CO	\$5,825.00	2006	NONMINORITY WOMEN	C	FEDERAL
H611501C	RAINBOW REFINING CO	\$41,105.00	2004	NONMINORITY WOMEN	C	FEDERAL
H559701C	RAINBOW REFINING CO	\$19,715.00	2002	NONMINORITY WOMEN	C	FEDERAL
H584701C	RAINBOW REFINING CO	\$85,100.00	2004	NONMINORITY WOMEN	C	FEDERAL
H410401C	RAINBOW REFINING CO	\$33,503.70	2002	NONMINORITY WOMEN	C	FEDERAL
H536601C	RAINBOW REFINING CO	\$12,248.00	2002	NONMINORITY WOMEN	C	FEDERAL
H614601C	RECON INC	\$28,050.00	2005	NONMINORITY WOMEN	C	FEDERAL
H524601C	RECON INC	\$41,730.00	2003	NONMINORITY WOMEN	C	FEDERAL
H550601C	RECON INC	\$7,880.00	2003	NONMINORITY WOMEN	C	FEDERAL
H568603C	RECON INC	\$332,420.00	2004	NONMINORITY WOMEN	C	FEDERAL
H595508C	RECON INC	\$45,120.00	2005	NONMINORITY WOMEN	C	FEDERAL
H434501C	RECON INC	\$18,960.00	2003	NONMINORITY WOMEN	C	FEDERAL
H586201C	RECON INC	\$10,450.00	2004	NONMINORITY WOMEN	C	FEDERAL
H460301C	RECON INC	\$24,100.00	2007	NONMINORITY WOMEN	C	FEDERAL
SH27801C	RECON INC	\$49,478.00	2004	NONMINORITY WOMEN	C	FEDERAL
H541701C	RECON INC	\$92,523.80	2003	NONMINORITY WOMEN	C	FEDERAL
H528203C	RECON INC	\$11,040.00	2003	NONMINORITY WOMEN	C	FEDERAL
H434701C	RECON INC	\$9,920.00	2003	NONMINORITY WOMEN	C	FEDERAL
H595506C	RECON INC	\$249,480.30	2005	NONMINORITY WOMEN	C	FEDERAL
H664901C	RECON INC	\$827,791.40	2006	NONMINORITY WOMEN	C	FEDERAL
H561801C	RECON INC	\$83,832.00	2005	NONMINORITY WOMEN	C	FEDERAL
H545501C	RECON INC	\$47,090.00	2006	NONMINORITY WOMEN	C	FEDERAL
H583901C	RECON INC	\$20,513.00	2004	NONMINORITY WOMEN	C	FEDERAL
H569701C	RECON INC	\$7,500.00	2005	NONMINORITY WOMEN	C	FEDERAL
H581701C	RECON INC	\$11,620.00	2005	NONMINORITY WOMEN	C	FEDERAL
H706001C	RECON INC	\$648,827.15	2007	NONMINORITY WOMEN	C	FEDERAL
H626401C	RECON INC	\$23,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H557201C	RECON INC	\$20,880.00	2003	NONMINORITY WOMEN	C	FEDERAL
H555701C	RECON INC	\$4,995.00	2003	NONMINORITY WOMEN	C	FEDERAL
H556601C	RECON INC	\$25,480.00	2005	NONMINORITY WOMEN	C	FEDERAL
H545501C	RECON INC	\$47,090.00	2006	NONMINORITY WOMEN	C	FEDERAL
H578301C	RECON INC	\$253,080.00	2006	NONMINORITY WOMEN	C	FEDERAL
H585301C	RECON INC	\$21,360.00	2004	NONMINORITY WOMEN	C	FEDERAL
H425601C	RECON INC	\$5,560.00	2003	NONMINORITY WOMEN	C	FEDERAL
H436101C	RECON INC	\$283,646.60	2004	NONMINORITY WOMEN	C	FEDERAL
H490801C	RECON INC	\$10,560.00	2002	NONMINORITY WOMEN	C	FEDERAL
H415901C	RECON INC	\$203,258.00	2002	NONMINORITY WOMEN	C	FEDERAL
H578201C	RECON INC	\$19,217.00	2006	NONMINORITY WOMEN	C	FEDERAL
H636001C	RECON INC	\$17,220.00	2006	NONMINORITY WOMEN	C	FEDERAL
H526901C	RECON INC	\$30,880.00	2002	NONMINORITY WOMEN	C	FEDERAL
H655601C	RECON INC	\$18,700.00	2005	NONMINORITY WOMEN	C	FEDERAL
H549401C	RECON INC	\$44,579.00	2004	NONMINORITY WOMEN	C	FEDERAL
H612701C	RECON INC	\$42,880.00	2005	NONMINORITY WOMEN	C	FEDERAL
H572201C	RECON INC	\$15,000.00	2002	NONMINORITY WOMEN	C	FEDERAL
H458401C	RECON INC	\$97,480.00	2006	NONMINORITY WOMEN	C	FEDERAL
H595503C	RECON INC	\$76,450.00	2004	NONMINORITY WOMEN	C	FEDERAL
H527501C	RECON INC	\$39,900.00	2002	NONMINORITY WOMEN	C	FEDERAL
H554401C	RECON INC	\$753,930.80	2006	NONMINORITY WOMEN	C	FEDERAL
H585601C	RECON INC	\$5,600.00	2004	NONMINORITY WOMEN	C	FEDERAL
H644001C	RECON INC	\$79,500.00	2006	NONMINORITY WOMEN	C	FEDERAL
H603101C	RECON INC	\$26,629.40	2006	NONMINORITY WOMEN	C	FEDERAL
H483102C	RECON INC	\$16,000.00	2002	NONMINORITY WOMEN	C	FEDERAL
H678001C	RECON INC	\$54,310.90	2007	NONMINORITY WOMEN	C	FEDERAL
H532301C	RECON INC	\$2,940.00	2003	NONMINORITY WOMEN	C	FEDERAL
H608201C	RECON INC	\$10,600.00	2007	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H591501C	RECON INC	\$131,623.00	2004	NONMINORITY WOMEN	C	FEDERAL
H585101C	RECON INC	\$11,640.00	2005	NONMINORITY WOMEN	C	FEDERAL
H416001C	RECON INC	\$124,476.00	2003	NONMINORITY WOMEN	C	FEDERAL
H210701C	RECON INC	\$65,026.00	2005	NONMINORITY WOMEN	C	FEDERAL
H441502C	RECON INC	\$26,600.00	2003	NONMINORITY WOMEN	C	FEDERAL
H460401C	RECON INC	\$26,784.00	2003	NONMINORITY WOMEN	C	FEDERAL
H591301C	RECON INC	\$456,502.90	2004	NONMINORITY WOMEN	C	FEDERAL
H527901C	RECON INC	\$8,480.00	2002	NONMINORITY WOMEN	C	FEDERAL
H625901C	RECON INC	\$50,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H538101C	REDS DUMP TRUCK SERVICE	\$29,000.00	2004	NONMINORITY	C	FEDERAL
H578201C	REDS DUMP TRUCK SERVICE	\$32,500.00	2006	NONMINORITY	C	FEDERAL
H568604C	REDS DUMP TRUCK SERVICE	\$15,600.00	2005	NONMINORITY	C	FEDERAL
SS49901C	REED LANDSCAPE	\$366,736.12	2006	NONMINORITY	C	FEDERAL
H681601C	REIDHEAD SAND & ROCK INC	\$19,200.00	2007	NONMINORITY	C	FEDERAL
H633601C	RENEGADE TRUCKING	\$2,600.00	2007	NONMINORITY	C	FEDERAL
H460301C	RENEGADE TRUCKING	\$2,600.00	2007	NONMINORITY	C	FEDERAL
H645101C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$18,636.34	2006	NONMINORITY	C	FEDERAL
H600001C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$105,227.85	2004	NONMINORITY	C	FEDERAL
H534801C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$288,361.47	2003	NONMINORITY	C	FEDERAL
H584701C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$65,439.31	2004	NONMINORITY	C	FEDERAL
H622801C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$21,415.00	2006	NONMINORITY	C	FEDERAL
SS50001C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$18,072.00	2006	NONMINORITY	C	FEDERAL
H468101C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$85,346.00	2003	NONMINORITY	C	FEDERAL
H458301C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$48,961.18	2003	NONMINORITY	C	FEDERAL
H584201C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$76,901.60	2004	NONMINORITY	C	FEDERAL
H585901C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$21,278.40	2004	NONMINORITY	C	FEDERAL
H643401C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$66,368.20	2007	NONMINORITY	C	FEDERAL
H636001C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$14,425.00	2006	NONMINORITY	C	FEDERAL
H548301C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$6,337.80	2002	NONMINORITY	C	FEDERAL
H576701C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$20,760.55	2005	NONMINORITY	C	FEDERAL
H447201C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$875,663.20	2002	NONMINORITY	C	FEDERAL
H615501C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$37,700.00	2006	NONMINORITY	C	FEDERAL
H617801C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$128,969.82	2007	NONMINORITY	C	FEDERAL
H578201C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$2,076,612.32	2006	NONMINORITY	C	FEDERAL
H407601C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$1,159,028.38	2004	NONMINORITY	C	FEDERAL
H524801C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$47,954.50	2002	NONMINORITY	C	FEDERAL
H615501C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$64,271.34	2006	NONMINORITY	C	FEDERAL
H510401C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$234,303.46	2005	NONMINORITY	C	FEDERAL
H592401C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$807,393.75	2005	NONMINORITY	C	FEDERAL
H423901C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$52,891.49	2005	NONMINORITY	C	FEDERAL
H303001C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$222,684.89	2002	NONMINORITY	C	FEDERAL
H584801C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$13,424.00	2007	NONMINORITY	C	FEDERAL
H494201C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$16,066.20	2007	NONMINORITY	C	FEDERAL
H503706C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$85,170.96	2005	NONMINORITY	C	FEDERAL
H706001C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$78,633.51	2007	NONMINORITY	C	FEDERAL
H458201C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$90,522.40	2005	NONMINORITY	C	FEDERAL
H552301C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$3,472.00	2005	NONMINORITY	C	FEDERAL
H578301C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$176,168.00	2006	NONMINORITY	C	FEDERAL
H556301C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$19,367.20	2004	NONMINORITY	C	FEDERAL
H526601C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$14,373.99	2002	NONMINORITY	C	FEDERAL
H416001C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$108,428.00	2003	NONMINORITY	C	FEDERAL
H341401C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$300,454.03	2007	NONMINORITY	C	FEDERAL
H540201C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$109,940.00	2002	NONMINORITY	C	FEDERAL
H528501C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$31,367.44	2002	NONMINORITY	C	FEDERAL
H584601C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$18,153.72	2004	NONMINORITY	C	FEDERAL
H610001C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$18,000.00	2003	NONMINORITY	C	FEDERAL
H451001C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$88,509.43	2004	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H595502C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$129,615.58	2003	NONMINORITY	C	FEDERAL
H319003C	REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	\$329,882.24	2002	NONMINORITY	C	FEDERAL
H635701C	RICHIE TRUCKING	\$3,200.00	2006	NONMINORITY	C	FEDERAL
SL46801C	RICKER ATKINSON MCBEE & ASSOC INC	\$3,000.00	2005	NONMINORITY	C	FEDERAL
SS53401C	RICKER ATKINSON MCBEE & ASSOC INC	\$58,625.00	2007	NONMINORITY	C	FEDERAL
H525201C	RIDDER CONCRETE INC	\$3,993.00	2002	NONMINORITY	C	FEDERAL
SS53401C	RIGCO CONTRACTING INC	\$15,000.00	2007	HISPANIC AMERICAN	C	FEDERAL
H524301C	RIGHT CHOICE TOO	\$12,800.00	2002	HISPANIC AMERICAN	C	FEDERAL
H554401C	RINKER MATERIALS	\$125,820.00	2006	NONMINORITY	C	FEDERAL
H463901C	RIVERA MASONRY INC	\$67,947.00	2003	HISPANIC AMERICAN	C	FEDERAL
H584201C	ROAD MARKINGS INC	\$96,252.80	2004	NONMINORITY	C	FEDERAL
H600001C	ROAD MARKINGS INC	\$17,492.00	2004	NONMINORITY	C	FEDERAL
H466501C	ROAD MARKINGS INC	\$63,877.24	2005	NONMINORITY	C	FEDERAL
SS45101C	ROAD MARKINGS INC	\$7,758.74	2005	NONMINORITY	C	FEDERAL
H585301C	ROAD MARKINGS INC	\$45,820.00	2004	NONMINORITY	C	FEDERAL
H584901C	ROAD MARKINGS INC	\$46,940.00	2004	NONMINORITY	C	FEDERAL
H601401C	ROAD MARKINGS INC	\$220,482.20	2004	NONMINORITY	C	FEDERAL
H578101C	ROAD MARKINGS INC	\$108,754.89	2004	NONMINORITY	C	FEDERAL
H591101C	ROAD MARKINGS INC	\$225,297.57	2005	NONMINORITY	C	FEDERAL
H629401C	ROAD MARKINGS INC	\$38,359.00	2004	NONMINORITY	C	FEDERAL
H595503C	ROAD MARKINGS INC	\$36,623.46	2004	NONMINORITY	C	FEDERAL
H655601C	ROAD MARKINGS INC	\$27,244.49	2005	NONMINORITY	C	FEDERAL
H625901C	ROAD MARKINGS INC	\$21,378.00	2004	NONMINORITY	C	FEDERAL
H568604C	ROAD MARKINGS INC	\$410,285.58	2005	NONMINORITY	C	FEDERAL
H591601C	ROAD MARKINGS INC	\$20,933.50	2004	NONMINORITY	C	FEDERAL
H463801C	ROAD MARKINGS INC	\$43,885.80	2002	NONMINORITY	C	FEDERAL
H614401C	ROAD MARKINGS INC	\$52,463.50	2007	NONMINORITY	C	FEDERAL
H526501C	ROAD MARKINGS INC	\$13,261.43	2002	NONMINORITY	C	FEDERAL
H636301C	ROAD MARKINGS INC	\$64,925.62	2006	NONMINORITY	C	FEDERAL
H527801C	ROAD MARKINGS INC	\$15,997.50	2002	NONMINORITY	C	FEDERAL
H525401C	ROAD MARKINGS INC	\$29,105.50	2002	NONMINORITY	C	FEDERAL
H319003C	ROAD MARKINGS INC	\$161,123.32	2002	NONMINORITY	C	FEDERAL
H527501C	ROAD MARKINGS INC	\$96,128.52	2002	NONMINORITY	C	FEDERAL
H303001C	ROAD MARKINGS INC	\$62,881.80	2002	NONMINORITY	C	FEDERAL
H636001C	ROAD MARKINGS INC	\$35,860.64	2006	NONMINORITY	C	FEDERAL
H510401C	ROAD MARKINGS INC	\$63,197.60	2005	NONMINORITY	C	FEDERAL
H463201C	ROAD MARKINGS INC	\$43,885.80	2002	NONMINORITY	C	FEDERAL
H548301C	ROAD MARKINGS INC	\$8,642.05	2002	NONMINORITY	C	FEDERAL
H528203C	ROAD MARKINGS INC	\$4,195.00	2003	NONMINORITY	C	FEDERAL
SS44701C	ROAD MARKINGS INC	\$12,068.00	2003	NONMINORITY	C	FEDERAL
H610301C	ROAD MARKINGS INC	\$41,390.00	2003	NONMINORITY	C	FEDERAL
H525601C	ROAD MARKINGS INC	\$120,043.00	2002	NONMINORITY	C	FEDERAL
H375301C	ROAD MARKINGS INC	\$17,555.63	2002	NONMINORITY	C	FEDERAL
H622201C	ROAD MARKINGS INC	\$1,000.00	2005	NONMINORITY	C	FEDERAL
H540201C	ROAD MARKINGS INC	\$21,190.00	2002	NONMINORITY	C	FEDERAL
H303802C	ROAD MARKINGS INC	\$41,934.00	2002	NONMINORITY	C	FEDERAL
SS57301C	ROAD MARKINGS INC	\$10,693.64	2006	NONMINORITY	C	FEDERAL
H636301C	ROAD MARKINGS INC	\$64,925.62	2006	NONMINORITY	C	FEDERAL
H463601C	ROAD MARKINGS INC	\$45,249.08	2002	NONMINORITY	C	FEDERAL
HX09101C	ROAD MARKINGS INC	\$9,504.00	2002	NONMINORITY	C	FEDERAL
H590001C	ROAD MARKINGS INC	\$6,632.20	2006	NONMINORITY	C	FEDERAL
H614301C	ROAD MARKINGS INC	\$37,160.50	2005	NONMINORITY	C	FEDERAL
H526201C	ROAD MARKINGS INC	\$12,787.75	2002	NONMINORITY	C	FEDERAL
SS53401C	ROAD MARKINGS INC	\$24,501.00	2007	NONMINORITY	C	FEDERAL
H503706C	ROAD MARKINGS INC	\$30,087.26	2005	NONMINORITY	C	FEDERAL
SS61001C	ROAD MARKINGS INC	\$5,203.56	2007	NONMINORITY	C	FEDERAL
H526001C	ROAD MARKINGS INC	\$43,881.29	2002	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H524301C	ROAD MARKINGS INC	\$28,876.80	2002	NONMINORITY	C	FEDERAL
SS49901C	ROAD MARKINGS INC	\$8,219.01	2006	NONMINORITY	C	FEDERAL
H463901C	ROAD MARKINGS INC	\$26,252.30	2003	NONMINORITY	C	FEDERAL
H434701C	ROAD MARKINGS INC	\$64,392.80	2003	NONMINORITY	C	FEDERAL
H526701C	ROAD MARKINGS INC	\$19,039.50	2005	NONMINORITY	C	FEDERAL
H531901C	ROAD MARKINGS INC	\$10,823.50	2003	NONMINORITY	C	FEDERAL
H511801C	ROAD MARKINGS INC	\$65,875.70	2005	NONMINORITY	C	FEDERAL
H556701C	ROAD MARKINGS INC	\$30,850.00	2003	NONMINORITY	C	FEDERAL
H586001C	ROADWAY ELECTRIC LLC	\$1,700.00	2004	NONMINORITY	C	FEDERAL
H648601C	ROADWAY ELECTRIC LLC	\$106,985.00	2006	NONMINORITY	C	FEDERAL
HX15701C	ROADWAY ELECTRIC LLC	\$59,973.00	2006	NONMINORITY	C	FEDERAL
H526601C	ROADWAY ELECTRIC LLC	\$1,700.00	2002	NONMINORITY	C	FEDERAL
H589601C	ROADWAY ELECTRIC LLC	\$3,400.00	2003	NONMINORITY	C	FEDERAL
H706001C	ROADWAY ELECTRIC LLC	\$941,508.36	2007	NONMINORITY	C	FEDERAL
H629501C	ROADWAY ELECTRIC LLC	\$15,539.00	2005	NONMINORITY	C	FEDERAL
H586301C	ROADWAY ELECTRIC LLC	\$1,789.00	2004	NONMINORITY	C	FEDERAL
H595504C	ROADWAY ELECTRIC LLC	\$219,069.00	2007	NONMINORITY	C	FEDERAL
H535501C	ROADWAY ELECTRIC LLC	\$2,000.00	2002	NONMINORITY	C	FEDERAL
H410401C	ROADWAY ELECTRIC LLC	\$162,175.00	2002	NONMINORITY	C	FEDERAL
H557101C	ROADWAY ELECTRIC LLC	\$1,700.00	2004	NONMINORITY	C	FEDERAL
H557001C	ROADWAY ELECTRIC LLC	\$12,145.00	2003	NONMINORITY	C	FEDERAL
H528501C	ROADWAY ELECTRIC LLC	\$2,000.00	2002	NONMINORITY	C	FEDERAL
H617801C	ROADWAY ELECTRIC LLC	\$1,922,178.50	2007	NONMINORITY	C	FEDERAL
H600001C	ROADWAY ELECTRIC LLC	\$175,430.00	2004	NONMINORITY	C	FEDERAL
H636101C	ROADWAY ELECTRIC LLC	\$1,500.00	2006	NONMINORITY	C	FEDERAL
H681601C	ROBERT HALL TRUCKING	\$9,600.00	2007	NONMINORITY	C	FEDERAL
H341401C	ROCKBREAKERS CONTRACTING INC	\$194,500.00	2007	NONMINORITY	C	FEDERAL
H554401C	ROCKY MOUNTAIN EQUIPMENT RENTALS LLC	\$120,000.00	2006	NONMINORITY	C	FEDERAL
H341401C	ROCKY MOUNTAIN EQUIPMENT RENTALS LLC	\$130,000.00	2007	NONMINORITY	C	FEDERAL
H683001C	ROCKY MOUNTAIN EQUIPMENT RENTALS LLC	\$6,000.00	2007	NONMINORITY	C	FEDERAL
H341401C	ROCKY MOUNTAIN EQUIPMENT RENTALS LLC	\$10,400.00	2007	NONMINORITY	C	FEDERAL
H679101C	ROCKY MOUNTAIN EQUIPMENT RENTALS LLC	\$14,000.00	2006	NONMINORITY	C	FEDERAL
H636601C	ROCKY MOUNTAIN EQUIPMENT RENTALS LLC	\$56,000.00	2006	NONMINORITY	C	FEDERAL
HX17401C	RODI TRUCKING	\$11,191.00	2007	NONMINORITY	C	FEDERAL
H633601C	RONS GRADING	\$6,000.00	2007	NONMINORITY	C	FEDERAL
SS49901C	ROSENDAHL & ASSOCIATES INC	\$15,000.00	2006	NONMINORITY	C	FEDERAL
H595544C	ROSENDAHL & ASSOCIATES INC	\$30,000.00	2005	NONMINORITY	C	FEDERAL
H631001C	ROSENDAHL & ASSOCIATES INC	\$20,000.00	2005	NONMINORITY	C	FEDERAL
H525501C	ROSENDAHL & ASSOCIATES INC	\$3,000.00	2002	NONMINORITY	C	FEDERAL
H639201C	ROSENDAHL & ASSOCIATES INC	\$50,000.00	2006	NONMINORITY	C	FEDERAL
SS50001C	ROSENDAHL & ASSOCIATES INC	\$30,000.00	2006	NONMINORITY	C	FEDERAL
H434701C	ROSENDAHL & ASSOCIATES INC	\$40,430.00	2003	NONMINORITY	C	FEDERAL
H601502C	ROSENDAHL & ASSOCIATES INC	\$36,600.00	2005	NONMINORITY	C	FEDERAL
H521001C	ROSENDAHL & ASSOCIATES INC	\$101,450.00	2005	NONMINORITY	C	FEDERAL
H625901C	ROSENDAHL & ASSOCIATES INC	\$151,310.00	2004	NONMINORITY	C	FEDERAL
H670201C	ROSENDAHL & ASSOCIATES INC	\$42,600.00	2007	NONMINORITY	C	FEDERAL
H601501C	ROSENDAHL & ASSOCIATES INC	\$55,000.00	2005	NONMINORITY	C	FEDERAL
H601401C	ROSENDAHL & ASSOCIATES INC	\$73,000.00	2004	NONMINORITY	C	FEDERAL
H612701C	ROSENDAHL & ASSOCIATES INC	\$8,000.00	2005	NONMINORITY	C	FEDERAL
H540201C	ROSENDAHL & ASSOCIATES INC	\$25,000.00	2002	NONMINORITY	C	FEDERAL
H613701C	ROSENDAHL & ASSOCIATES INC	\$13,282.00	2006	NONMINORITY	C	FEDERAL
H441502C	ROSENDAHL & ASSOCIATES INC	\$133,480.00	2003	NONMINORITY	C	FEDERAL
H622801C	ROSENDAHL & ASSOCIATES INC	\$15,000.00	2006	NONMINORITY	C	FEDERAL
H503703C	ROSENDAHL & ASSOCIATES INC	\$94,000.00	2004	NONMINORITY	C	FEDERAL
H528203C	ROSENDAHL & ASSOCIATES INC	\$16,815.00	2003	NONMINORITY	C	FEDERAL
H531901C	ROSENDAHL & ASSOCIATES INC	\$9,000.00	2003	NONMINORITY	C	FEDERAL
SS44701C	ROSENDAHL & ASSOCIATES INC	\$25,800.00	2003	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H595504C	ROSENDAHL & ASSOCIATES INC	\$103,125.00	2007	NONMINORITY	C	FEDERAL
H489301C	ROSENDAHL & ASSOCIATES INC	\$48,450.00	2004	NONMINORITY	C	FEDERAL
H457303C	ROSENDAHL & ASSOCIATES INC	\$43,600.00	2002	NONMINORITY	C	FEDERAL
H595502C	ROSENDAHL & ASSOCIATES INC	\$33,800.00	2003	NONMINORITY	C	FEDERAL
H557001C	ROSENDAHL & ASSOCIATES INC	\$5,000.00	2003	NONMINORITY	C	FEDERAL
SB36501C	ROSENDAHL & ASSOCIATES INC	\$15,750.00	2003	NONMINORITY	C	FEDERAL
H595503C	ROSENDAHL & ASSOCIATES INC	\$101,755.00	2004	NONMINORITY	C	FEDERAL
SB36901C	ROSENDAHL & ASSOCIATES INC	\$15,750.00	2003	NONMINORITY	C	FEDERAL
H458201C	ROSENDAHL & ASSOCIATES INC	\$193,365.00	2005	NONMINORITY	C	FEDERAL
H614301C	ROSENDAHL & ASSOCIATES INC	\$20,500.00	2005	NONMINORITY	C	FEDERAL
H644001C	ROSENDAHL & ASSOCIATES INC	\$37,000.00	2006	NONMINORITY	C	FEDERAL
H468101C	ROSENDAHL & ASSOCIATES INC	\$90,630.00	2003	NONMINORITY	C	FEDERAL
H447201C	ROY HAUGHT EXCAVATING INC	\$49,950.00	2002	HISPANIC AMERICAN	C	FEDERAL
SS50001C	ROYAL SIGN COMPANY INC	\$19,075.00	2006	NONMINORITY	C	FEDERAL
H550601C	ROYDEN CONSTRUCTION CO	\$195,048.00	2003	NONMINORITY	C	FEDERAL
H576801C	ROYDEN CONSTRUCTION CO	\$602,784.00	2004	NONMINORITY	C	FEDERAL
H538101C	ROYDEN CONSTRUCTION CO	\$375,998.00	2004	NONMINORITY	C	FEDERAL
H601502C	ROYDEN CONSTRUCTION CO	\$145,000.00	2005	NONMINORITY	C	FEDERAL
SB40701C	ROYDEN CONSTRUCTION CO	\$90,720.00	2003	NONMINORITY	C	FEDERAL
H706001C	ROYDEN CONSTRUCTION CO	\$1,383,340.00	2007	NONMINORITY	C	FEDERAL
H670201C	ROYDEN CONSTRUCTION CO	\$100,872.00	2007	NONMINORITY	C	FEDERAL
H601501C	ROYDEN CONSTRUCTION CO	\$173,724.00	2005	NONMINORITY	C	FEDERAL
SB36101C	ROYDEN CONSTRUCTION CO	\$92,565.00	2003	NONMINORITY	C	FEDERAL
H463601C	ROYDEN CONSTRUCTION CO	\$131,360.00	2002	NONMINORITY	C	FEDERAL
H516301C	ROYDEN CONSTRUCTION CO	\$183,000.00	2003	NONMINORITY	C	FEDERAL
SB36901C	ROYDEN CONSTRUCTION CO	\$61,410.50	2003	NONMINORITY	C	FEDERAL
H595502C	ROYDEN CONSTRUCTION CO	\$157,797.00	2003	NONMINORITY	C	FEDERAL
H468101C	ROYDEN CONSTRUCTION CO	\$28,340.00	2003	NONMINORITY	C	FEDERAL
H510601C	ROYDEN CONSTRUCTION CO	\$965,991.00	2006	NONMINORITY	C	FEDERAL
H578201C	ROYDEN CONSTRUCTION CO	\$5,051,488.50	2006	NONMINORITY	C	FEDERAL
H664901C	ROYDEN CONSTRUCTION CO	\$464,553.00	2006	NONMINORITY	C	FEDERAL
H463801C	ROYDEN CONSTRUCTION CO	\$152,542.00	2002	NONMINORITY	C	FEDERAL
H341401C	ROYDEN CONSTRUCTION CO	\$342,760.00	2007	NONMINORITY	C	FEDERAL
H617801C	ROYDEN CONSTRUCTION CO	\$2,634,396.00	2007	NONMINORITY	C	FEDERAL
H610001C	ROYDEN CONSTRUCTION CO	\$1,011,810.00	2003	NONMINORITY	C	FEDERAL
H497201C	ROYDEN CONSTRUCTION CO	\$255,060.00	2003	NONMINORITY	C	FEDERAL
H615501C	ROYDEN CONSTRUCTION CO	\$129,102.50	2006	NONMINORITY	C	FEDERAL
H407601C	ROYDEN CONSTRUCTION CO	\$1,949,585.00	2004	NONMINORITY	C	FEDERAL
H554401C	ROYDEN CONSTRUCTION CO	\$635,965.00	2006	NONMINORITY	C	FEDERAL
H511801C	ROYDEN CONSTRUCTION CO	\$549,953.00	2005	NONMINORITY	C	FEDERAL
H463301C	ROYDEN CONSTRUCTION CO	\$152,542.00	2002	NONMINORITY	C	FEDERAL
H510401C	ROYDEN CONSTRUCTION CO	\$592,936.00	2005	NONMINORITY	C	FEDERAL
H529901C	RST LAND SURVEYING INC	\$425,000.00	2002	NONMINORITY	C	FEDERAL
H538101C	RST LAND SURVEYING INC	\$440,000.00	2004	NONMINORITY	C	FEDERAL
H591101C	RST LAND SURVEYING INC	\$425,000.00	2005	NONMINORITY	C	FEDERAL
SB40701C	RST LAND SURVEYING INC	\$9,000.00	2003	NONMINORITY	C	FEDERAL
H584501C	RST LAND SURVEYING INC	\$15,000.00	2005	NONMINORITY	C	FEDERAL
H649301C	RST LAND SURVEYING INC	\$50,000.00	2006	NONMINORITY	C	FEDERAL
H582301C	RST LAND SURVEYING INC	\$5,000.00	2002	NONMINORITY	C	FEDERAL
H637103C	RST LAND SURVEYING INC	\$8,350.00	2004	NONMINORITY	C	FEDERAL
H661501C	RST LAND SURVEYING INC	\$4,733.00	2007	NONMINORITY	C	FEDERAL
H610001C	RST LAND SURVEYING INC	\$850,000.00	2003	NONMINORITY	C	FEDERAL
H664901C	RUGERS H20 TRUCKING LLC	\$150,000.00	2006	NONMINORITY	C	FEDERAL
H608201C	RURAL ELECTRIC INC	\$118,000.00	2007	NONMINORITY WOMEN	C	FEDERAL
H436701C	RURAL ELECTRIC INC	\$119,616.16	2004	NONMINORITY WOMEN	C	FEDERAL
H660301C	S & B INSTALLATION LLC	\$35,567.00	2007	NONMINORITY	C	FEDERAL
H659001C	S & B INSTALLATION LLC	\$17,160.00	2006	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
SS53401C	S C LEGACY CONTRACTING LLC	\$211,378.20	2007	NONMINORITY	C	FEDERAL
H447201C	S J A INC DBA ANDERSON DRILLING	\$185,880.00	2002	NONMINORITY	C	FEDERAL
H210701C	S M PAINTING CO INC	\$36,183.00	2005	NONMINORITY	C	FEDERAL
H610001C	S O S EXTERMINATING INC	\$25,460.00	2003	NONMINORITY	C	FEDERAL
H497201C	S W C A ENVIRONMENTAL CONSULTANTS	\$17,752.08	2003	NONMINORITY	C	FEDERAL
H605101C	S W P P P CONSULTANTS	\$12,500.00	2006	NONMINORITY	C	FEDERAL
H599901C	S W P P SOLUTIONS LLC	\$2,250.00	2007	NONMINORITY	C	FEDERAL
H633401C	S W P P SOLUTIONS LLC	\$2,250.00	2007	NONMINORITY	C	FEDERAL
H313502C	SABINO ELECTRIC	\$9,240.00	2003	NONMINORITY	C	FEDERAL
H601502C	SAFETY CONTROL CO INC	\$10,608.00	2005	NONMINORITY	C	FEDERAL
H434701C	SAFETY CONTROL CO INC	\$113,114.00	2003	NONMINORITY	C	FEDERAL
H502801C	SAFETY CONTROL CO INC	\$25,120.00	2003	NONMINORITY	C	FEDERAL
H436701C	SAFETY CONTROL CO INC	\$9,300.00	2004	NONMINORITY	C	FEDERAL
H555601C	SAFETY CONTROL CO INC	\$11,600.00	2003	NONMINORITY	C	FEDERAL
H556501C	SAFETY CONTROL CO INC	\$5,537.50	2003	NONMINORITY	C	FEDERAL
H601501C	SAFETY CONTROL CO INC	\$21,001.00	2005	NONMINORITY	C	FEDERAL
H552901C	SAFETY CONTROL CO INC	\$28,545.68	2004	NONMINORITY	C	FEDERAL
H625901C	SAFETY CONTROL CO INC	\$15,612.90	2004	NONMINORITY	C	FEDERAL
H591301C	SAFETY CONTROL CO INC	\$57,667.80	2004	NONMINORITY	C	FEDERAL
SH28101C	SAGUARO SPECIALTIES LLC	\$42,609.50	2007	NONMINORITY	C	FEDERAL
H585201C	SAGUARO TRUCKING CO INC	\$11,840.00	2005	NONMINORITY WOMEN	C	FEDERAL
H528206C	SAGUARO TRUCKING CO INC	\$105,512.00	2006	NONMINORITY WOMEN	C	FEDERAL
H466501C	SAGUARO TRUCKING CO INC	\$11,840.00	2005	NONMINORITY WOMEN	C	FEDERAL
H434701C	SAGUARO TRUCKING CO INC	\$38,160.00	2003	NONMINORITY WOMEN	C	FEDERAL
H613701C	SAGUARO TRUCKING CO INC	\$61,446.00	2006	NONMINORITY WOMEN	C	FEDERAL
H595508C	SAV ON FENCE CO INC	\$143,786.26	2005	NONMINORITY	C	FEDERAL
H667001C	SECURITY FENCE OF ARIZONA INC	\$237,160.45	2007	NONMINORITY	C	FEDERAL
H643401C	SECURITY FENCE OF ARIZONA INC	\$355,914.02	2007	NONMINORITY	C	FEDERAL
H601502C	SERRANO PAINTING INC	\$5,335.00	2005	HISPANIC AMERICAN	C	FEDERAL
H568603C	SERRANO PAINTING INC	\$180,412.87	2004	HISPANIC AMERICAN	C	FEDERAL
H578201C	SERRANO PAINTING INC	\$267,900.00	2006	HISPANIC AMERICAN	C	FEDERAL
H643401C	SERRANO PAINTING INC	\$645,078.00	2007	HISPANIC AMERICAN	C	FEDERAL
H529901C	SERRANO PAINTING INC	\$88,665.00	2002	HISPANIC AMERICAN	C	FEDERAL
H601501C	SERRANO PAINTING INC	\$17,400.00	2005	HISPANIC AMERICAN	C	FEDERAL
H560101C	SERRANO PAINTING INC	\$34,435.00	2004	HISPANIC AMERICAN	C	FEDERAL
H463801C	SERRANO PAINTING INC	\$19,884.06	2002	HISPANIC AMERICAN	C	FEDERAL
H610001C	SERRANO PAINTING INC	\$603,821.02	2003	HISPANIC AMERICAN	C	FEDERAL
H538101C	SERRANO PAINTING INC	\$213,425.00	2004	HISPANIC AMERICAN	C	FEDERAL
H591001C	SERRANO PAINTING INC	\$79,729.12	2003	HISPANIC AMERICAN	C	FEDERAL
H568604C	SERRANO PAINTING INC	\$255,006.04	2005	HISPANIC AMERICAN	C	FEDERAL
H592401C	SERRANO PAINTING INC	\$17,950.00	2005	HISPANIC AMERICAN	C	FEDERAL
H563901C	SERRANO PAINTING INC	\$8,984.56	2003	HISPANIC AMERICAN	C	FEDERAL
H591301C	SERRANO PAINTING INC	\$111,780.00	2004	HISPANIC AMERICAN	C	FEDERAL
H534801C	SERRANO PAINTING INC	\$39,137.00	2003	HISPANIC AMERICAN	C	FEDERAL
H319003C	SERRANO PAINTING INC	\$109,230.45	2002	HISPANIC AMERICAN	C	FEDERAL
H591501C	SERRANO PAINTING INC	\$155,500.00	2004	HISPANIC AMERICAN	C	FEDERAL
H407601C	SERRANO PAINTING INC	\$54,835.00	2004	HISPANIC AMERICAN	C	FEDERAL
H425601C	SERRANO PAINTING INC	\$21,135.00	2003	HISPANIC AMERICAN	C	FEDERAL
H466203C	SERRANO PAINTING INC	\$17,100.00	2007	HISPANIC AMERICAN	C	FEDERAL
H516301C	SERRANO PAINTING INC	\$35,705.00	2003	HISPANIC AMERICAN	C	FEDERAL
H463301C	SERRANO PAINTING INC	\$19,884.06	2002	HISPANIC AMERICAN	C	FEDERAL
H463201C	SERRANO PAINTING INC	\$19,884.06	2002	HISPANIC AMERICAN	C	FEDERAL
H468101C	SERRANO PAINTING INC	\$24,330.00	2003	HISPANIC AMERICAN	C	FEDERAL
H664901C	SERRANO PAINTING INC	\$193,423.75	2006	HISPANIC AMERICAN	C	FEDERAL
H578301C	SERRANO PAINTING INC	\$200,037.65	2006	HISPANIC AMERICAN	C	FEDERAL
H664901C	SHAWN ANDERSON GRADING LLC	\$15,750.00	2006	NONMINORITY	C	FEDERAL
H521001C	SHOTCRETE ENTERPRISES INC	\$127,114.70	2005	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H563901C	SHOTCRETE SPECIALTIES INC	\$116,874.50	2003	NONMINORITY WOMEN	C	FEDERAL
H644001C	SHOTCRETE SPECIALTIES INC	\$79,036.02	2006	NONMINORITY WOMEN	C	FEDERAL
H664901C	SHOTCRETE SPECIALTIES INC	\$194,986.95	2006	NONMINORITY WOMEN	C	FEDERAL
H541701C	SHOTCRETE SPECIALTIES INC	\$13,090.61	2003	NONMINORITY WOMEN	C	FEDERAL
H569001C	SHOTCRETE SPECIALTIES INC	\$6,227.46	2003	NONMINORITY WOMEN	C	FEDERAL
H610001C	SHOTCRETE SPECIALTIES INC	\$38,901.50	2003	NONMINORITY WOMEN	C	FEDERAL
H549401C	SHOTCRETE SPECIALTIES INC	\$122,885.20	2004	NONMINORITY WOMEN	C	FEDERAL
H586301C	SHOW LOW CONSTRUCTION INC	\$8,000.00	2004	NONMINORITY	C	FEDERAL
H586001C	SHOW LOW CONSTRUCTION INC	\$6,000.00	2004	NONMINORITY	C	FEDERAL
H210701C	SHOW LOW DRYWALL	\$25,269.00	2005	NONMINORITY	C	FEDERAL
H584401C	SIERRA BLANCA HAULING LLC	\$15,600.00	2005	NONMINORITY	C	FEDERAL
H444401C	SIERRITA MINING & RANCHING CO	\$6,000.00	2002	NONMINORITY	C	FEDERAL
H578101C	SILBERCOM TRUCKING INC	\$100,640.00	2004	NONMINORITY	C	FEDERAL
H614101C	SILVER CREEK SAW AND SEAL LLC	\$3,300.00	2005	NONMINORITY	C	FEDERAL
HX16101C	SINAGUA PAVING INC	\$11,544.50	2005	NONMINORITY	C	FEDERAL
H681601C	SLADE ENTERPRISES LLC	\$9,600.00	2007	NONMINORITY	C	FEDERAL
H572201C	SOUTHWEST CONCRETE CONSTRUCTION	\$108,025.00	2002	NONMINORITY	C	FEDERAL
H463501C	SOUTHWEST CONCRETE CONSTRUCTION	\$18,030.00	2002	NONMINORITY	C	FEDERAL
H375301C	SOUTHWEST CONCRETE CONSTRUCTION	\$26,646.00	2002	NONMINORITY	C	FEDERAL
H410401C	SOUTHWEST CONCRETE CONSTRUCTION	\$15,280.00	2002	NONMINORITY	C	FEDERAL
H524801C	SOUTHWEST CONCRETE CONSTRUCTION	\$15,562.50	2002	NONMINORITY	C	FEDERAL
H643401C	SOUTHWEST ENVIROSCAPES INC	\$2,765,335.65	2007	NONMINORITY	C	FEDERAL
SS50001C	SOUTHWEST GROUND CONTROL LLC	\$500.00	2006	NONMINORITY	C	FEDERAL
H573801C	SOUTHWEST GROUND CONTROL LLC	\$3,600.00	2003	NONMINORITY	C	FEDERAL
H458401C	SOUTHWEST HAZARD CONTROL INC	\$2,375.00	2006	NONMINORITY	C	FEDERAL
H610001C	SOUTHWEST INDUSTRIAL RIGGING	\$57,500.00	2003	NONMINORITY	C	FEDERAL
H545501C	SOUTHWEST ROCK PRODUCTS LLC	\$428,666.00	2006	NONMINORITY	C	FEDERAL
H545501C	SOUTHWEST ROCK PRODUCTS LLC	\$428,666.00	2006	NONMINORITY	C	FEDERAL
SH27801C	SOUTHWEST SLURRY SEAL INC	\$35,326.08	2004	NONMINORITY	C	FEDERAL
H659301C	SOUTHWEST SLURRY SEAL INC	\$16,250.00	2007	NONMINORITY	C	FEDERAL
H589801C	SOUTHWEST SLURRY SEAL INC	\$65,400.66	2003	NONMINORITY	C	FEDERAL
H610001C	SOUTHWEST SLURRY SEAL INC	\$8,772.00	2003	NONMINORITY	C	FEDERAL
H527701C	SPEC INTERNATIONAL INC	\$9,985.00	2002	NONMINORITY	C	FEDERAL
H503703C	SPEC INTERNATIONAL INC	\$109,690.00	2004	NONMINORITY	C	FEDERAL
H649301C	SPEC INTERNATIONAL INC	\$8,373.00	2006	NONMINORITY	C	FEDERAL
H375301C	SPEC INTERNATIONAL INC	\$8,470.00	2002	NONMINORITY	C	FEDERAL
H524301C	SPEC INTERNATIONAL INC	\$39,015.00	2002	NONMINORITY	C	FEDERAL
H586301C	SPEC INTERNATIONAL INC	\$11,179.00	2004	NONMINORITY	C	FEDERAL
H614901C	SPEC INTERNATIONAL INC	\$45,012.00	2005	NONMINORITY	C	FEDERAL
H466501C	SPEC INTERNATIONAL INC	\$7,668.00	2005	NONMINORITY	C	FEDERAL
H355201C	SPEC INTERNATIONAL INC	\$9,882.00	2004	NONMINORITY	C	FEDERAL
H585201C	SPEC INTERNATIONAL INC	\$7,668.00	2005	NONMINORITY	C	FEDERAL
H611501C	SPEC INTERNATIONAL INC	\$62,995.00	2004	NONMINORITY	C	FEDERAL
H543101C	SPEC INTERNATIONAL INC	\$9,138.00	2004	NONMINORITY	C	FEDERAL
SB36401C	SPEC INTERNATIONAL INC	\$11,670.00	2004	NONMINORITY	C	FEDERAL
H584901C	SPEC INTERNATIONAL INC	\$25,392.00	2004	NONMINORITY	C	FEDERAL
H586001C	SPEC INTERNATIONAL INC	\$7,938.00	2004	NONMINORITY	C	FEDERAL
H601401C	SPEC INTERNATIONAL INC	\$52,480.00	2004	NONMINORITY	C	FEDERAL
H591601C	SPEC INTERNATIONAL INC	\$11,598.00	2004	NONMINORITY	C	FEDERAL
H453501C	SPEC INTERNATIONAL INC	\$4,645.00	2003	NONMINORITY	C	FEDERAL
SB36701C	SPEC INTERNATIONAL INC	\$3,415.00	2004	NONMINORITY	C	FEDERAL
SB36901C	SPEC INTERNATIONAL INC	\$4,526.00	2003	NONMINORITY	C	FEDERAL
H556901C	SPEC INTERNATIONAL INC	\$12,376.00	2003	NONMINORITY	C	FEDERAL
SH27301C	SPEC INTERNATIONAL INC	\$11,670.00	2004	NONMINORITY	C	FEDERAL
H587601C	SPEC INTERNATIONAL INC	\$5,475.00	2002	NONMINORITY	C	FEDERAL
H463901C	SPEC INTERNATIONAL INC	\$4,596.80	2003	NONMINORITY	C	FEDERAL
H613301C	SPEC INTERNATIONAL INC	\$11,440.00	2005	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H561401C	SPEC INTERNATIONAL INC	\$7,008.00	2004	NONMINORITY	C	FEDERAL
H586401C	SPEC INTERNATIONAL INC	\$18,590.00	2002	NONMINORITY	C	FEDERAL
H516301C	SPEC INTERNATIONAL INC	\$59,840.00	2003	NONMINORITY	C	FEDERAL
H612801C	SPEC INTERNATIONAL INC	\$4,562.50	2005	NONMINORITY	C	FEDERAL
H502801C	SPEC INTERNATIONAL INC	\$16,968.00	2003	NONMINORITY	C	FEDERAL
H556101C	SPEC INTERNATIONAL INC	\$42,175.00	2003	NONMINORITY	C	FEDERAL
H319003C	SPECIALIZED SERVICES CO	\$213,041.00	2002	NONMINORITY	C	FEDERAL
H591501C	SPECIALIZED SERVICES CO	\$50,910.00	2004	NONMINORITY	C	FEDERAL
H529901C	SPECIALIZED SERVICES CO	\$216,090.00	2002	NONMINORITY	C	FEDERAL
H434701C	SPECIALIZED SERVICES CO	\$9,800.00	2003	NONMINORITY	C	FEDERAL
H578301C	SPECIALIZED SERVICES CO	\$128,510.00	2006	NONMINORITY	C	FEDERAL
H578201C	SPECIALIZED SERVICES CO	\$221,480.00	2006	NONMINORITY	C	FEDERAL
H538101C	SPECIALIZED SERVICES CO	\$246,013.00	2004	NONMINORITY	C	FEDERAL
H591101C	SPECIALIZED SERVICES CO	\$127,810.00	2005	NONMINORITY	C	FEDERAL
H591301C	SPECIALIZED SERVICES CO	\$132,004.00	2004	NONMINORITY	C	FEDERAL
H610001C	SPECIALIZED SERVICES CO	\$4,500.00	2003	NONMINORITY	C	FEDERAL
H578101C	SPECIALIZED SERVICES CO	\$14,400.00	2004	NONMINORITY	C	FEDERAL
H655601C	SPECIALIZED SERVICES CO	\$48,212.00	2005	NONMINORITY	C	FEDERAL
H568604C	SPECIALIZED SERVICES CO	\$97,936.00	2005	NONMINORITY	C	FEDERAL
H532801C	SPECIALIZED SERVICES CO	\$69,269.00	2002	NONMINORITY	C	FEDERAL
H407601C	SPEEDIE & ASSOC INC	\$31,475.00	2004	HISPANIC AMERICAN	C	FEDERAL
H586401C	SPEEDIE & ASSOC INC	\$3,662.50	2002	HISPANIC AMERICAN	C	FEDERAL
H524601C	SPEEDIE & ASSOC INC	\$33,805.00	2003	HISPANIC AMERICAN	C	FEDERAL
H502501C	SPEEDIE & ASSOC INC	\$116,450.00	2002	HISPANIC AMERICAN	C	FEDERAL
H463201C	SPEEDIE & ASSOC INC	\$11,200.00	2002	HISPANIC AMERICAN	C	FEDERAL
H557001C	SPEEDIE & ASSOC INC	\$5,320.00	2003	HISPANIC AMERICAN	C	FEDERAL
H460401C	SPEEDIE & ASSOC INC	\$60,000.00	2003	HISPANIC AMERICAN	C	FEDERAL
H610401C	SPEEDIE & ASSOC INC	\$4,200.00	2003	HISPANIC AMERICAN	C	FEDERAL
H617801C	SPEEDIE & ASSOC INC	\$245,600.00	2007	HISPANIC AMERICAN	C	FEDERAL
H564201C	SPEEDIE & ASSOC INC	\$80,000.00	2003	HISPANIC AMERICAN	C	FEDERAL
H559701C	SPEEDIE & ASSOC INC	\$24,350.00	2002	HISPANIC AMERICAN	C	FEDERAL
H502801C	SPEEDIE & ASSOC INC	\$72,000.00	2003	HISPANIC AMERICAN	C	FEDERAL
H555701C	SPEEDIE & ASSOC INC	\$18,275.00	2003	HISPANIC AMERICAN	C	FEDERAL
H636301C	SPEEDIE & ASSOC INC	\$31,000.00	2006	HISPANIC AMERICAN	C	FEDERAL
H585101C	SPEEDIE & ASSOC INC	\$67,600.00	2005	HISPANIC AMERICAN	C	FEDERAL
H463301C	SPEEDIE & ASSOC INC	\$11,200.00	2002	HISPANIC AMERICAN	C	FEDERAL
H526401C	SPEEDIE & ASSOC INC	\$18,190.00	2002	HISPANIC AMERICAN	C	FEDERAL
H510601C	SPEEDIE & ASSOC INC	\$5,000.00	2006	HISPANIC AMERICAN	C	FEDERAL
H563901C	SPEEDIE & ASSOC INC	\$70,000.00	2003	HISPANIC AMERICAN	C	FEDERAL
H319003C	SPEEDIE & ASSOC INC	\$189,644.00	2002	HISPANIC AMERICAN	C	FEDERAL
H591601C	SPEEDIE & ASSOC INC	\$35,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
H639201C	SPEEDIE & ASSOC INC	\$51,850.00	2006	HISPANIC AMERICAN	C	FEDERAL
H556901C	SPEEDIE & ASSOC INC	\$18,765.00	2003	HISPANIC AMERICAN	C	FEDERAL
H578201C	SPEEDIE & ASSOC INC	\$546,610.00	2006	HISPANIC AMERICAN	C	FEDERAL
H555801C	SPEEDIE & ASSOC INC	\$8,400.00	2004	HISPANIC AMERICAN	C	FEDERAL
H556201C	SPEEDIE & ASSOC INC	\$10,830.00	2003	HISPANIC AMERICAN	C	FEDERAL
H613901C	SPEEDIE & ASSOC INC	\$105,000.00	2005	HISPANIC AMERICAN	C	FEDERAL
H528501C	SPEEDIE & ASSOC INC	\$28,040.00	2002	HISPANIC AMERICAN	C	FEDERAL
H613301C	SPEEDIE & ASSOC INC	\$39,750.00	2005	HISPANIC AMERICAN	C	FEDERAL
H555901C	SPEEDIE & ASSOC INC	\$20,000.00	2002	HISPANIC AMERICAN	C	FEDERAL
SB40701C	SPEEDIE & ASSOC INC	\$16,500.00	2003	HISPANIC AMERICAN	C	FEDERAL
H526901C	SPEEDIE & ASSOC INC	\$44,465.00	2002	HISPANIC AMERICAN	C	FEDERAL
H458401C	SPEEDIE & ASSOC INC	\$250,000.00	2006	HISPANIC AMERICAN	C	FEDERAL
SS50901C	SPEEDIE & ASSOC INC	\$15,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
H612701C	SPEEDIE & ASSOC INC	\$39,400.00	2005	HISPANIC AMERICAN	C	FEDERAL
H576801C	SPEEDIE & ASSOC INC	\$10,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
H529901C	SPEEDIE & ASSOC INC	\$325,000.00	2002	HISPANIC AMERICAN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H463501C	SPEEDIE & ASSOC INC	\$5,600.00	2002	HISPANIC AMERICAN	C	FEDERAL
H584701C	SPEEDIE & ASSOC INC	\$92,450.00	2004	HISPANIC AMERICAN	C	FEDERAL
H554401C	SPEEDIE & ASSOC INC	\$288,000.00	2006	HISPANIC AMERICAN	C	FEDERAL
H578301C	SPEEDIE & ASSOC INC	\$229,850.00	2006	HISPANIC AMERICAN	C	FEDERAL
H521001C	SPEEDIE & ASSOC INC	\$57,600.00	2005	HISPANIC AMERICAN	C	FEDERAL
H503706C	SPEEDIE & ASSOC INC	\$60,000.00	2005	HISPANIC AMERICAN	C	FEDERAL
H434701C	SPEEDIE & ASSOC INC	\$48,000.00	2003	HISPANIC AMERICAN	C	FEDERAL
H615101C	SPEEDIE & ASSOC INC	\$33,550.00	2005	HISPANIC AMERICAN	C	FEDERAL
H611501C	SPEEDIE & ASSOC INC	\$30,300.00	2004	HISPANIC AMERICAN	C	FEDERAL
H644001C	SPEEDIE & ASSOC INC	\$65,000.00	2006	HISPANIC AMERICAN	C	FEDERAL
H463601C	SPEEDIE & ASSOC INC	\$5,600.00	2002	HISPANIC AMERICAN	C	FEDERAL
H636301C	SPEEDIE & ASSOC INC	\$31,000.00	2006	HISPANIC AMERICAN	C	FEDERAL
H583901C	SPEEDIE & ASSOC INC	\$23,300.00	2004	HISPANIC AMERICAN	C	FEDERAL
SS57301C	SPEEDIE & ASSOC INC	\$16,000.00	2006	HISPANIC AMERICAN	C	FEDERAL
H537002C	SPEEDIE & ASSOC INC	\$7,200.00	2004	HISPANIC AMERICAN	C	FEDERAL
H706001C	SPEEDIE & ASSOC INC	\$175,050.00	2007	HISPANIC AMERICAN	C	FEDERAL
H584401C	SPEEDIE & ASSOC INC	\$14,025.00	2005	HISPANIC AMERICAN	C	FEDERAL
H683001C	SPEEDIE & ASSOC INC	\$26,000.00	2007	HISPANIC AMERICAN	C	FEDERAL
H572201C	SPEEDIE & ASSOC INC	\$21,860.00	2002	HISPANIC AMERICAN	C	FEDERAL
H612801C	SPEEDIE & ASSOC INC	\$4,500.00	2005	HISPANIC AMERICAN	C	FEDERAL
H524301C	SPEEDIE & ASSOC INC	\$13,000.00	2002	HISPANIC AMERICAN	C	FEDERAL
H560101C	SPRAY SYSTEMS ENVIRONMENTAL	\$3,384.50	2004	NONMINORITY	C	FEDERAL
SS53401C	SPRAY SYSTEMS ENVIRONMENTAL	\$35,775.00	2007	NONMINORITY	C	FEDERAL
H510601C	SPRAY SYSTEMS ENVIRONMENTAL	\$2,750.00	2006	NONMINORITY	C	FEDERAL
H210701C	SPRAY SYSTEMS OF ARIZONA INC DBA SPRAY SYSTEMS ENVIRONMENTAL	\$3,512.00	2005	NONMINORITY	C	FEDERAL
H556301C	STANTEC CONSULTING INC	\$11,825.00	2004	NONMINORITY	C	FEDERAL
H453501C	STANTEC CONSULTING INC	\$21,000.00	2003	NONMINORITY	C	FEDERAL
H303802C	STANTEC CONSULTING INC	\$180,000.00	2002	NONMINORITY	C	FEDERAL
H610401C	STANTEC CONSULTING INC	\$4,000.00	2003	NONMINORITY	C	FEDERAL
SL46601C	STANTEC CONSULTING INC	\$7,085.00	2003	NONMINORITY	C	FEDERAL
H556001C	STANTEC CONSULTING INC	\$8,203.00	2003	NONMINORITY	C	FEDERAL
H510401C	STANTEC CONSULTING INC	\$193,000.00	2005	NONMINORITY	C	FEDERAL
H633401C	STANTEC CONSULTING INC	\$20,000.00	2007	NONMINORITY	C	FEDERAL
H528206C	STANTEC CONSULTING INC	\$13,000.00	2006	NONMINORITY	C	FEDERAL
H600001C	STANTEC CONSULTING INC	\$35,750.00	2004	NONMINORITY	C	FEDERAL
SS50901C	STANTEC CONSULTING INC	\$33,784.00	2004	NONMINORITY	C	FEDERAL
H319003C	STANTEC CONSULTING INC	\$740,000.00	2002	NONMINORITY	C	FEDERAL
H556101C	STANTEC CONSULTING INC	\$15,875.00	2003	NONMINORITY	C	FEDERAL
H525901C	STANTEC CONSULTING INC	\$21,540.00	2002	NONMINORITY	C	FEDERAL
H643401C	STANTEC CONSULTING INC	\$5,800.00	2007	NONMINORITY	C	FEDERAL
H599901C	STANTEC CONSULTING INC	\$20,000.00	2007	NONMINORITY	C	FEDERAL
H611501C	STARTANGLE LLC	\$27,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H497201C	STARTANGLE LLC	\$85,975.92	2003	NONMINORITY WOMEN	C	FEDERAL
H556401C	STARTANGLE LLC	\$18,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H210701C	STINGER WELDING INC	\$114,451.50	2005	NONMINORITY	C	FEDERAL
H407601C	STINGER WELDING INC	\$40,550.00	2004	NONMINORITY	C	FEDERAL
H648201C	STINGER WELDING INC	\$398,797.50	2005	NONMINORITY	C	FEDERAL
H591601C	STINGER WELDING INC	\$37,221.00	2004	NONMINORITY	C	FEDERAL
H612201C	STINGER WELDING INC	\$25,437.50	2003	NONMINORITY	C	FEDERAL
H584401C	STINGER WELDING INC	\$77,736.53	2005	NONMINORITY	C	FEDERAL
H610001C	STINGER WELDING INC	\$626,060.00	2003	NONMINORITY	C	FEDERAL
H595544C	STINGER WELDING INC	\$5,525.00	2005	NONMINORITY	C	FEDERAL
H458201C	STINGER WELDING INC	\$329,509.60	2005	NONMINORITY	C	FEDERAL
H591101C	STINGER WELDING INC	\$235,000.00	2005	NONMINORITY	C	FEDERAL
H615501C	STINGER WELDING INC	\$21,900.00	2006	NONMINORITY	C	FEDERAL
H646301C	STINGER WELDING INC	\$6,720.00	2004	NONMINORITY	C	FEDERAL
H537002C	STINGER WELDING INC	\$504,914.00	2004	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H637102C	STINGER WELDING INC	\$166,478.90	2004	NONMINORITY	C	FEDERAL
H563901C	STINGER WELDING INC	\$35,603.00	2003	NONMINORITY	C	FEDERAL
H319003C	STINGER WELDING INC	\$87,400.00	2002	NONMINORITY	C	FEDERAL
H637001C	STINGER WELDING INC	\$82,875.00	2007	NONMINORITY	C	FEDERAL
H625901C	STINGER WELDING INC	\$1,183,758.23	2004	NONMINORITY	C	FEDERAL
H637101C	STINGER WELDING INC	\$102,704.82	2003	NONMINORITY	C	FEDERAL
H639201C	STINGER WELDING INC	\$466,199.20	2006	NONMINORITY	C	FEDERAL
H624401C	STINGER WELDING INC	\$212,000.00	2005	NONMINORITY	C	FEDERAL
H637103C	STINGER WELDING INC	\$426,531.50	2004	NONMINORITY	C	FEDERAL
H615101C	STINGER WELDING INC	\$44,984.90	2005	NONMINORITY	C	FEDERAL
H605301C	STINGER WELDING INC	\$51,500.00	2005	NONMINORITY	C	FEDERAL
H595502C	STODGHILL TRUCKING INC	\$119,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H483102C	STODGHILL TRUCKING INC	\$98,003.79	2002	NONMINORITY WOMEN	C	FEDERAL
H502501C	STODGHILL TRUCKING INC	\$136,400.00	2002	NONMINORITY WOMEN	C	FEDERAL
H635401C	STODGHILL TRUCKING INC	\$4,650.00	2006	NONMINORITY WOMEN	C	FEDERAL
H584701C	STODGHILL TRUCKING INC	\$125,759.00	2004	NONMINORITY WOMEN	C	FEDERAL
HX16101C	STODGHILL TRUCKING INC	\$3,996.00	2005	NONMINORITY WOMEN	C	FEDERAL
H612801C	STODGHILL TRUCKING INC	\$99,400.00	2005	NONMINORITY WOMEN	C	FEDERAL
H556901C	STODGHILL TRUCKING INC	\$70,200.00	2003	NONMINORITY WOMEN	C	FEDERAL
H613301C	STODGHILL TRUCKING INC	\$382,275.00	2005	NONMINORITY WOMEN	C	FEDERAL
H559701C	STODGHILL TRUCKING INC	\$74,287.00	2002	NONMINORITY WOMEN	C	FEDERAL
H614201C	STODGHILL TRUCKING INC	\$80,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H555701C	STODGHILL TRUCKING INC	\$9,450.00	2003	NONMINORITY WOMEN	C	FEDERAL
H581701C	STODGHILL TRUCKING INC	\$308,835.61	2005	NONMINORITY WOMEN	C	FEDERAL
H584401C	STODGHILL TRUCKING INC	\$95,200.00	2005	NONMINORITY WOMEN	C	FEDERAL
H585501C	STODGHILL TRUCKING INC	\$30,820.00	2004	NONMINORITY WOMEN	C	FEDERAL
H524601C	STODGHILL TRUCKING INC	\$66,004.00	2003	NONMINORITY WOMEN	C	FEDERAL
H614101C	STODGHILL TRUCKING INC	\$17,280.00	2005	NONMINORITY WOMEN	C	FEDERAL
H525001C	STODGHILL TRUCKING INC	\$17,280.00	2005	NONMINORITY WOMEN	C	FEDERAL
H612701C	STODGHILL TRUCKING INC	\$70,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H556201C	STODGHILL TRUCKING INC	\$143,960.00	2003	NONMINORITY WOMEN	C	FEDERAL
H457303C	STODGHILL TRUCKING INC	\$239,000.00	2002	NONMINORITY WOMEN	C	FEDERAL
H615501C	STODGHILL TRUCKING INC	\$178,100.00	2006	NONMINORITY WOMEN	C	FEDERAL
H585601C	STODGHILL TRUCKING INC	\$13,400.00	2004	NONMINORITY WOMEN	C	FEDERAL
H552901C	STODGHILL TRUCKING INC	\$38,207.00	2004	NONMINORITY WOMEN	C	FEDERAL
H447201C	STODGHILL TRUCKING INC	\$3,900.00	2002	NONMINORITY WOMEN	C	FEDERAL
H407601C	STODGHILL TRUCKING INC	\$25,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H595501C	STODGHILL TRUCKING INC	\$10,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H611501C	STODGHILL TRUCKING INC	\$75,400.00	2004	NONMINORITY WOMEN	C	FEDERAL
H416001C	STODGHILL TRUCKING INC	\$120,000.00	2003	NONMINORITY WOMEN	C	FEDERAL
H556401C	STODGHILL TRUCKING INC	\$37,330.00	2003	NONMINORITY WOMEN	C	FEDERAL
H527901C	STODGHILL TRUCKING INC	\$60,202.00	2002	NONMINORITY WOMEN	C	FEDERAL
H503703C	STRAIGHTLINE UTILITIES LLC	\$181,898.20	2004	NONMINORITY	C	FEDERAL
H554401C	STRAIGHTLINE UTILITIES LLC	\$312,436.50	2006	NONMINORITY	C	FEDERAL
H568604C	STRUCTURAL GRACE INC	\$735,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H706001C	STRUCTURAL GRACE INC	\$210,000.00	2007	NONMINORITY WOMEN	C	FEDERAL
H617801C	STRUCTURAL GRACE INC	\$443,600.00	2007	NONMINORITY WOMEN	C	FEDERAL
H659001C	SULLIVAN PAVING LLC	\$11,050.00	2006	NONMINORITY	C	FEDERAL
SS53401C	SULLIVAN TRUCKING	\$7,800.00	2007	NONMINORITY	C	FEDERAL
SS49901C	SUN DIAL MASONRY INC	\$9,375.00	2006	NONMINORITY	C	FEDERAL
SS49101C	SUN DIAL MASONRY INC	\$48,324.20	2003	NONMINORITY	C	FEDERAL
H602701C	SUN SET TRUCKING	\$7,000.00	2005	NONMINORITY	C	FEDERAL
SB40101C	SUN STATE ELECTRIC OF ARIZONA INC	\$49,783.59	2003	NONMINORITY	C	FEDERAL
H564201C	SUN WEST GOLF & RECLAMATION INC	\$136,920.00	2003	NONMINORITY	C	FEDERAL
H313502C	SUN WEST GOLF & RECLAMATION INC	\$36,930.00	2003	NONMINORITY	C	FEDERAL
H573402C	SUN WEST GOLF & RECLAMATION INC	\$67,860.00	2003	NONMINORITY	C	FEDERAL
H585501C	SUNBELT RECLAMATION INC	\$10,359.25	2004	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H664901C	SUNBELTS CONVEYERED AGGREGATE DELIVERY LLC	\$15,000.00	2006	NONMINORITY	C	FEDERAL
H429201C	SUNBELTS CONVEYERED AGGREGATE DELIVERY LLC	\$14,925.00	2003	NONMINORITY	C	FEDERAL
H578201C	SUNBELTS CONVEYERED AGGREGATE DELIVERY LLC	\$16,500.00	2006	NONMINORITY	C	FEDERAL
HX17401C	SUNLAND INC ASPHALT AND SEALCOATING	\$78,006.09	2007	NONMINORITY	C	FEDERAL
H601502C	SUNLAND INC ASPHALT AND SEALCOATING	\$3,125.00	2005	NONMINORITY	C	FEDERAL
H617801C	SUNLAND INC ASPHALT AND SEALCOATING	\$2,885,380.12	2007	NONMINORITY	C	FEDERAL
H416001C	SUNLAND INC ASPHALT AND SEALCOATING	\$3,424.00	2003	NONMINORITY	C	FEDERAL
H706001C	SUNLAND INC ASPHALT AND SEALCOATING	\$1,472,029.05	2007	NONMINORITY	C	FEDERAL
H521001C	SUNLAND INC ASPHALT AND SEALCOATING	\$4,700.00	2005	NONMINORITY	C	FEDERAL
H578201C	SUNRISE CONSTRUCTION INC	\$2,728,800.00	2006	NONMINORITY WOMEN	C	FEDERAL
H655601C	SUNRISE CONSTRUCTION INC	\$31,552.00	2005	NONMINORITY WOMEN	C	FEDERAL
H578301C	SUNRISE CONSTRUCTION INC	\$1,200,000.00	2006	NONMINORITY WOMEN	C	FEDERAL
H584201C	SUNRISE CONSTRUCTION INC	\$101,175.00	2004	NONMINORITY WOMEN	C	FEDERAL
H591301C	SUNRISE CONSTRUCTION INC DBA SUNRISE TRUCKING	\$2,347,450.90	2004	NONMINORITY WOMEN	C	FEDERAL
H625901C	SUNRISE CONSTRUCTION INC DBA SUNRISE TRUCKING	\$19,500.00	2004	NONMINORITY WOMEN	C	FEDERAL
H447201C	SUNRISE CONSTRUCTION INC DBA SUNRISE TRUCKING	\$499,980.00	2002	NONMINORITY WOMEN	C	FEDERAL
H526401C	SUNRISE CONSTRUCTION INC DBA SUNRISE TRUCKING	\$39,422.00	2002	NONMINORITY WOMEN	C	FEDERAL
H591501C	SUNRISE CONSTRUCTION INC DBA SUNRISE TRUCKING	\$538,065.00	2004	NONMINORITY WOMEN	C	FEDERAL
H529901C	SUNRISE CONSTRUCTION INC DBA SUNRISE TRUCKING	\$26,800.00	2002	NONMINORITY WOMEN	C	FEDERAL
H538101C	SUNRISE CONSTRUCTION INC DBA SUNRISE TRUCKING	\$848,899.80	2004	NONMINORITY WOMEN	C	FEDERAL
H643401C	SUNRISE EXTERIOR COMMERCIAL SERVICES LLC	\$38,000.00	2007	NONMINORITY	C	FEDERAL
H466501C	SUNRISE TRUCKING INC	\$37,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H556701C	SUNRISE TRUCKING INC	\$24,220.00	2003	NONMINORITY WOMEN	C	FEDERAL
H525901C	SUNRISE TRUCKING INC	\$17,340.00	2002	NONMINORITY WOMEN	C	FEDERAL
H585201C	SUNRISE TRUCKING INC	\$37,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H556301C	SUNRISE TRUCKING INC	\$60,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H458301C	SUNRISE TRUCKING INC	\$16,800.00	2003	NONMINORITY WOMEN	C	FEDERAL
H633201C	SURFACE CONTRACTING INC	\$42,325.00	2007	NONMINORITY	C	FEDERAL
H210701C	SURFACE CONTRACTING INC	\$14,875.00	2005	NONMINORITY	C	FEDERAL
H578101C	SWAINE ASPHALT CORP	\$6,900.00	2004	NONMINORITY	C	FEDERAL
H568603C	T & T CONSTRUCTION INC	\$1,606,629.45	2004	NONMINORITY	C	FEDERAL
H510601C	T 4 ENTERPRISES INC DBA MAKE YOUR MARK	\$3,000.00	2006	NONMINORITY	C	FEDERAL
SH28201C	T A C BUILDING CONTRACTORS INC	\$18,040.00	2007	NONMINORITY	C	FEDERAL
H545501C	T A CAID INDUSTRIES INC	\$333,400.00	2006	NONMINORITY	C	FEDERAL
H319003C	T A CAID INDUSTRIES INC	\$33,545.00	2002	NONMINORITY	C	FEDERAL
H545501C	T A CAID INDUSTRIES INC	\$333,400.00	2006	NONMINORITY	C	FEDERAL
HX19201C	T A T TECHNOLOGIES LLC	\$98,750.00	2007	NONMINORITY	C	FEDERAL
H636501C	T A T TECHNOLOGIES LLC	\$40,860.00	2006	NONMINORITY	C	FEDERAL
H635301C	T A T TECHNOLOGIES LLC	\$98,750.00	2007	NONMINORITY	C	FEDERAL
H524101C	T A T TECHNOLOGIES LLC	\$4,500.00	2007	NONMINORITY	C	FEDERAL
SS44701C	T B T CONSTRUCTION CO INC	\$125,958.00	2003	NONMINORITY	C	FEDERAL
H605201C	T B T CONSTRUCTION CO INC	\$26,770.50	2007	NONMINORITY	C	FEDERAL
H616901C	T B T CONSTRUCTION CO INC	\$26,770.50	2007	NONMINORITY	C	FEDERAL
H633401C	T B T CONSTRUCTION CO INC	\$423,825.35	2007	NONMINORITY	C	FEDERAL
H390201C	T J TRANSPORT	\$12,800.00	2006	NONMINORITY	C	FEDERAL
H586201C	T L L ELECTRIC INC	\$3,280.00	2004	NONMINORITY	C	FEDERAL
H595506C	T L L ELECTRIC INC	\$1,974.00	2005	NONMINORITY	C	FEDERAL
H614401C	T L L ELECTRIC INC	\$12,202.00	2007	NONMINORITY	C	FEDERAL
H341401C	T L L ELECTRIC INC	\$474,967.60	2007	NONMINORITY	C	FEDERAL
H631001C	T L L ELECTRIC INC	\$5,831.00	2005	NONMINORITY	C	FEDERAL
H614601C	T L L ELECTRIC INC	\$6,714.00	2005	NONMINORITY	C	FEDERAL
H613801C	T L L ELECTRIC INC	\$3,250.00	2005	NONMINORITY	C	FEDERAL
H585101C	T L L ELECTRIC INC	\$4,200.00	2005	NONMINORITY	C	FEDERAL
H635701C	T L L ELECTRIC INC	\$6,200.00	2006	NONMINORITY	C	FEDERAL
H614201C	T L L ELECTRIC INC	\$90,295.00	2006	NONMINORITY	C	FEDERAL
H636001C	T L L ELECTRIC INC	\$5,574.00	2006	NONMINORITY	C	FEDERAL
H629401C	T L L ELECTRIC INC	\$2,513.00	2004	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
HX16101C	T L L ELECTRIC INC	\$54,000.00	2005	NONMINORITY	C	FEDERAL
H635901C	T L L ELECTRIC INC	\$3,800.00	2006	NONMINORITY	C	FEDERAL
H614901C	T L L ELECTRIC INC	\$2,500.00	2005	NONMINORITY	C	FEDERAL
H615501C	T L L ELECTRIC INC	\$5,260.00	2006	NONMINORITY	C	FEDERAL
H637001C	T L L ELECTRIC INC	\$13,171.00	2007	NONMINORITY	C	FEDERAL
H585701C	T L L ELECTRIC INC	\$3,800.00	2005	NONMINORITY	C	FEDERAL
H577901C	T L L ELECTRIC INC	\$21,443.00	2006	NONMINORITY	C	FEDERAL
H635401C	T L L ELECTRIC INC	\$5,040.00	2006	NONMINORITY	C	FEDERAL
H615301C	T L L ELECTRIC INC	\$4,923.00	2006	NONMINORITY	C	FEDERAL
H612701C	T L L ELECTRIC INC	\$3,825.00	2005	NONMINORITY	C	FEDERAL
H612801C	T L L ELECTRIC INC	\$1,303.00	2005	NONMINORITY	C	FEDERAL
H613301C	T L L ELECTRIC INC	\$6,102.00	2005	NONMINORITY	C	FEDERAL
H636701C	T L L ELECTRIC INC	\$12,965.00	2007	NONMINORITY	C	FEDERAL
H659301C	T L L ELECTRIC INC	\$81,800.00	2007	NONMINORITY	C	FEDERAL
H407601C	T L L ELECTRIC INC	\$5,018.82	2004	NONMINORITY	C	FEDERAL
H525001C	T L L ELECTRIC INC	\$3,800.00	2005	NONMINORITY	C	FEDERAL
H613901C	T L L ELECTRIC INC	\$9,504.00	2005	NONMINORITY	C	FEDERAL
H584501C	T L L ELECTRIC INC	\$2,646.00	2005	NONMINORITY	C	FEDERAL
H584801C	T L L ELECTRIC INC	\$6,000.00	2007	NONMINORITY	C	FEDERAL
H637101C	T L SMITH INC	\$17,324.00	2003	NONMINORITY WOMEN	C	FEDERAL
H636601C	T L SMITH INC	\$17,395.90	2006	NONMINORITY WOMEN	C	FEDERAL
H534801C	T L SMITH INC	\$6,633.00	2003	NONMINORITY WOMEN	C	FEDERAL
H584701C	T L SMITH INC	\$4,752.00	2004	NONMINORITY WOMEN	C	FEDERAL
H658401C	T L SMITH INC	\$4,644.00	2006	NONMINORITY WOMEN	C	FEDERAL
H503703C	T L SMITH INC	\$5,191.82	2004	NONMINORITY WOMEN	C	FEDERAL
H584601C	T L SMITH INC	\$4,000.00	2004	NONMINORITY WOMEN	C	FEDERAL
H458401C	T L SMITH INC	\$3,662.50	2006	NONMINORITY WOMEN	C	FEDERAL
H635401C	T L SMITH INC	\$3,225.00	2006	NONMINORITY WOMEN	C	FEDERAL
H584801C	T L SMITH INC	\$7,532.50	2007	NONMINORITY WOMEN	C	FEDERAL
H601401C	T L SMITH INC	\$52,278.20	2004	NONMINORITY WOMEN	C	FEDERAL
H615301C	T L SMITH INC	\$5,174.00	2006	NONMINORITY WOMEN	C	FEDERAL
H614401C	T L SMITH INC	\$5,325.00	2007	NONMINORITY WOMEN	C	FEDERAL
H502801C	T L SMITH INC	\$3,050.00	2003	NONMINORITY WOMEN	C	FEDERAL
H556701C	T L SMITH INC	\$3,022.00	2003	NONMINORITY WOMEN	C	FEDERAL
H629401C	T L SMITH INC	\$7,198.00	2004	NONMINORITY WOMEN	C	FEDERAL
H576801C	T L SMITH INC	\$29,381.63	2004	NONMINORITY WOMEN	C	FEDERAL
H637001C	T L SMITH INC	\$9,500.00	2007	NONMINORITY WOMEN	C	FEDERAL
H564201C	T L SMITH INC	\$3,490.00	2003	NONMINORITY WOMEN	C	FEDERAL
H584901C	T L SMITH INC	\$10,910.00	2004	NONMINORITY WOMEN	C	FEDERAL
H636501C	T L SMITH INC	\$15,582.00	2006	NONMINORITY WOMEN	C	FEDERAL
H639201C	T L SMITH INC	\$2,500.00	2006	NONMINORITY WOMEN	C	FEDERAL
H460301C	T L SMITH INC	\$3,257.08	2007	NONMINORITY WOMEN	C	FEDERAL
H585901C	T L SMITH INC	\$10,475.00	2004	NONMINORITY WOMEN	C	FEDERAL
H589801C	T L SMITH INC	\$11,700.00	2003	NONMINORITY WOMEN	C	FEDERAL
H556101C	T L SMITH INC	\$8,030.00	2003	NONMINORITY WOMEN	C	FEDERAL
H595501C	T L SMITH INC	\$2,500.00	2003	NONMINORITY WOMEN	C	FEDERAL
H636001C	T L SMITH INC	\$2,537.00	2006	NONMINORITY WOMEN	C	FEDERAL
H635901C	T L SMITH INC	\$2,500.00	2006	NONMINORITY WOMEN	C	FEDERAL
H451001C	T L SMITH INC	\$2,002.00	2004	NONMINORITY WOMEN	C	FEDERAL
H585001C	T L SMITH INC	\$11,680.00	2004	NONMINORITY WOMEN	C	FEDERAL
H549401C	T L SMITH INC	\$29,139.40	2004	NONMINORITY WOMEN	C	FEDERAL
H615501C	T L SMITH INC	\$2,508.00	2006	NONMINORITY WOMEN	C	FEDERAL
H524101C	T L SMITH INC	\$17,802.80	2007	NONMINORITY WOMEN	C	FEDERAL
H611501C	T L SMITH INC	\$4,500.00	2004	NONMINORITY WOMEN	C	FEDERAL
H659301C	T L SMITH INC	\$3,250.00	2007	NONMINORITY WOMEN	C	FEDERAL
H615101C	T L SMITH INC	\$4,350.00	2005	NONMINORITY WOMEN	C	FEDERAL
H525001C	T L SMITH INC	\$8,018.00	2005	NONMINORITY WOMEN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H526901C	T L SMITH INC	\$12,972.75	2002	NONMINORITY WOMEN	C	FEDERAL
H447201C	T L SMITH INC	\$12,601.35	2002	NONMINORITY WOMEN	C	FEDERAL
H458201C	T L SMITH INC	\$14,402.00	2005	NONMINORITY WOMEN	C	FEDERAL
H436701C	T L SMITH INC	\$3,250.00	2004	NONMINORITY WOMEN	C	FEDERAL
H526601C	T L SMITH INC	\$4,508.50	2002	NONMINORITY WOMEN	C	FEDERAL
H576701C	T L SMITH INC	\$19,159.00	2005	NONMINORITY WOMEN	C	FEDERAL
H527701C	T L SMITH INC	\$5,340.00	2002	NONMINORITY WOMEN	C	FEDERAL
H303802C	T L SMITH INC	\$80,249.52	2002	NONMINORITY WOMEN	C	FEDERAL
H613901C	T L SMITH INC	\$13,325.00	2005	NONMINORITY WOMEN	C	FEDERAL
H303001C	T L SMITH INC	\$7,380.00	2002	NONMINORITY WOMEN	C	FEDERAL
H528501C	T L SMITH INC	\$7,002.80	2002	NONMINORITY WOMEN	C	FEDERAL
H458101C	T L SMITH INC	\$2,500.00	2002	NONMINORITY WOMEN	C	FEDERAL
H319003C	T L SMITH INC	\$14,300.00	2002	NONMINORITY WOMEN	C	FEDERAL
H614901C	T L SMITH INC	\$11,902.85	2005	NONMINORITY WOMEN	C	FEDERAL
H585701C	T L SMITH INC	\$5,048.00	2005	NONMINORITY WOMEN	C	FEDERAL
SB36101C	T L SMITH INC	\$2,593.00	2003	NONMINORITY WOMEN	C	FEDERAL
H540201C	T L SMITH INC	\$4,500.00	2002	NONMINORITY WOMEN	C	FEDERAL
H584401C	T L SMITH INC	\$19,811.80	2005	NONMINORITY WOMEN	C	FEDERAL
H584501C	T L SMITH INC	\$2,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H614301C	T L SMITH INC	\$3,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H468101C	T L SMITH INC	\$2,750.00	2003	NONMINORITY WOMEN	C	FEDERAL
H613801C	T L SMITH INC	\$7,950.00	2005	NONMINORITY WOMEN	C	FEDERAL
H585101C	T L SMITH INC	\$3,320.00	2005	NONMINORITY WOMEN	C	FEDERAL
H503706C	T L SMITH INC	\$3,648.00	2005	NONMINORITY WOMEN	C	FEDERAL
H407601C	T L SMITH INC	\$7,380.00	2004	NONMINORITY WOMEN	C	FEDERAL
H527501C	T L SMITH INC	\$19,543.12	2002	NONMINORITY WOMEN	C	FEDERAL
H589201C	T L SMITH INC	\$6,300.00	2002	NONMINORITY WOMEN	C	FEDERAL
H526401C	T L SMITH INC	\$14,502.56	2002	NONMINORITY WOMEN	C	FEDERAL
H612801C	T L SMITH INC	\$5,380.00	2005	NONMINORITY WOMEN	C	FEDERAL
H458301C	T L SMITH INC	\$2,463.27	2003	NONMINORITY WOMEN	C	FEDERAL
H614801C	T L SMITH INC	\$2,840.48	2005	NONMINORITY WOMEN	C	FEDERAL
H602701C	T L SMITH INC	\$2,500.00	2005	NONMINORITY WOMEN	C	FEDERAL
H526201C	T L SMITH INC	\$2,430.00	2002	NONMINORITY WOMEN	C	FEDERAL
H375301C	T L SMITH INC	\$11,691.50	2002	NONMINORITY WOMEN	C	FEDERAL
H526001C	T L SMITH INC	\$8,422.23	2002	NONMINORITY WOMEN	C	FEDERAL
H595506C	T L SMITH INC	\$11,673.70	2005	NONMINORITY WOMEN	C	FEDERAL
H497201C	T L SMITH INC	\$15,416.23	2003	NONMINORITY WOMEN	C	FEDERAL
H631001C	T L SMITH INC	\$2,512.13	2005	NONMINORITY WOMEN	C	FEDERAL
H595508C	T L SMITH INC	\$8,389.49	2005	NONMINORITY WOMEN	C	FEDERAL
H592401C	T PAC A DIVISION OF KIEWIT WESTERN CO	\$439,736.00	2005	NONMINORITY	C	FEDERAL
H560101C	T PAC A DIVISION OF KIEWIT WESTERN CO	\$784,800.00	2004	NONMINORITY	C	FEDERAL
H563001C	T PAC A DIVISION OF KIEWIT WESTERN CO	\$455,650.00	2003	NONMINORITY	C	FEDERAL
H534801C	T PAC A DIVISION OF KIEWIT WESTERN CO	\$975,276.60	2003	NONMINORITY	C	FEDERAL
H541701C	T PAC A DIVISION OF KIEWIT WESTERN CO	\$428,344.20	2003	NONMINORITY	C	FEDERAL
H605301C	T THERON CONSTRUCTION INC	\$10,920.00	2005	NONMINORITY	C	FEDERAL
H658401C	T WARNOCK TRUCKING INC	\$9,000.00	2006	NONMINORITY	C	FEDERAL
H605201C	TACIT SERVICES OF KINGMAN	\$700.00	2007	NONMINORITY	C	FEDERAL
H616901C	TACIT SERVICES OF KINGMAN	\$700.00	2007	NONMINORITY	C	FEDERAL
H441502C	TANNER CO YUMA	\$450,616.00	2003	NONMINORITY	C	FEDERAL
H468101C	TANNER CO YUMA	\$19,600.00	2003	NONMINORITY	C	FEDERAL
H585101C	TAURMAN ENTERPRISES INC	\$506,688.00	2005	NONMINORITY	C	FEDERAL
H502501C	TAURMAN ENTERPRISES INC	\$153,853.83	2002	NONMINORITY	C	FEDERAL
H613301C	TAURMAN ENTERPRISES INC	\$474,130.20	2005	NONMINORITY	C	FEDERAL
H483102C	TAURMAN ENTERPRISES INC	\$219,800.00	2002	NONMINORITY	C	FEDERAL
H457303C	TAURMAN ENTERPRISES INC	\$220,089.00	2002	NONMINORITY	C	FEDERAL
H524401C	TAURMAN ENTERPRISES INC	\$15,880.00	2003	NONMINORITY	C	FEDERAL
H664901C	TAURMAN ENTERPRISES INC	\$1,128,390.00	2006	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H595502C	TAURMAN ENTERPRISES INC	\$138,240.00	2003	NONMINORITY	C	FEDERAL
H591201C	TAURMAN ENTERPRISES INC	\$432,870.00	2005	NONMINORITY	C	FEDERAL
H524501C	TAURMAN ENTERPRISES INC	\$64,158.48	2003	NONMINORITY	C	FEDERAL
H527901C	TAURMAN ENTERPRISES INC	\$79,971.00	2002	NONMINORITY	C	FEDERAL
H659301C	TAURMAN ENTERPRISES INC	\$10,875.00	2007	NONMINORITY	C	FEDERAL
H468101C	TAURMAN ENTERPRISES INC	\$124,846.00	2003	NONMINORITY	C	FEDERAL
H568603C	TAURMAN ENTERPRISES INC	\$3,500.00	2004	NONMINORITY	C	FEDERAL
H581701C	TAURMAN ENTERPRISES INC	\$149,577.00	2005	NONMINORITY	C	FEDERAL
H416001C	TAURMAN ENTERPRISES INC	\$225,511.00	2003	NONMINORITY	C	FEDERAL
H591001C	TAURMAN ENTERPRISES INC	\$202,020.00	2003	NONMINORITY	C	FEDERAL
H556401C	TAURMAN ENTERPRISES INC	\$74,278.16	2003	NONMINORITY	C	FEDERAL
SS46701C	TEMPE CRANE INC	\$800.00	2005	NONMINORITY	C	FEDERAL
H538101C	TERRACON	\$212,100.00	2004	NONMINORITY	C	FEDERAL
H591101C	TERRACON	\$235,600.00	2005	NONMINORITY	C	FEDERAL
H610001C	THUNDERBOLT CONSTRUCTION CORP OF ARIZONA	\$8,162,323.34	2003	NONMINORITY	C	FEDERAL
H341401C	TIFFANY CONSTRUCTION CO	\$22,560.00	2007	NONMINORITY	C	FEDERAL
H341401C	TITAN TRUCKING	\$17,500.00	2007	NONMINORITY	C	FEDERAL
H614801C	TK TRUCKING	\$9,000.00	2005	NONMINORITY	C	FEDERAL
H552301C	TOM MULCAIRE CONTRACTING LLC	\$129,600.00	2005	NONMINORITY	C	FEDERAL
SS61001C	TORRENT RESOURCES INC	\$18,500.00	2007	NONMINORITY	C	FEDERAL
SS53401C	TORRENT RESOURCES INC	\$245,025.00	2007	NONMINORITY	C	FEDERAL
H460301C	TOTAL MAINTENANCE EROSION CONTROL LLC	\$24,260.00	2007	NONMINORITY	C	FEDERAL
H591101C	TOTAL MAINTENANCE EROSION CONTROL LLC	\$68,000.00	2005	NONMINORITY	C	FEDERAL
H633601C	TOTAL MAINTENANCE EROSION CONTROL LLC	\$29,619.54	2007	NONMINORITY	C	FEDERAL
H622801C	TRAFFIC MARKING LLC	\$1,860.00	2006	NONMINORITY WOMEN	C	FEDERAL
H657701C	TRAFFIC SAFETY INC	\$6,300.00	2007	NONMINORITY	C	FEDERAL
H605001C	TRAFFIC SAFETY INC	\$3,000.00	2005	NONMINORITY	C	FEDERAL
SB40701C	TRAFFIC SAFETY INC	\$3,949.00	2003	NONMINORITY	C	FEDERAL
H614801C	TRAFFIC SAFETY INC	\$1,970.00	2005	NONMINORITY	C	FEDERAL
H638801C	TRAFFICADE SERVICE INC DBA WORK ZONE SERVICES	\$1,250.00	2005	NONMINORITY	C	FEDERAL
H537002C	TRAFFICADE SERVICE INC DBA WORK ZONE SERVICES	\$20,000.00	2004	NONMINORITY	C	FEDERAL
H612801C	TRAFFICADE SERVICE INC DBA WORK ZONE SERVICES	\$2,000.00	2005	NONMINORITY	C	FEDERAL
SS55901C	TRAFFICADE SERVICE INC DBA WORK ZONE SERVICES	\$9,800.00	2007	NONMINORITY	C	FEDERAL
SS42101C	TRAFFICADE SERVICE INC DBA WORK ZONE SERVICES	\$10,000.00	2003	NONMINORITY	C	FEDERAL
SS50901C	TRAFFICADE SERVICE INC DBA WORK ZONE SERVICES	\$54,000.00	2004	NONMINORITY	C	FEDERAL
HX16101C	TRAFFICADE SERVICE INC DBA WORK ZONE SERVICES	\$1,225.53	2005	NONMINORITY	C	FEDERAL
H447201C	TREE PRO DBA PROGRESSIVE RESOURCE MANAGEMENT INC.	\$49,000.00	2002	NONMINORITY	C	FEDERAL
H643401C	TRICON CONTRACTING INC	\$300.00	2007	NONMINORITY	C	FEDERAL
H683001C	TRUESDELL CORP	\$1,155,718.12	2007	NONMINORITY	C	FEDERAL
H410401C	TRUESDELL CORP	\$94,000.00	2002	NONMINORITY	C	FEDERAL
H538101C	TRUESDELL CORP	\$3,500.00	2004	NONMINORITY	C	FEDERAL
H568603C	TRUESDELL CORP	\$17,100.00	2004	NONMINORITY	C	FEDERAL
H375301C	TRUESDELL CORP	\$8,674.55	2002	NONMINORITY	C	FEDERAL
H664901C	TRUESDELL CORP	\$53,330.00	2006	NONMINORITY	C	FEDERAL
H610001C	TRUESDELL CORP	\$8,000.00	2003	NONMINORITY	C	FEDERAL
H578101C	TRUESDELL CORP	\$3,990.00	2004	NONMINORITY	C	FEDERAL
H549401C	TRUESDELL CORP	\$69,830.00	2004	NONMINORITY	C	FEDERAL
H447201C	TRUESDELL CORP	\$218,468.00	2002	NONMINORITY	C	FEDERAL
H584701C	TRUESDELL CORP	\$53,830.00	2004	NONMINORITY	C	FEDERAL
H319003C	TRUESDELL CORP	\$22,488.00	2002	NONMINORITY	C	FEDERAL
H683001C	TRUESDELL CORP	\$4,020.00	2007	NONMINORITY	C	FEDERAL
H584601C	TRUESDELL CORP	\$82,086.00	2004	NONMINORITY	C	FEDERAL
H458201C	TRULY NOLEN OF AMERICA	\$2,477.60	2005	NONMINORITY	C	FEDERAL
H510601C	TRYNU TRUCKIN DBA CHAMBERS TRUCKING CORP	\$3,000.00	2006	NONMINORITY	C	FEDERAL
H319003C	TUCSON ASPHALT CONTRACTORS INC	\$7,104.00	2002	NONMINORITY	C	FEDERAL
H574501C	TUCSON ASPHALT CONTRACTORS INC	\$14,720.00	2005	NONMINORITY	C	FEDERAL
H581701C	TWELVE FORTY ONE GRADING INC	\$20,000.00	2005	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H458401C	TWELVE FORTY ONE GRADING INC	\$12,000.00	2006	NONMINORITY	C	FEDERAL
H210701C	U S INSULATION NORTHLAND DBA UNITED SUBCONTRACTORS INC	\$30,224.00	2005	NONMINORITY	C	FEDERAL
H614801C	UNGER CONCRETE STRUCTURES LLC	\$237,565.00	2005	NATIVE AMERICAN	C	FEDERAL
H595506C	UNGER CONCRETE STRUCTURES LLC	\$311,686.24	2005	NATIVE AMERICAN	C	FEDERAL
H503703C	UNGER CONCRETE STRUCTURES LLC	\$224,200.00	2004	NATIVE AMERICAN	C	FEDERAL
H602701C	UNGER CONCRETE STRUCTURES LLC	\$32,530.00	2005	NATIVE AMERICAN	C	FEDERAL
H601401C	UNGER CONCRETE STRUCTURES LLC	\$5,000.00	2004	NATIVE AMERICAN	C	FEDERAL
H528501C	UNGER CONCRETE STRUCTURES LLC	\$65,090.00	2002	NATIVE AMERICAN	C	FEDERAL
H503706C	UNGER CONCRETE STRUCTURES LLC	\$80,000.00	2005	NATIVE AMERICAN	C	FEDERAL
H615501C	UNGER CONCRETE STRUCTURES LLC	\$48,500.00	2006	NATIVE AMERICAN	C	FEDERAL
H436701C	UNGER CONCRETE STRUCTURES LLC	\$30,400.00	2004	NATIVE AMERICAN	C	FEDERAL
H615101C	UNGER CONCRETE STRUCTURES LLC	\$9,436.00	2005	NATIVE AMERICAN	C	FEDERAL
H595503C	UNGER CONCRETE STRUCTURES LLC	\$722,982.00	2004	NATIVE AMERICAN	C	FEDERAL
H556101C	UNGER CONCRETE STRUCTURES LLC	\$97,923.45	2003	NATIVE AMERICAN	C	FEDERAL
H503706C	UNGER CONCRETE STRUCTURES LLC	\$1,125,737.71	2005	NATIVE AMERICAN	C	FEDERAL
H436101C	UNGER CONCRETE STRUCTURES LLC	\$296,873.66	2004	NATIVE AMERICAN	C	FEDERAL
H525001C	UNGER CONCRETE STRUCTURES LLC	\$54,762.00	2005	NATIVE AMERICAN	C	FEDERAL
H527501C	UNGER CONCRETE STRUCTURES LLC	\$536,094.00	2002	NATIVE AMERICAN	C	FEDERAL
H524601C	UNGER CONCRETE STRUCTURES LLC	\$98,245.00	2003	NATIVE AMERICAN	C	FEDERAL
H556001C	UNGER CONCRETE STRUCTURES LLC	\$148,090.38	2003	NATIVE AMERICAN	C	FEDERAL
H460401C	UNGER CONCRETE STRUCTURES LLC	\$137,800.00	2003	NATIVE AMERICAN	C	FEDERAL
H635901C	UNGER CONCRETE STRUCTURES LLC	\$89,345.40	2006	NATIVE AMERICAN	C	FEDERAL
H603101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$29,000.00	2006	NONMINORITY	C	FEDERAL
H605101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$6,682.00	2006	NONMINORITY	C	FEDERAL
H612801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$19,253.04	2005	NONMINORITY	C	FEDERAL
H612701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$34,471.15	2005	NONMINORITY	C	FEDERAL
H679101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$18,224.34	2006	NONMINORITY	C	FEDERAL
H612701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$80,155.70	2005	NONMINORITY	C	FEDERAL
H612801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$42,936.85	2005	NONMINORITY	C	FEDERAL
H415901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$5,000.00	2002	NONMINORITY	C	FEDERAL
H577901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$407,668.23	2006	NONMINORITY	C	FEDERAL
H557101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$65,685.00	2004	NONMINORITY	C	FEDERAL
HX15801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$9,766.66	2006	NONMINORITY	C	FEDERAL
HX15801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$5,132.24	2006	NONMINORITY	C	FEDERAL
SS49801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$65,000.00	2005	NONMINORITY	C	FEDERAL
SS45101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$1,567.00	2005	NONMINORITY	C	FEDERAL
H584701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$22,841.68	2004	NONMINORITY	C	FEDERAL
H611501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$35,000.00	2004	NONMINORITY	C	FEDERAL
H458401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$40,000.00	2006	NONMINORITY	C	FEDERAL
H601502C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$17,764.00	2005	NONMINORITY	C	FEDERAL
H611501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$76,405.15	2004	NONMINORITY	C	FEDERAL
H415901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$29,374.10	2002	NONMINORITY	C	FEDERAL
H644001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$29,995.94	2006	NONMINORITY	C	FEDERAL
H526401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$29,988.45	2002	NONMINORITY	C	FEDERAL
H576701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$20,577.30	2005	NONMINORITY	C	FEDERAL
H554401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$63,836.46	2006	NONMINORITY	C	FEDERAL
H237805C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$25,000.00	2002	NONMINORITY	C	FEDERAL
H584601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$52,271.69	2004	NONMINORITY	C	FEDERAL
H615301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$38,400.92	2006	NONMINORITY	C	FEDERAL
H618301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$43,708.10	2005	NONMINORITY	C	FEDERAL
H529901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$146,762.48	2002	NONMINORITY	C	FEDERAL
H601501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$82,589.78	2005	NONMINORITY	C	FEDERAL
H303802C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$234,378.50	2002	NONMINORITY	C	FEDERAL
H601501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$32,798.12	2005	NONMINORITY	C	FEDERAL
H583901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$8,870.40	2004	NONMINORITY	C	FEDERAL
H503703C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$116,494.40	2004	NONMINORITY	C	FEDERAL
H535501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$60,549.50	2002	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H584701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$94,928.80	2004	NONMINORITY	C	FEDERAL
H545501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$71,523.50	2006	NONMINORITY	C	FEDERAL
H636601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$102,874.45	2006	NONMINORITY	C	FEDERAL
H572201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$50,378.00	2002	NONMINORITY	C	FEDERAL
H636601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$194,916.10	2006	NONMINORITY	C	FEDERAL
H483102C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$102,650.00	2002	NONMINORITY	C	FEDERAL
H458401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$158,996.40	2006	NONMINORITY	C	FEDERAL
H618301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$28,707.70	2005	NONMINORITY	C	FEDERAL
H658401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$44,714.02	2006	NONMINORITY	C	FEDERAL
H614901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$69,669.34	2005	NONMINORITY	C	FEDERAL
H637001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$115,386.25	2007	NONMINORITY	C	FEDERAL
H659301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$107,446.16	2007	NONMINORITY	C	FEDERAL
H584501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$54,250.90	2005	NONMINORITY	C	FEDERAL
H648201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$829,962.20	2005	NONMINORITY	C	FEDERAL
H648801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$179,095.95	2005	NONMINORITY	C	FEDERAL
H648801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$69,941.60	2005	NONMINORITY	C	FEDERAL
H584501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$17,411.56	2005	NONMINORITY	C	FEDERAL
H538101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$61,055.40	2004	NONMINORITY	C	FEDERAL
H595504C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$74,990.19	2007	NONMINORITY	C	FEDERAL
H592401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$25,895.69	2005	NONMINORITY	C	FEDERAL
H614101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$74,262.80	2005	NONMINORITY	C	FEDERAL
H678001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$55,991.84	2007	NONMINORITY	C	FEDERAL
H678001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$179,611.64	2007	NONMINORITY	C	FEDERAL
H524101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$146,372.06	2007	NONMINORITY	C	FEDERAL
H510401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$218,450.51	2005	NONMINORITY	C	FEDERAL
H617801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$83,527.50	2007	NONMINORITY	C	FEDERAL
H591501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$67,547.20	2004	NONMINORITY	C	FEDERAL
H585101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$72,433.00	2005	NONMINORITY	C	FEDERAL
H556601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$32,136.30	2005	NONMINORITY	C	FEDERAL
H538101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$165,162.25	2004	NONMINORITY	C	FEDERAL
H595508C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$25,880.07	2005	NONMINORITY	C	FEDERAL
H568603C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$213,511.00	2004	NONMINORITY	C	FEDERAL
H629501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$8,721.80	2005	NONMINORITY	C	FEDERAL
H629501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$65,145.25	2005	NONMINORITY	C	FEDERAL
H633401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$50,000.00	2007	NONMINORITY	C	FEDERAL
H614601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$69,165.23	2005	NONMINORITY	C	FEDERAL
H599901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$50,000.00	2007	NONMINORITY	C	FEDERAL
H595506C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$61,703.55	2005	NONMINORITY	C	FEDERAL
H458201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$580,944.56	2005	NONMINORITY	C	FEDERAL
H613901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$153,471.00	2005	NONMINORITY	C	FEDERAL
H635301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$8,000.00	2007	NONMINORITY	C	FEDERAL
H636701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$125,958.00	2007	NONMINORITY	C	FEDERAL
H341401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$194,995.07	2007	NONMINORITY	C	FEDERAL
SH28101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$1,800.00	2007	NONMINORITY	C	FEDERAL
H578101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$49,659.30	2004	NONMINORITY	C	FEDERAL
H525001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$74,262.80	2005	NONMINORITY	C	FEDERAL
H466203C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$141,236.10	2007	NONMINORITY	C	FEDERAL
H466203C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$141,706.50	2007	NONMINORITY	C	FEDERAL
H525001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$11,922.15	2005	NONMINORITY	C	FEDERAL
H584801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$129,421.60	2007	NONMINORITY	C	FEDERAL
H568603C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$142,793.50	2004	NONMINORITY	C	FEDERAL
H528206C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$47,343.50	2006	NONMINORITY	C	FEDERAL
HX16101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$3,950.85	2005	NONMINORITY	C	FEDERAL
H614801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$49,614.00	2005	NONMINORITY	C	FEDERAL
SB36701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$2,270.40	2004	NONMINORITY	C	FEDERAL
SB36701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$5,000.00	2004	NONMINORITY	C	FEDERAL
H706001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$150,749.70	2007	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H706001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$149,432.13	2007	NONMINORITY	C	FEDERAL
H614801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$53,745.40	2005	NONMINORITY	C	FEDERAL
H581701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$32,097.00	2005	NONMINORITY	C	FEDERAL
SB36401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$45,000.00	2004	NONMINORITY	C	FEDERAL
H581701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$40,454.50	2005	NONMINORITY	C	FEDERAL
SB36401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$14,038.33	2004	NONMINORITY	C	FEDERAL
H576801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$47,310.42	2004	NONMINORITY	C	FEDERAL
H574501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$1,991.85	2005	NONMINORITY	C	FEDERAL
H578301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$158,245.12	2006	NONMINORITY	C	FEDERAL
H626401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$5,116.00	2004	NONMINORITY	C	FEDERAL
H626401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$19,985.10	2004	NONMINORITY	C	FEDERAL
H664901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$782,494.80	2006	NONMINORITY	C	FEDERAL
H664901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$352,173.00	2006	NONMINORITY	C	FEDERAL
H613301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$31,266.25	2005	NONMINORITY	C	FEDERAL
H576801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$374,004.88	2004	NONMINORITY	C	FEDERAL
H681001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$141,998.22	2007	NONMINORITY	C	FEDERAL
H591301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$91,581.40	2004	NONMINORITY	C	FEDERAL
HX19201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$8,000.00	2007	NONMINORITY	C	FEDERAL
H585701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$5,437.85	2005	NONMINORITY	C	FEDERAL
H652701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$36,450.50	2007	NONMINORITY	C	FEDERAL
H585701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$86,967.05	2005	NONMINORITY	C	FEDERAL
HX17401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$76,726.25	2007	NONMINORITY	C	FEDERAL
H591301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$205,647.30	2004	NONMINORITY	C	FEDERAL
H615101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$84,576.65	2005	NONMINORITY	C	FEDERAL
H683001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$67,748.15	2007	NONMINORITY	C	FEDERAL
SS53401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$71,386.50	2007	NONMINORITY	C	FEDERAL
H613301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$88,972.90	2005	NONMINORITY	C	FEDERAL
H552301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$5,144.40	2005	NONMINORITY	C	FEDERAL
H667001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$7,921.75	2007	NONMINORITY	C	FEDERAL
H666601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$45,900.00	2007	NONMINORITY	C	FEDERAL
H521001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$110,834.25	2005	NONMINORITY	C	FEDERAL
H657701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$48,972.20	2007	NONMINORITY	C	FEDERAL
H521001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$212,933.09	2005	NONMINORITY	C	FEDERAL
H552301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$42,592.40	2005	NONMINORITY	C	FEDERAL
H670201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$12,957.60	2007	NONMINORITY	C	FEDERAL
H615101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$17,767.65	2005	NONMINORITY	C	FEDERAL
H639201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$7,000.00	2006	NONMINORITY	C	FEDERAL
H468101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$183,560.50	2003	NONMINORITY	C	FEDERAL
H561401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$51,802.30	2004	NONMINORITY	C	FEDERAL
H525201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$277,410.23	2002	NONMINORITY	C	FEDERAL
H502801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$51,218.00	2003	NONMINORITY	C	FEDERAL
H556101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$63,385.00	2003	NONMINORITY	C	FEDERAL
H463901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$78,408.00	2003	NONMINORITY	C	FEDERAL
H637103C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$339,609.05	2004	NONMINORITY	C	FEDERAL
H629401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$11,934.00	2004	NONMINORITY	C	FEDERAL
H637103C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$1,817,651.35	2004	NONMINORITY	C	FEDERAL
H639201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$34,025.40	2006	NONMINORITY	C	FEDERAL
H555901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$69,954.74	2002	NONMINORITY	C	FEDERAL
H426101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$4,532.00	2003	NONMINORITY	C	FEDERAL
H636501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$194,775.00	2006	NONMINORITY	C	FEDERAL
H426101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$32,298.12	2003	NONMINORITY	C	FEDERAL
H526601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$29,738.90	2002	NONMINORITY	C	FEDERAL
H555701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$20,105.00	2003	NONMINORITY	C	FEDERAL
H545501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$71,523.50	2006	NONMINORITY	C	FEDERAL
H556301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$50,000.00	2004	NONMINORITY	C	FEDERAL
H524501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$97,408.00	2003	NONMINORITY	C	FEDERAL
H527801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$11,524.10	2002	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H528501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$47,296.00	2002	NONMINORITY	C	FEDERAL
H591101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$65,343.65	2005	NONMINORITY	C	FEDERAL
SH27801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$13,750.00	2004	NONMINORITY	C	FEDERAL
H555601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$30,055.35	2003	NONMINORITY	C	FEDERAL
H510601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$154,966.40	2006	NONMINORITY	C	FEDERAL
H578201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$391,184.09	2006	NONMINORITY	C	FEDERAL
H524401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$18,121.35	2003	NONMINORITY	C	FEDERAL
H319003C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$213,876.74	2002	NONMINORITY	C	FEDERAL
H499102C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$181,966.80	2003	NONMINORITY	C	FEDERAL
H637102C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$1,365,235.15	2004	NONMINORITY	C	FEDERAL
H556001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$45,719.25	2003	NONMINORITY	C	FEDERAL
H591101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$33,455.30	2005	NONMINORITY	C	FEDERAL
H586401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$8,750.50	2002	NONMINORITY	C	FEDERAL
SS49101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$5,673.00	2003	NONMINORITY	C	FEDERAL
H528001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$9,157.60	2003	NONMINORITY	C	FEDERAL
H589801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$65,036.25	2003	NONMINORITY	C	FEDERAL
H576301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$26,340.00	2003	NONMINORITY	C	FEDERAL
H528001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$5,866.27	2003	NONMINORITY	C	FEDERAL
H502501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$88,912.00	2002	NONMINORITY	C	FEDERAL
H556401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$38,544.00	2003	NONMINORITY	C	FEDERAL
H557001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$29,434.00	2003	NONMINORITY	C	FEDERAL
H552901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$14,988.39	2004	NONMINORITY	C	FEDERAL
H541701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$228,422.50	2003	NONMINORITY	C	FEDERAL
SH27301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$14,038.33	2004	NONMINORITY	C	FEDERAL
SH27301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$45,000.00	2004	NONMINORITY	C	FEDERAL
H556901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$28,734.10	2003	NONMINORITY	C	FEDERAL
H589601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$49,141.91	2003	NONMINORITY	C	FEDERAL
H541701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$66,112.70	2003	NONMINORITY	C	FEDERAL
H548301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$12,889.00	2002	NONMINORITY	C	FEDERAL
SB40701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$75,000.00	2003	NONMINORITY	C	FEDERAL
H556301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$5,570.00	2004	NONMINORITY	C	FEDERAL
H457303C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$107,658.70	2002	NONMINORITY	C	FEDERAL
H407601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$65,644.80	2004	NONMINORITY	C	FEDERAL
H556201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$67,969.15	2003	NONMINORITY	C	FEDERAL
H568604C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$195,726.55	2005	NONMINORITY	C	FEDERAL
H585001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$37,297.50	2004	NONMINORITY	C	FEDERAL
H595502C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$91,964.27	2003	NONMINORITY	C	FEDERAL
H585601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$49,575.00	2004	NONMINORITY	C	FEDERAL
H563001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$153,151.80	2003	NONMINORITY	C	FEDERAL
H587601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$9,614.30	2002	NONMINORITY	C	FEDERAL
H595501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$20,946.22	2003	NONMINORITY	C	FEDERAL
H527201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$10,464.00	2002	NONMINORITY	C	FEDERAL
H564201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$86,209.50	2003	NONMINORITY	C	FEDERAL
H591601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$48,587.27	2004	NONMINORITY	C	FEDERAL
H612201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$6,467.20	2003	NONMINORITY	C	FEDERAL
H550601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$5,540.82	2003	NONMINORITY	C	FEDERAL
H637101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$112,807.90	2003	NONMINORITY	C	FEDERAL
H559701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$46,999.00	2002	NONMINORITY	C	FEDERAL
H532001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$10,412.00	2002	NONMINORITY	C	FEDERAL
H637101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$1,087,759.00	2003	NONMINORITY	C	FEDERAL
H549401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$93,996.35	2004	NONMINORITY	C	FEDERAL
H649301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$69,401.64	2006	NONMINORITY	C	FEDERAL
H586001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$26,982.58	2004	NONMINORITY	C	FEDERAL
H584301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$12,752.45	2004	NONMINORITY	C	FEDERAL
H503703C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$32,448.00	2004	NONMINORITY	C	FEDERAL
H425601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$54,830.47	2003	NONMINORITY	C	FEDERAL
H525501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$86,675.30	2002	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H591201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$197,057.00	2005	NONMINORITY	C	FEDERAL
H563901C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$110,210.86	2003	NONMINORITY	C	FEDERAL
H610001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$100,000.00	2003	NONMINORITY	C	FEDERAL
H591001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$529,680.28	2003	NONMINORITY	C	FEDERAL
H527501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$94,300.00	2002	NONMINORITY	C	FEDERAL
H560101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$16,151.60	2004	NONMINORITY	C	FEDERAL
H458301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$23,230.46	2003	NONMINORITY	C	FEDERAL
H576701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$11,300.88	2005	NONMINORITY	C	FEDERAL
H458301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$97,800.00	2003	NONMINORITY	C	FEDERAL
H527001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$55,987.00	2002	NONMINORITY	C	FEDERAL
H524801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$115,523.25	2002	NONMINORITY	C	FEDERAL
H534801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$44,421.94	2003	NONMINORITY	C	FEDERAL
H526001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$4,023.65	2002	NONMINORITY	C	FEDERAL
H586301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$35,904.00	2004	NONMINORITY	C	FEDERAL
H497201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$47,996.00	2003	NONMINORITY	C	FEDERAL
H615501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$112,298.43	2006	NONMINORITY	C	FEDERAL
H556701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$20,411.29	2003	NONMINORITY	C	FEDERAL
H534801C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$51,408.00	2003	NONMINORITY	C	FEDERAL
H497201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$216,508.65	2003	NONMINORITY	C	FEDERAL
H615501C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$98,978.00	2006	NONMINORITY	C	FEDERAL
H560101C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$39,994.80	2004	NONMINORITY	C	FEDERAL
H532301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$14,948.20	2003	NONMINORITY	C	FEDERAL
H524601C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$98,999.95	2003	NONMINORITY	C	FEDERAL
H543701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$8,985.00	2003	NONMINORITY	C	FEDERAL
H451001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$15,383.10	2004	NONMINORITY	C	FEDERAL
H460401C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$34,391.00	2003	NONMINORITY	C	FEDERAL
H436701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$45,164.70	2004	NONMINORITY	C	FEDERAL
H585301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$1,598.50	2004	NONMINORITY	C	FEDERAL
H532301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$29,675.00	2003	NONMINORITY	C	FEDERAL
H527701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$28,270.00	2002	NONMINORITY	C	FEDERAL
H646301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$115,559.90	2004	NONMINORITY	C	FEDERAL
H559701C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$24,725.00	2002	NONMINORITY	C	FEDERAL
H646301C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$32,449.60	2004	NONMINORITY	C	FEDERAL
H614201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$29,989.00	2006	NONMINORITY	C	FEDERAL
H591201C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$100,436.50	2005	NONMINORITY	C	FEDERAL
H416001C	UNITED RENTALS HIGHWAY TECHNOLOGIES INC	\$319,251.59	2003	NONMINORITY	C	FEDERAL
H313502C	URBAN ENGINEERING INC	\$2,450.00	2003	HISPANIC AMERICAN	C	FEDERAL
H561401C	URBAN ENGINEERING INC	\$3,500.00	2004	HISPANIC AMERICAN	C	FEDERAL
H637001C	URBAN ENGINEERING INC	\$33,480.00	2007	HISPANIC AMERICAN	C	FEDERAL
H532001C	URBAN ENGINEERING INC	\$4,460.00	2002	HISPANIC AMERICAN	C	FEDERAL
H543701C	URBAN ENGINEERING INC	\$46,000.00	2003	HISPANIC AMERICAN	C	FEDERAL
H626401C	URBAN ENGINEERING INC	\$7,065.00	2004	HISPANIC AMERICAN	C	FEDERAL
H573402C	URBAN ENGINEERING INC	\$4,100.00	2003	HISPANIC AMERICAN	C	FEDERAL
H237805C	URBAN ENGINEERING INC	\$2,500.00	2002	HISPANIC AMERICAN	C	FEDERAL
H606901C	URBAN ENGINEERING INC	\$3,110.00	2005	HISPANIC AMERICAN	C	FEDERAL
H524301C	URBAN ENGINEERING INC	\$6,650.00	2002	HISPANIC AMERICAN	C	FEDERAL
H563901C	URBAN ENGINEERING INC	\$55,570.00	2003	HISPANIC AMERICAN	C	FEDERAL
SL45001C	UTILITY CONSTRUCTION CO INC	\$128,503.50	2005	NONMINORITY WOMEN	C	FEDERAL
H552301C	UTILITY CONSTRUCTION CO INC	\$69,022.00	2005	NONMINORITY WOMEN	C	FEDERAL
SS49801C	UTILITY CONSTRUCTION CO INC	\$21,000.00	2005	NONMINORITY WOMEN	C	FEDERAL
H614201C	UTILITY CONSTRUCTION CO INC	\$42,575.00	2006	NONMINORITY WOMEN	C	FEDERAL
H664901C	UTILITY CONSTRUCTION CO INC	\$686,958.00	2006	NONMINORITY WOMEN	C	FEDERAL
H483102C	UTILITY CONSTRUCTION CO INC	\$116,925.00	2002	NONMINORITY WOMEN	C	FEDERAL
H589801C	VALCO SURVEYING CORP	\$7,500.00	2003	HISPANIC AMERICAN	C	FEDERAL
H629501C	VALCO SURVEYING CORP	\$6,900.00	2005	HISPANIC AMERICAN	C	FEDERAL
H614401C	VALCO SURVEYING CORP	\$9,400.00	2007	HISPANIC AMERICAN	C	FEDERAL
H499102C	VALCO SURVEYING CORP	\$17,000.00	2003	HISPANIC AMERICAN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H556701C	VALCO SURVEYING CORP	\$4,750.00	2003	HISPANIC AMERICAN	C	FEDERAL
H458301C	VALCO SURVEYING CORP	\$13,800.00	2003	HISPANIC AMERICAN	C	FEDERAL
H557101C	VALCO SURVEYING CORP	\$15,400.00	2004	HISPANIC AMERICAN	C	FEDERAL
H593301C	VALCO SURVEYING CORP	\$3,400.00	2004	HISPANIC AMERICAN	C	FEDERAL
H434501C	VALCO SURVEYING CORP	\$27,000.00	2003	HISPANIC AMERICAN	C	FEDERAL
H584901C	VALCO SURVEYING CORP	\$8,800.00	2004	HISPANIC AMERICAN	C	FEDERAL
H585301C	VALCO SURVEYING CORP	\$9,500.00	2004	HISPANIC AMERICAN	C	FEDERAL
H524501C	VALCO SURVEYING CORP	\$27,000.00	2003	HISPANIC AMERICAN	C	FEDERAL
HX16101C	VALCO SURVEYING CORP	\$6,700.00	2005	HISPANIC AMERICAN	C	FEDERAL
H606501C	VALCO SURVEYING CORP	\$3,650.00	2003	HISPANIC AMERICAN	C	FEDERAL
SH27301C	VALCO SURVEYING CORP	\$11,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
H585701C	VALCO SURVEYING CORP	\$11,900.00	2005	HISPANIC AMERICAN	C	FEDERAL
H635301C	VALCO SURVEYING CORP	\$17,600.00	2007	HISPANIC AMERICAN	C	FEDERAL
HX17401C	VALCO SURVEYING CORP	\$19,000.00	2007	HISPANIC AMERICAN	C	FEDERAL
H613901C	VALCO SURVEYING CORP	\$30,000.00	2005	HISPANIC AMERICAN	C	FEDERAL
SS55901C	VALCO SURVEYING CORP	\$17,000.00	2007	HISPANIC AMERICAN	C	FEDERAL
H585001C	VALCO SURVEYING CORP	\$22,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
H584301C	VALCO SURVEYING CORP	\$3,200.00	2004	HISPANIC AMERICAN	C	FEDERAL
H586301C	VALCO SURVEYING CORP	\$6,500.00	2004	HISPANIC AMERICAN	C	FEDERAL
H586201C	VALCO SURVEYING CORP	\$5,600.00	2004	HISPANIC AMERICAN	C	FEDERAL
H648201C	VALCO SURVEYING CORP	\$14,450.00	2005	HISPANIC AMERICAN	C	FEDERAL
SS42101C	VALCO SURVEYING CORP	\$6,700.00	2003	HISPANIC AMERICAN	C	FEDERAL
H610301C	VALCO SURVEYING CORP	\$4,900.00	2003	HISPANIC AMERICAN	C	FEDERAL
H555601C	VALCO SURVEYING CORP	\$3,900.00	2003	HISPANIC AMERICAN	C	FEDERAL
H524101C	VALCO SURVEYING CORP	\$16,545.00	2007	HISPANIC AMERICAN	C	FEDERAL
H586001C	VALCO SURVEYING CORP	\$5,500.00	2004	HISPANIC AMERICAN	C	FEDERAL
HX19201C	VALCO SURVEYING CORP	\$17,600.00	2007	HISPANIC AMERICAN	C	FEDERAL
H589201C	VALCO SURVEYING CORP	\$25,000.00	2002	HISPANIC AMERICAN	C	FEDERAL
H569601C	VALCO SURVEYING CORP	\$6,200.00	2004	HISPANIC AMERICAN	C	FEDERAL
H587601C	VALCO SURVEYING CORP	\$4,600.00	2002	HISPANIC AMERICAN	C	FEDERAL
H527501C	VALCO SURVEYING CORP	\$20,500.00	2002	HISPANIC AMERICAN	C	FEDERAL
H526501C	VALCO SURVEYING CORP	\$1,700.00	2002	HISPANIC AMERICAN	C	FEDERAL
H636001C	VALCO SURVEYING CORP	\$29,500.00	2006	HISPANIC AMERICAN	C	FEDERAL
SS43601C	VALCO SURVEYING CORP	\$12,000.00	2002	HISPANIC AMERICAN	C	FEDERAL
H584601C	VALCO SURVEYING CORP	\$8,500.00	2004	HISPANIC AMERICAN	C	FEDERAL
H636501C	VALCO SURVEYING CORP	\$35,500.00	2006	HISPANIC AMERICAN	C	FEDERAL
H658401C	VALCO SURVEYING CORP	\$13,500.00	2006	HISPANIC AMERICAN	C	FEDERAL
H527201C	VALCO SURVEYING CORP	\$6,900.00	2002	HISPANIC AMERICAN	C	FEDERAL
H636301C	VALCO SURVEYING CORP	\$7,300.00	2006	HISPANIC AMERICAN	C	FEDERAL
H635901C	VALCO SURVEYING CORP	\$7,800.00	2006	HISPANIC AMERICAN	C	FEDERAL
H525201C	VALCO SURVEYING CORP	\$25,000.00	2002	HISPANIC AMERICAN	C	FEDERAL
H636301C	VALCO SURVEYING CORP	\$7,300.00	2006	HISPANIC AMERICAN	C	FEDERAL
H355201C	VALCO SURVEYING CORP	\$12,500.00	2004	HISPANIC AMERICAN	C	FEDERAL
H583901C	VALCO SURVEYING CORP	\$6,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
H527701C	VALCO SURVEYING CORP	\$3,800.00	2002	HISPANIC AMERICAN	C	FEDERAL
H637102C	VALCO SURVEYING CORP	\$26,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
H636101C	VALCO SURVEYING CORP	\$11,000.00	2006	HISPANIC AMERICAN	C	FEDERAL
H527801C	VALCO SURVEYING CORP	\$2,400.00	2002	HISPANIC AMERICAN	C	FEDERAL
H635401C	VALCO SURVEYING CORP	\$9,200.00	2006	HISPANIC AMERICAN	C	FEDERAL
H615301C	VALCO SURVEYING CORP	\$6,000.00	2006	HISPANIC AMERICAN	C	FEDERAL
H535501C	VALCO SURVEYING CORP	\$6,600.00	2002	HISPANIC AMERICAN	C	FEDERAL
SB36401C	VALCO SURVEYING CORP	\$11,000.00	2004	HISPANIC AMERICAN	C	FEDERAL
H683001C	VALCO SURVEYING CORP	\$27,000.00	2007	HISPANIC AMERICAN	C	FEDERAL
H589901C	VALCO SURVEYING CORP	\$6,700.00	2003	HISPANIC AMERICAN	C	FEDERAL
H648601C	VALCO SURVEYING CORP	\$4,900.00	2006	HISPANIC AMERICAN	C	FEDERAL
H490801C	VALCO SURVEYING CORP	\$10,500.00	2002	HISPANIC AMERICAN	C	FEDERAL
H555801C	VALCO SURVEYING CORP	\$7,500.00	2004	HISPANIC AMERICAN	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H557201C	VALCO SURVEYING CORP	\$10,900.00	2003	HISPANIC AMERICAN	C	FEDERAL
H526001C	VALCO SURVEYING CORP	\$4,700.00	2002	HISPANIC AMERICAN	C	FEDERAL
H527901C	VALCO SURVEYING CORP	\$12,600.00	2002	HISPANIC AMERICAN	C	FEDERAL
H591201C	VALLEY RAIN CONSTRUCTION CORPORATION	\$106,400.00	2005	NONMINORITY	C	FEDERAL
H458101C	VALLEYWIDE FENCE CO	\$45,452.00	2002	NONMINORITY WOMEN	C	FEDERAL
H614901C	VALLEYWIDE FENCE CO	\$47,615.00	2005	NONMINORITY WOMEN	C	FEDERAL
H549401C	VALLEYWIDE FENCE CO	\$144,593.43	2004	NONMINORITY WOMEN	C	FEDERAL
H568603C	VALLEYWIDE FENCE CO	\$135,666.32	2004	NONMINORITY WOMEN	C	FEDERAL
H516301C	VALLEYWIDE FENCE CO	\$107,221.45	2003	NONMINORITY WOMEN	C	FEDERAL
H527301C	VAN WAGENEN SURVEYING	\$13,400.00	2004	NONMINORITY	C	FEDERAL
H423901C	VAN WAGENEN SURVEYING	\$13,378.50	2005	NONMINORITY	C	FEDERAL
H577901C	VAN WAGENEN SURVEYING	\$13,800.00	2006	NONMINORITY	C	FEDERAL
H567601C	VAN WAGENEN SURVEYING	\$13,400.00	2004	NONMINORITY	C	FEDERAL
H637001C	VASTCO INC	\$206,222.00	2007	NONMINORITY	C	FEDERAL
H561801C	VASTCO INC	\$140,756.00	2005	NONMINORITY	C	FEDERAL
H614901C	VASTCO INC	\$423,304.00	2005	NONMINORITY	C	FEDERAL
H554401C	VASTCO INC	\$1,856,053.00	2006	NONMINORITY	C	FEDERAL
H497201C	VASTCO INC	\$641,218.00	2003	NONMINORITY	C	FEDERAL
H457303C	VASTCO INC	\$1,886,519.33	2002	NONMINORITY	C	FEDERAL
H591201C	VASTCO INC	\$696,000.00	2005	NONMINORITY	C	FEDERAL
H511801C	VASTCO INC	\$566,755.00	2005	NONMINORITY	C	FEDERAL
H595508C	VASTCO INC	\$1,040,000.00	2005	NONMINORITY	C	FEDERAL
H637001C	VASTCO INC	\$9,234.67	2007	NONMINORITY	C	FEDERAL
H341401C	VASTCO INC	\$3,026,000.00	2007	NONMINORITY	C	FEDERAL
H549401C	VASTCO INC	\$388,526.80	2004	NONMINORITY	C	FEDERAL
H636601C	VASTCO INC	\$330,937.00	2006	NONMINORITY	C	FEDERAL
H555901C	VASTCO INC	\$54,966.00	2002	NONMINORITY	C	FEDERAL
H556601C	VERSATECH CONSULTING INTERNATIONAL CORP	\$19,950.00	2005	NONMINORITY	C	FEDERAL
H410401C	VILLA INC	\$440,293.00	2002	HISPANIC AMERICAN	C	FEDERAL
H649301C	VILLA INC	\$152,263.00	2006	HISPANIC AMERICAN	C	FEDERAL
H483102C	W S P INC	\$23,500.00	2002	NONMINORITY	C	FEDERAL
SB36401C	W S P INC	\$10,625.00	2004	NONMINORITY	C	FEDERAL
H526401C	W S P INC	\$50,000.00	2002	NONMINORITY	C	FEDERAL
H576801C	W S P INC	\$43,750.00	2004	NONMINORITY	C	FEDERAL
SH27301C	W S P INC	\$10,625.00	2004	NONMINORITY	C	FEDERAL
H581701C	W S P INC	\$67,665.20	2005	NONMINORITY	C	FEDERAL
H541701C	W S P INC	\$25,761.60	2003	NONMINORITY	C	FEDERAL
H611501C	W S P INC	\$109,171.00	2004	NONMINORITY	C	FEDERAL
H664901C	W S P INC	\$50,485.00	2006	NONMINORITY	C	FEDERAL
H591101C	W S P INC	\$17,000.00	2005	NONMINORITY	C	FEDERAL
H583701C	W W ASPHALT	\$23,887.00	2005	NONMINORITY	C	FEDERAL
SS53401C	WADE JOHNSON TRUCKING	\$16,000.00	2007	NONMINORITY	C	FEDERAL
H681601C	WAGON WHEEL TRUCKING	\$9,600.00	2007	NONMINORITY	C	FEDERAL
H681601C	WANNA BEE TRUCKING	\$9,600.00	2007	NONMINORITY	C	FEDERAL
H510601C	WARNERS NURSERY & LANDSCAPE CO	\$510,851.40	2006	NONMINORITY	C	FEDERAL
H643401C	WATER MOVERS INC	\$19,260.00	2007	NONMINORITY	C	FEDERAL
H595506C	WATER TRUCK	\$60,000.00	2005	NONMINORITY	C	FEDERAL
H584501C	WATER TRUCK	\$10,500.00	2005	NONMINORITY	C	FEDERAL
SL46601C	WEATHERGUARD METAL CONSTRUCTION INC	\$3,498.00	2003	NONMINORITY	C	FEDERAL
H591301C	WEBER GROUP LC	\$17,520.00	2004	NONMINORITY	C	FEDERAL
H529901C	WEBER GROUP LC	\$5,000.00	2002	NONMINORITY	C	FEDERAL
H613701C	WEST POINT CONTRACTORS INC	\$24,170.00	2006	NONMINORITY	C	FEDERAL
H458201C	WEST POINT CONTRACTORS INC	\$62,372.00	2005	NONMINORITY	C	FEDERAL
H526701C	WESTERMOOR ELECTRIC INC	\$27,200.00	2005	NONMINORITY	C	FEDERAL
H423901C	WESTERN EMULSIONS INC	\$5,954.00	2005	NONMINORITY	C	FEDERAL
H525601C	WESTERN EMULSIONS INC	\$8,800.00	2002	NONMINORITY	C	FEDERAL
H303802C	WESTERN EMULSIONS INC	\$6,360.00	2002	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H635401C	WESTERN EMULSIONS INC	\$4,500.00	2006	NONMINORITY	C	FEDERAL
H615501C	WESTERN EMULSIONS INC	\$9,600.00	2006	NONMINORITY	C	FEDERAL
H610401C	WESTERN EMULSIONS INC	\$13,200.00	2003	NONMINORITY	C	FEDERAL
H584901C	WESTERN EMULSIONS INC	\$7,290.00	2004	NONMINORITY	C	FEDERAL
H460401C	WESTERN GRADE LLC	\$59,508.00	2003	NONMINORITY	C	FEDERAL
H681601C	WESTERN GRADE LLC	\$28,800.00	2007	NONMINORITY	C	FEDERAL
H664901C	WESTERN SUNSETS DEMOLITION INC	\$140,000.00	2006	NONMINORITY	C	FEDERAL
H625901C	WESTERN TECHNOLOGIES INC	\$91,550.00	2004	NONMINORITY	C	FEDERAL
H556301C	WESTERN TECHNOLOGIES INC	\$13,555.00	2004	NONMINORITY	C	FEDERAL
H636001C	WESTERN TECHNOLOGIES INC	\$24,717.00	2006	NONMINORITY	C	FEDERAL
H453501C	WESTERN TECHNOLOGIES INC	\$12,174.00	2003	NONMINORITY	C	FEDERAL
H610001C	WESTERN TECHNOLOGIES INC	\$501,512.00	2003	NONMINORITY	C	FEDERAL
H585701C	WESTERN TECHNOLOGIES INC	\$14,522.00	2005	NONMINORITY	C	FEDERAL
H681001C	WESTERN TECHNOLOGIES INC	\$18,680.00	2007	NONMINORITY	C	FEDERAL
H528206C	WESTERN TECHNOLOGIES INC	\$26,505.00	2006	NONMINORITY	C	FEDERAL

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY	FUNDING SOURCE
H633401C	WESTERN TECHNOLOGIES INC	\$6,000.00	2007	NONMINORITY	C	FEDERAL
H466501C	WESTERN TECHNOLOGIES INC	\$49,005.00	2005	NONMINORITY	C	FEDERAL
HX16101C	WESTERN TECHNOLOGIES INC	\$918.00	2005	NONMINORITY	C	FEDERAL
H599901C	WESTERN TECHNOLOGIES INC	\$6,000.00	2007	NONMINORITY	C	FEDERAL
H614801C	WESTERN TECHNOLOGIES INC	\$50,310.00	2005	NONMINORITY	C	FEDERAL
SB40701C	WESTERN TECHNOLOGIES INC	\$2,550.00	2003	NONMINORITY	C	FEDERAL
H655601C	WESTERN TECHNOLOGIES INC	\$8,440.00	2005	NONMINORITY	C	FEDERAL
SB36401C	WESTERN TECHNOLOGIES INC	\$12,933.00	2004	NONMINORITY	C	FEDERAL
H595503C	WESTERN TECHNOLOGIES INC	\$85,407.50	2004	NONMINORITY	C	FEDERAL
H576701C	WESTERN TECHNOLOGIES INC	\$21,660.00	2005	NONMINORITY	C	FEDERAL
SH27301C	WESTERN TECHNOLOGIES INC	\$12,933.00	2004	NONMINORITY	C	FEDERAL
H584501C	WESTERN TECHNOLOGIES INC	\$39,835.00	2005	NONMINORITY	C	FEDERAL
H643401C	WESTERN TECHNOLOGIES INC	\$450,000.00	2007	NONMINORITY	C	FEDERAL
H618301C	WESTERN TECHNOLOGIES INC	\$13,115.00	2005	NONMINORITY	C	FEDERAL
H613701C	WESTERN TECHNOLOGIES INC	\$7,470.00	2006	NONMINORITY	C	FEDERAL
H552301C	WESTERN TECHNOLOGIES INC	\$13,030.00	2005	NONMINORITY	C	FEDERAL
H510401C	WESTERN TECHNOLOGIES INC	\$69,161.00	2005	NONMINORITY	C	FEDERAL
H510601C	WESTERN TECHNOLOGIES INC	\$188,665.00	2006	NONMINORITY	C	FEDERAL
H605101C	WESTERN TECHNOLOGIES INC	\$35,000.00	2006	NONMINORITY	C	FEDERAL
H490801C	WESTERN TECHNOLOGIES INC	\$12,000.00	2002	NONMINORITY	C	FEDERAL
H637001C	WESTERN TECHNOLOGIES INC	\$71,915.00	2007	NONMINORITY	C	FEDERAL
H602701C	WESTERN TECHNOLOGIES INC	\$33,260.00	2005	NONMINORITY	C	FEDERAL
H614101C	WESTERN TECHNOLOGIES INC	\$26,050.00	2005	NONMINORITY	C	FEDERAL
H451001C	WESTERN TECHNOLOGIES INC	\$5,776.00	2004	NONMINORITY	C	FEDERAL
H466203C	WESTERN TECHNOLOGIES INC	\$381,090.00	2007	NONMINORITY	C	FEDERAL
H341401C	WESTERN TECHNOLOGIES INC	\$322,800.00	2007	NONMINORITY	C	FEDERAL
H635701C	WESTERN TECHNOLOGIES INC	\$81,075.00	2006	NONMINORITY	C	FEDERAL
H458201C	WESTERN TECHNOLOGIES INC	\$84,621.50	2005	NONMINORITY	C	FEDERAL
H525001C	WESTERN TECHNOLOGIES INC	\$26,050.00	2005	NONMINORITY	C	FEDERAL
H636701C	WESTERN TECHNOLOGIES INC	\$28,000.00	2007	NONMINORITY	C	FEDERAL
H591201C	WESTERN WASATCH CONCRETE PUMPING INC	\$90,276.46	2005	NONMINORITY	C	FEDERAL
H560101C	WESTERN WASATCH CONCRETE PUMPING INC	\$13,200.00	2004	NONMINORITY	C	FEDERAL
H658401C	WESTMOOR ELECTRIC INC	\$113,225.00	2006	NONMINORITY	C	FEDERAL
H458101C	WESTMOOR ELECTRIC INC	\$502,712.50	2002	NONMINORITY	C	FEDERAL
H593301C	WESTMOOR ELECTRIC INC	\$82,435.00	2004	NONMINORITY	C	FEDERAL
H622201C	WICKENBURG ASPHALT & PAVING CO	\$18,000.00	2005	NONMINORITY	C	FEDERAL
H390201C	WILLIAM R ALLEN TRUCKING	\$12,800.00	2006	NONMINORITY	C	FEDERAL
H635701C	WILLIAM R ALLEN TRUCKING	\$19,200.00	2006	NONMINORITY	C	FEDERAL
H657701C	WINDSWEPT ORGANIX INC	\$21,260.00	2007	NONMINORITY	C	FEDERAL
H636701C	WINDSWEPT ORGANIX INC	\$128,916.00	2007	NONMINORITY	C	FEDERAL
H633201C	WINDSWEPT ORGANIX INC	\$17,420.00	2007	NONMINORITY	C	FEDERAL
HX17401C	WINDSWEPT ORGANIX INC	\$43,581.00	2007	NONMINORITY	C	FEDERAL
H681001C	WINDSWEPT ORGANIX INC	\$58,150.00	2007	NONMINORITY	C	FEDERAL
H649301C	WINDSWEPT ORGANIX INC	\$12,267.40	2006	NONMINORITY	C	FEDERAL
H683001C	WOLFSKILL GRADING SERVICE LLC	\$3,750.00	2007	NONMINORITY	C	FEDERAL
H463201C	WOODYS LANDSCAPING LLC	\$177,069.00	2002	NONMINORITY WOMEN	C	FEDERAL
H463501C	WOODYS LANDSCAPING LLC	\$36,751.00	2002	NONMINORITY WOMEN	C	FEDERAL
H463801C	WOODYS LANDSCAPING LLC	\$177,069.00	2002	NONMINORITY WOMEN	C	FEDERAL
H510601C	WRIGHT CONCRETE PUMPING	\$640.00	2006	NONMINORITY	C	FEDERAL
H510601C	X-PRESS TRUX INC	\$19,800.00	2006	NONMINORITY	C	FEDERAL
H563001C	YELLOWKNIFE BUILDING SYSTEMS INC	\$110,225.00	2003	NONMINORITY WOMEN	C	FEDERAL
H613301C	YORK TRUCKING LLC	\$23,400.00	2005	NONMINORITY	C	FEDERAL
H569001C	YOST & GARDNER ENGINEERS	\$8,500.00	2003	NONMINORITY	C	FEDERAL
H605201C	YOST & GARDNER ENGINEERS	\$18,300.00	2007	NONMINORITY	C	FEDERAL
H616901C	YOST & GARDNER ENGINEERS	\$18,300.00	2007	NONMINORITY	C	FEDERAL

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY
05321	A M E C EARTH & ENVIRONMENTAL INC	\$750,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
05045	A TEAM PROFESSIONAL ASSOCIATES INC	\$33,334.00	2006	HISPANIC AMERICAN	MARICOPA, AZ	AE
02006	A TEAM PROFESSIONAL ASSOCIATES INC	\$50,000.00	2002	HISPANIC AMERICAN	MARICOPA, AZ	AE
01135	AANJI CONSULTING LLC	\$100,000.00	2002	NATIVE AMERICAN	PIMA, AZ	AE
060081	ABSOLUTE SURVEYING & MAPPING INC	\$20,000.00	2006	NONMINORITY	NAVAJO, AZ	AE
020751	ABSOLUTE SURVEYING & MAPPING INC	\$100,000.00	2003	NONMINORITY	NAVAJO, AZ	AE
02043	ACQUISITION SCIENCES LTD	\$247,950.00	2003	NONMINORITY	MARICOPA, AZ	AE
05010	AERIAL MAPPING CO	\$50,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
01083	AERIAL MAPPING CO	\$7,500.00	2002	NONMINORITY	MARICOPA, AZ	AE
02032	AERIAL MAPPING CO	\$38,405.00	2002	NONMINORITY	MARICOPA, AZ	AE
02007	ALPHA ENGINEERING INC	\$150,000.00	2002	ASIAN AMERICAN	MARICOPA, AZ	AE
03021	AMEC EARTH & ENVIRONMENTAL INC	\$250,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
05063	AMEC EARTH & ENVIRONMENTAL INC	\$34,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
02051	AMEC EARTH & ENVIRONMENTAL INC	\$33,333.00	2002	NONMINORITY	MARICOPA, AZ	AE
04-058	AMEC INFRASTRUCTURE	\$50,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
06028	AMEC INFRASTRUCTURE INC	\$718,666.00	2007	NONMINORITY	MARICOPA, AZ	AE
01106	AMEC INFRASTRUCTURE INC	\$299,975.00	2002	NONMINORITY	MARICOPA, AZ	AE
02016	AMEC INFRASTRUCTURE INC	\$200,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
03020	AMEC INFRASTRUCTURE INC	\$406,071.00	2004	NONMINORITY	MARICOPA, AZ	AE
02012	AMEC INFRASTRUCTURE INC	\$50,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
04058	AMEC INFRASTRUCTURE INC	\$50,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
02081	AMEC INFRASTRUCTURE INC	\$832,293.00	2003	NONMINORITY	MARICOPA, AZ	AE
01082	AMEC INFRASTRUCTURE INC	\$1,233,559.00	2002	NONMINORITY	MARICOPA, AZ	AE
020752	AMEC INFRASTRUCTURE INC	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
02002	AMEC INFRASTRUCTURE INC	\$1,500,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
03049	AMEC INFRASTRUCTURE INC	\$1,000,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
01133	AMEC INFRASTRUCTURE INC	\$1,370,495.00	2002	NONMINORITY	MARICOPA, AZ	AE
06052	AMEC INFRASTRUCTURE INC	\$6,059,248.00	2007	NONMINORITY	MARICOPA, AZ	AE
060082	AMEC INFRASTRUCTURE INC	\$40,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
040421	AMEC INFRASTRUCTURE INC	\$1,000,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
03-046.1	AZTEC ENGINEERING	\$75,000.00	2003	ASIAN AMERICAN	MARICOPA, AZ	AE
03059	AZTEC ENGINEERING	\$525,273.00	2004	ASIAN AMERICAN	MARICOPA, AZ	AE
030461	AZTEC ENGINEERING	\$75,000.00	2004	ASIAN AMERICAN	MARICOPA, AZ	AE
02029	AZTEC ENGINEERING	\$3,850,000.00	2003	ASIAN AMERICAN	MARICOPA, AZ	AE
07013	AZTEC ENGINEERING	\$9,743,491.00	2007	ASIAN AMERICAN	MARICOPA, AZ	AE
03033	AZTEC ENGINEERING	\$100,000.00	2004	ASIAN AMERICAN	MARICOPA, AZ	AE
02017	AZTEC ENGINEERING	\$200,000.00	2002	ASIAN AMERICAN	MARICOPA, AZ	AE
05046	AZTEC ENGINEERING	\$33,333.00	2006	ASIAN AMERICAN	MARICOPA, AZ	AE
04073	AZTEC ENGINEERING	\$200,000.00	2005	ASIAN AMERICAN	MARICOPA, AZ	AE
06013	AZTEC ENGINEERING	\$4,077,270.00	2006	ASIAN AMERICAN	MARICOPA, AZ	AE
060031	AZTEC ENGINEERING	\$100,000.00	2006	ASIAN AMERICAN	MARICOPA, AZ	AE
01086	AZTEC ENGINEERING	\$291,042.00	2002	ASIAN AMERICAN	MARICOPA, AZ	AE
01129	AZTEC ENGINEERING	\$2,879,000.00	2002	ASIAN AMERICAN	MARICOPA, AZ	AE
060083	AZTEC ENGINEERING	\$40,000.00	2007	ASIAN AMERICAN	MARICOPA, AZ	AE
04018	AZTEC ENGINEERING	\$100,000.00	2004	ASIAN AMERICAN	MARICOPA, AZ	AE
05033	AZTEC ENGINEERING	\$1,753,000.00	2005	ASIAN AMERICAN	MARICOPA, AZ	AE

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY
5033	AZTEC ENGINEERING	\$1,753,000.00	2005	ASIAN AMERICAN	MARICOPA, AZ	AE
05052	AZTEC ENGINEERING	\$177,777.00	2006	ASIAN AMERICAN	MARICOPA, AZ	AE
02003	BASEPLANS U S A	\$66,667.00	2002	NONMINORITY	MARICOPA, AZ	AE
04079	BASEPLANS U S A	\$200,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
T0213A0111	BERNARD DEUTSCH ASSOC	\$134,098.23	2002	NONMINORITY	MARICOPA, AZ	AE
01062	BJ COMMUNICATIONS INC	\$50,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
06019	BURGESS & NIPLE INC	\$25,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
02033	BURGESS & NIPLE INC	\$249,814.00	2002	NONMINORITY	MARICOPA, AZ	AE
03018	C H 2 M HILL	\$336,242.00	2004	NONMINORITY	MARICOPA, AZ	AE
03-043	CARTER & BURGESS	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
04070	CARTER & BURGESS INC	\$50,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
05039	CARTER & BURGESS INC	\$50,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
05037	CARTER & BURGESS INC	\$515,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
05053	CARTER & BURGESS INC	\$177,777.00	2006	NONMINORITY	MARICOPA, AZ	AE
03043	CARTER & BURGESS INC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
060084	CASTRO ENGINEERING CORP	\$40,000.00	2007	NONMINORITY	PIMA, AZ	AE
020753	CASTRO ENGINEERING CORP	\$100,000.00	2003	NONMINORITY	PIMA, AZ	AE
04062	CEI CONSULTANT ENGINEERING INC	\$74,999.00	2005	HISPANIC AMERICAN	MARICOPA, AZ	AE
040422	CEI CONSULTANT ENGINEERING INC	\$1,000,000.00	2005	HISPANIC AMERICAN	MARICOPA, AZ	AE
020754	CEI CONSULTANT ENGINEERING INC	\$100,000.00	2003	HISPANIC AMERICAN	MARICOPA, AZ	AE
02044	CEI CONSULTANT ENGINEERING INC	\$200,000.00	2003	HISPANIC AMERICAN	MARICOPA, AZ	AE
03050	CEI CONSULTANT ENGINEERING INC	\$1,000,000.00	2004	HISPANIC AMERICAN	MARICOPA, AZ	AE
01093	CH2M HILL	\$1,123,779.00	2002	NONMINORITY	MARICOPA, AZ	AE
06-051	CHALMERS ENGINEERING	\$30,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
06051	CHALMERS ENGINEERING SERVICES INC	\$30,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
T0249A0006	CHALMERS ENGINEERING SVCS INC	\$693,049.28	2003	NONMINORITY	MARICOPA, AZ	AE
03034	CK ENGINEERING INC	\$250,000.00	2003	AFRICAN AMERICAN	MARICOPA, AZ	AE
T0211A0048	CKC CONSTR CO	\$282,435.02	2003	NONMINORITY	GRAHAM, AZ	AE
06006	CORRAL DYBAS GROUP INC	\$555,663.00	2006	HISPANIC AMERICAN	MARICOPA, AZ	AE
02066	CORRAL DYBAS GROUP INC	\$324,717.00	2002	HISPANIC AMERICAN	MARICOPA, AZ	AE
04027	CORRAL DYBAS GROUP INC	\$210,020.00	2004	HISPANIC AMERICAN	MARICOPA, AZ	AE
06033	CORRAL DYBAS GROUP INC	\$369,640.00	2007	HISPANIC AMERICAN	MARICOPA, AZ	AE
01114	D L R PROPERTY PROJECT MANAGEMENT LLC	\$50,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
020871	DAHL ROBINS & ASSOCIATES INC	\$628,453.00	2004	NONMINORITY	YUMA, AZ	AE
03001	DANELOWITZ & ASSOC INC	\$100,000.00	2003	HISPANIC AMERICAN	MARICOPA, AZ	AE
05023	DANELOWITZ & ASSOC INC	\$50,000.00	2005	HISPANIC AMERICAN	MARICOPA, AZ	AE
02090	DANELOWITZ & ASSOC INC	\$50,000.00	2003	HISPANIC AMERICAN	MARICOPA, AZ	AE
0604002	DANELOWITZ & ASSOC INC	\$50,000.00	2007	HISPANIC AMERICAN	MARICOPA, AZ	AE
05060	DANELOWITZ & ASSOC INC	\$50,000.00	2006	HISPANIC AMERICAN	MARICOPA, AZ	AE
05050	DANELOWITZ & ASSOC INC	\$50,000.00	2005	HISPANIC AMERICAN	MARICOPA, AZ	AE
060401	DANELOWITZ & ASSOC INC	\$50,000.00	2007	HISPANIC AMERICAN	MARICOPA, AZ	AE
060151	DANELOWITZ & ASSOC INC	\$50,000.00	2006	HISPANIC AMERICAN	MARICOPA, AZ	AE
02068	DANELOWITZ & ASSOC INC	\$100,000.00	2002	HISPANIC AMERICAN	MARICOPA, AZ	AE
06001	DANELOWITZ & ASSOC INC	\$100,000.00	2007	HISPANIC AMERICAN	MARICOPA, AZ	AE
05047	DANELOWITZ & ASSOC INC	\$33,333.00	2007	NONMINORITY	MARICOPA, AZ	AE
01108	DANELOWITZ & ASSOC INC	\$100,000.00	2002	HISPANIC AMERICAN	MARICOPA, AZ	AE

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY
06-040.2	DANELOWITZ & ASSOCIATES	\$50,000.00	2006	HISPANIC AMERICAN	MARICOPA, AZ	AE
3001	DANELOWITZ ASSOCIATES	\$100,000.00	2002	HISPANIC AMERICAN	MARICOPA, AZ	AE
2090	DANELOWITZ ASSOCIATES	\$50,000.00	2002	HISPANIC AMERICAN	MARICOPA, AZ	AE
T0213A0116	DESIGN ONE INC	\$356,413.55	2002	ASIAN AMERICAN	MARICOPA, AZ	AE
T0313A0068	DEUTSCH ASSOC	\$126,725.40	2003	NONMINORITY	MARICOPA, AZ	AE
04002	DIBBLE & ASSOCIATES CONSULTING ENGINEERING INC	\$354,141.00	2005	NONMINORITY	MARICOPA, AZ	AE
04020	DIBBLE & ASSOCIATES CONSULTING ENGINEERING INC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
01112	DIBBLE & ASSOCIATES CONSULTING ENGINEERING INC	\$536,565.00	2002	NONMINORITY	MARICOPA, AZ	AE
06042	DIBBLE & ASSOCIATES CONSULTING ENGINEERING INC	\$509,044.00	2007	NONMINORITY	MARICOPA, AZ	AE
04-002	DIBBLE & ASSOCIATES INC	\$354,141.00	2004	NONMINORITY	MARICOPA, AZ	AE
2045	DLR PROPERTY PROJECT MGMT	\$236,384.00	2003	NONMINORITY	MARICOPA, AZ	AE
12/1/2004	DLR PROPERTY/PROJECT MANAGEMENT LLC	\$75,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
020755	DMJM HARRIS	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
04084	DMJM HARRIS	\$50,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
04034	DMJM HARRIS	\$1,017,543.00	2005	NONMINORITY	MARICOPA, AZ	AE
04021	DMJM HARRIS	\$50,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
02097	DMJM HARRIS	\$1,849,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
04064	DMJM HARRIS	\$448,746.00	2005	NONMINORITY	MARICOPA, AZ	AE
06054	DMJM HARRIS	\$60,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
04048	DMJM HARRIS	\$1,189,638.00	2005	NONMINORITY	MARICOPA, AZ	AE
03022	DMJM HARRIS	\$250,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
04008	DMJM HARRIS	\$1,046,614.00	2005	NONMINORITY	MARICOPA, AZ	AE
03-031	DMJM HARRIS	\$190,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
07001	DMJM HARRIS	\$1,943,806.00	2007	NONMINORITY	MARICOPA, AZ	AE
03035	DMJM HARRIS	\$250,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
02009	DMJM HARRIS	\$542,149.00	2002	NONMINORITY	MARICOPA, AZ	AE
02035	DMJM HARRIS	\$1,455,800.00	2003	NONMINORITY	MARICOPA, AZ	AE
060032	DMJM HARRIS	\$100,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
0404236	DMJM HARRIS	\$1,000,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
04021	DMJM HARRIS	\$50,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
03051	DMJM HARRIS	\$1,000,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
05051	DMJM HARRIS	\$1,381,794.00	2006	NONMINORITY	MARICOPA, AZ	AE
00075	DMJM HARRIS	\$3,599,928.00	2002	NONMINORITY	MARICOPA, AZ	AE
02048	DMJM HARRIS	\$880,443.00	2002	NONMINORITY	MARICOPA, AZ	AE
03031	DMJM HARRIS	\$160,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
04003	DMJM HARRIS	\$234,782.00	2005	NONMINORITY	MARICOPA, AZ	AE
01131	DMJM HARRIS	\$1,685,464.00	2002	NONMINORITY	MARICOPA, AZ	AE
05026	DMJM HARRIS	\$666,666.00	2005	NONMINORITY	MARICOPA, AZ	AE
03003	DMJM HARRIS	\$940,596.00	2004	NONMINORITY	MARICOPA, AZ	AE
03032	DMJM HARRIS	\$1,480,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
01087	EARTH TECH INC	\$3,395,126.00	2002	NONMINORITY	MARICOPA, AZ	AE
03008	EARTH TECH INC	\$3,525,412.00	2003	NONMINORITY	MARICOPA, AZ	AE
04049	ECOPLAN ASSOCIATES INC	\$300,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
07008	ENGINEERING & ENVIRONMENTAL CONSULTING INC	\$1,425,829.00	2007	NONMINORITY	PIMA, AZ	AE
04046	ENGINEERING & ENVIRONMENTAL CONSULTING INC	\$224,726.00	2004	NONMINORITY	PIMA, AZ	AE
02064	ENGINEERING & ENVIRONMENTAL CONSULTING INC	\$339,522.00	2003	NONMINORITY	PIMA, AZ	AE

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY
02028	ENGINEERING & ENVIRONMENTAL CONSULTING INC	\$1,550,000.00	2003	NONMINORITY	PIMA, AZ	AE
02-041.4	ENTRANCO	\$180,796.00	2003	NONMINORITY	MARICOPA, AZ	AE
01105	ENTRANCO ENGINEERS INC	\$489,645.00	2002	NONMINORITY	MARICOPA, AZ	AE
02013	ENTRANCO ENGINEERS INC	\$50,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
04019	ENTRANCO ENGINEERS INC	\$50,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
020756	ENTRANCO ENGINEERS INC	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
6085	EPS GROUP INC	\$40,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
06055	EPS GROUP INC ENG PLINR'S & SRVYR'S	\$447,420.00	2007	NONMINORITY	MARICOPA, AZ	AE
060085	EPS GROUP INC ENGS PLNRS SRVYRS	\$40,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
05054	EPS GRUP INC ENG PLNRS SRVYRS	\$177,777.00	2006	NONMINORITY	MARICOPA, AZ	AE
05024	EXPERT RIGHT OF WAY CONSULTING SVCS LLC	\$100,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
02100	FORNEY TECHNICAL & SURVEYING SERVICES LLC	\$60,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
2100	FORNEY TECHNICAL SURVEYING LLC	\$60,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
05074	FROG CREEK INC	\$140,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
02077	FROG CREEK INC	\$135,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
2077	FROG CREEK INC	\$135,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
2078	FROG CREEK INC	\$135,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
02061	FUGRO CONSULTANTS INC	\$50,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
6086	G M T S CORP	\$40,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
020757	GMTS CORP	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
060086	GMTS CORPORATION	\$40,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
01063	GODEC RANDALL & ASSOC INC	\$50,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
03015	GORDLEY DESIGN GROUP	\$100,000.00	2004	NONMINORITY WOMEN	PIMA, AZ	AE
01117	HDR CONSTRUCTION CONTROL CORP	\$157,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
03052	HDR CONSTRUCTION CONTROL CORP	\$1,000,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
040424	HDR CONSTRUCTION CONTROL CORP	\$1,000,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
1134	HDR ENGINEERING	\$813,980.00	2004	NONMINORITY	MARICOPA, AZ	AE
3009	HDR ENGINEERING	\$2,898,341.00	2003	NONMINORITY	MARICOPA, AZ	AE
03-046.2	HDR ENGINEERING	\$75,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
01050	HDR ENGINEERING INC	\$5,951,546.00	2002	NONMINORITY	MARICOPA, AZ	AE
06017	HDR ENGINEERING INC	\$1,244,370.00	2006	NONMINORITY	MARICOPA, AZ	AE
060033	HDR ENGINEERING INC	\$100,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
01076	HDR ENGINEERING INC	\$1,575,013.00	2003	NONMINORITY	MARICOPA, AZ	AE
03009	HDR ENGINEERING INC	\$2,898,341.00	2003	NONMINORITY	MARICOPA, AZ	AE
030462	HDR ENGINEERING INC	\$75,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
02096	HDR ENGINEERING INC	\$1,455,322.00	2003	NONMINORITY	MARICOPA, AZ	AE
010134	HDR ENGINEERING INC	\$813,980.00	2005	NONMINORITY	MARICOPA, AZ	AE
05027	HDR ENGINEERING INC	\$666,666.00	2005	NONMINORITY	MARICOPA, AZ	AE
04001	HDR ENGINEERING INC	\$241,471.00	2004	NONMINORITY	MARICOPA, AZ	AE
04059	HDR ENGINEERING INC	\$1,000,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
060087	HORIZON SURVEYING	\$40,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
020758	HUBBARD ENGINEERING	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
060088	HUBBARD ENGINEERING	\$40,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
02080	HUITT ZOLLARS INC	\$1,083,167.00	2003	NONMINORITY	MARICOPA, AZ	AE
02095	HUITT ZOLLARS INC	\$299,675.00	2003	NONMINORITY	MARICOPA, AZ	AE
02049	HUITTZOLLARS INC	\$528,134.00	2003	NONMINORITY	MARICOPA, AZ	AE

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04078	INLINER AMERICA INC	\$200,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
02008	INLINER AMERICAN INC	\$66,666.00	2002	NONMINORITY	MARICOPA, AZ	AE
04047	J2 ENGINEERING AND ENVIRONMENTAL DESIGN	\$172,530.00	2004	NATIVE AMERICAN	MARICOPA, AZ	AE
05038	J2 ENGINEERING AND ENVIRONMENTAL DESIGN	\$721,010.00	2005	NATIVE AMERICAN	MARICOPA, AZ	AE
05076	JACOB CIVIL INC	\$1,014,522.00	2007	NONMINORITY	MARICOPA, AZ	AE
6014	JACOBS CIVIL	\$1,154,932.00	2006	NONMINORITY	MARICOPA, AZ	AE
02083	JACOBS CIVIL INC	\$654,824.00	2003	NONMINORITY	MARICOPA, AZ	AE
01077	JACOBS CIVIL INC	\$1,198,979.00	2002	NONMINORITY	MARICOPA, AZ	AE
01092	JACOBS CIVIL INC	\$1,000,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
06039	JACOBS CIVIL INC	\$1,931,862.00	2007	NONMINORITY	MARICOPA, AZ	AE
04068	JACOBS CIVIL INC	\$241,165.00	2007	NONMINORITY	MARICOPA, AZ	AE
06014	JACOBS CIVIL INC	\$1,154,932.00	2007	NONMINORITY	MARICOPA, AZ	AE
02021	JACOBS CIVIL INC	\$200,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
04012	JACOBS CIVIL INC	\$363,051.00	2005	NONMINORITY	MARICOPA, AZ	AE
05055	JACOBS CIVIL INC	\$177,777.00	2006	NONMINORITY	MARICOPA, AZ	AE
03005	JACOBS CIVIL INC	\$1,168,859.00	2004	NONMINORITY	MARICOPA, AZ	AE
04023	JACOBS CIVIL INC	\$50,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
05013	JACOBS CIVIL INC	\$100,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
05040	JEFFERS & ASSOCIATES PLLC	\$135,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
02040	JEFFERS & ASSOCIATES PLLC	\$100,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
01121	JONES & STOKES ASSOCIATES	\$100,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
030111	JOSHUA LAND SURVEYING INC	\$31,250.00	2003	NONMINORITY	MARICOPA, AZ	AE
060071	JOSHUA LAND SURVEYING INC	\$62,500.00	2006	NONMINORITY	MARICOPA, AZ	AE
02101	JOSHUA LAND SURVEYING INC	\$36,212.00	2003	NONMINORITY	MARICOPA, AZ	AE
3111	JOSHUA LAND SURVEYING INC	\$31,250.00	2003	NONMINORITY	MARICOPA, AZ	AE
2101	JOSHUA LAND SURVEYING INC	\$36,212.00	2002	NONMINORITY	MARICOPA, AZ	AE
060381	JOSHUA LAND SURVEYING INC	\$25,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
3111	JOSHUA LAND SURVEYING INC	\$31,250.00	2003	NONMINORITY	MARICOPA, AZ	AE
05009	KENNEY AERIAL MAPPING INC	\$50,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
04024	KIMLEY HORN & ASSOC INC	\$50,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
07101	KIMLEY HORN & ASSOC INC	\$760,693.00	2007	NONMINORITY	MARICOPA, AZ	AE
02024	KIMLEY HORN & ASSOC INC	\$598,117.00	2004	NONMINORITY	MARICOPA, AZ	AE
04067	KIMLEY HORN & ASSOC INC	\$895,186.00	2006	NONMINORITY	MARICOPA, AZ	AE
060431	KIMLEY HORN & ASSOC INC	\$1,888,458.00	2007	NONMINORITY	MARICOPA, AZ	AE
04074	KIMLEY HORN & ASSOC INC	\$200,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
04009	KIMLEY HORN & ASSOC INC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
01127	KIMLEY HORN & ASSOC INC	\$35,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
05029	KIMLEY HORN & ASSOC INC	\$923,735.00	2005	NONMINORITY	MARICOPA, AZ	AE
02018	KIMLEY HORN & ASSOC INC	\$200,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
05031	KIMLEY HORN & ASSOC INC	\$497,736.00	2006	NONMINORITY	MARICOPA, AZ	AE
020872	KIMLEY HORN & ASSOC INC	\$721,042.00	2003	NONMINORITY	MARICOPA, AZ	AE
06056	KIMLEY HORN & ASSOC INC	\$177,777.00	2006	NONMINORITY	MARICOPA, AZ	AE
5056	KIMLEY HORN ASSOCIATES	\$177,777.00	2005	NONMINORITY	MARICOPA, AZ	AE
T0348A0030	KIMLEY-HORN & ASSOC INC	\$1,525,876.30	2003	NONMINORITY	MARICOPA, AZ	AE
07-010	KIMLEY-HORN & ASSOCIATES INC	\$760,693.00	2007	NONMINORITY	MARICOPA, AZ	AE
04075	KIRKHAM MICHAEL & ASSOC INC	\$200,000.00	2005	NONMINORITY	MARICOPA, AZ	AE

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02094	KIRKHAM MICHAEL & ASSOC INC	\$211,913.00	2003	NONMINORITY	MARICOPA, AZ	AE
02092	KITTELSON & ASSOC INC	\$421,608.00	2003	NONMINORITY	MARICOPA, AZ	AE
03023	KLEINFELDER INC	\$250,000.00	2004	NONMINORITY	PIMA, AZ	AE
03039	KRISTIN DARR & ASSOCIATES INC	\$750,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
060072	LAING & ASSOCIATES LLC	\$62,500.00	2006	NONMINORITY	MARICOPA, AZ	AE
02102	LAING & ASSOCIATES LLC	\$55,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
2102	LAING ASSOCIATES	\$55,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
06-046	LEE ENGINEERING	\$60,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
03036	LEE ENGINEERING LLC	\$250,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
06046	LEE ENGINEERING LLC	\$60,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
020759	LOCATION LAND SURVEYING INC	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
5039	LOGAN SIMPSON DESIGN	\$239,732.00	2005	NONMINORITY	MARICOPA, AZ	AE
06034	LOGAN SIMPSON DESIGN INC	\$572,282.00	2007	NONMINORITY	MARICOPA, AZ	AE
05014	LOGAN SIMPSON DESIGN INC	\$100,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
01122	LOGAN SIMPSON DESIGN INC	\$100,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
06004	LOGAN SIMPSON DESIGN INC	\$522,240.00	2006	NONMINORITY	MARICOPA, AZ	AE
060114	LOGAN SIMPSON DESIGN INC	\$31,939.00	2006	NONMINORITY	MARICOPA, AZ	AE
05039	LOGAN SIMPSON DESIGN INC	\$239,732.00	2006	NONMINORITY	MARICOPA, AZ	AE
01079	MACTEC ENGINEERING & CONSULTING INC	\$500,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
05064	MACTEC ENGINEERING & CONSULTING INC	\$34,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
05061	MACTEC ENGINEERING & CONSULTING INC	\$100,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
02052	MACTEC ENGINEERING & CONSULTING INC	\$33,333.00	2002	NONMINORITY	MARICOPA, AZ	AE
02063	MACTEC ENGINEERING & CONSULTING INC	\$50,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
04-036	MICHAEL BAKER JR INC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
04052	MICHAEL BAKER JR INC	\$898,131.00	2005	NONMINORITY	MARICOPA, AZ	AE
05019	MICHAEL BAKER JR INC	\$50,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
04036	MICHAEL BAKER JR INC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
02031	MICHAEL BAKER JR INC	\$38,405.00	2002	NONMINORITY	MARICOPA, AZ	AE
04077	MICHAEL BAKER JR INC	\$200,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
020417	MICHAEL BAKER JR INC	\$13,794.00	2003	NONMINORITY	MARICOPA, AZ	AE
01090	MICHAEL BAKER JR INC	\$2,798,465.00	2002	NONMINORITY	MARICOPA, AZ	AE
04025	MICHAEL BAKER JR INC	\$50,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
02098	MICHAEL BAKER JR INC	\$3,204,469.00	2003	NONMINORITY	MARICOPA, AZ	AE
020873	MICHAEL BAKER JR INC	\$465,951.00	2003	NONMINORITY	MARICOPA, AZ	AE
3010	N J W WNTERPRISES	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
05035	NFRA INC	\$999,794.00	2005	NONMINORITY	MARICOPA, AZ	AE
03025	NINYO & MOORE	\$250,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
05065	NINYO & MOORE	\$33,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
07009	NJW ENTEPRISES LLC	\$125,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
03010	NJW ENTERPRISES LLC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
4072	NOISE AND AIR SOLUTIONS	\$75,000.00	2004	NONMINORITY WOMEN	MARICOPA, AZ	AE
04085	NOISE AND AIR SOLUTIONS INC	\$50,000.00	2005	NONMINORITY WOMEN	MARICOPA, AZ	AE
04072	NOISE AND AIR SOLUTIONS INC	\$75,000.00	2005	NONMINORITY WOMEN	MARICOPA, AZ	AE
03012	NORTHLAND RESEARCH INC	\$1,000,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
02069	NORTHLAND RESEARCH INC	\$100,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
060382	OCI ONEFORCE CONSULTANTS INC	\$25,000.00	2007	NONMINORITY	MARICOPA, AZ	AE

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06005	OLSSON ASSOCIATES	\$225,068.00	2006	NONMINORITY	MARICOPA, AZ	AE
02046	OR COLAN ASSOCIATES INC	\$7,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
5042	OSPREY	\$75,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
05042	OSPREY CONSULTING LLC	\$75,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
060089	OTAK INC	\$40,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
01104	P B S & J	\$100,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
6073	PARAGON SURVEYING	\$62,500.00	2007	NONMINORITY	MARICOPA, AZ	AE
04-013	PARAGON SURVEYING	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
6009	PARAGON SURVEYING	\$50,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
04013	PARAGON SURVEYING & RIGHT OF WAY SERVICE	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
030113	PARAGON SURVEYING & RIGHT OF WAY SERVICE	\$31,250.00	2004	NONMINORITY	MARICOPA, AZ	AE
060073	PARAGON SURVEYING & RIGHT OF WAY SERVICE	\$62,500.00	2006	NONMINORITY	MARICOPA, AZ	AE
06009	PARAGON SURVEYING & RIGHT OF WAY SERVICE	\$50,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
02084	PARAGON SURVEYING & RIGHT OF WAY SERVICE	\$80,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
060383	PARAGON SURVEYING & RIGHT OF WAY SERVICE	\$25,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
02019	PARSONS CORP	\$200,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
02027	PARSONS TRANSPORTATION GROUP INC	\$716,468.00	2003	NONMINORITY	MARICOPA, AZ	AE
03045	PARSONS TRANSPORTATION GROUP INC	\$1,009,705.00	2004	NONMINORITY	MARICOPA, AZ	AE
06037	PARSONS TRANSPORTATION GROUP INC	\$4,769,410.00	2007	NONMINORITY	MARICOPA, AZ	AE
05036	PARSONS TRANSPORTATION GROUP INC	\$959,034.00	2006	NONMINORITY	MARICOPA, AZ	AE
05057	PARSONS TRANSPORTATION GROUP INC	\$177,777.00	2006	NONMINORITY	MARICOPA, AZ	AE
01125	PARSONS TRANSPORTATION GROUP INC	\$155,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
04076	PARSONS TRANSPORTATION GROUP INC	\$3,851,849.00	2005	NONMINORITY	MARICOPA, AZ	AE
05078	PB AMERICAS	\$177,777.00	2007	NONMINORITY	PIMA, AZ	AE
02026	PB AMERICAS	\$572,649.00	2003	NONMINORITY	PIMA, AZ	AE
01128	PB AMERICAS	\$35,000.00	2002	NONMINORITY	PIMA, AZ	AE
02015	PB AMERICAS	\$2,130,308.00	2002	NONMINORITY	PIMA, AZ	AE
02060	PB AMERICAS	\$5,500,000.00	2003	NONMINORITY	PIMA, AZ	AE
02082	PB AMERICAS	\$618,890.00	2004	NONMINORITY	PIMA, AZ	AE
01088	PB AMERICAS	\$2,311,000.00	2002	NONMINORITY	PIMA, AZ	AE
06002	PB AMERICAS	\$2,360,853.00	2007	NONMINORITY	PIMA, AZ	AE
020874	PB AMERICAS	\$1,470,081.00	2004	NONMINORITY	PIMA, AZ	AE
04032	PB AMERICAS	\$3,199,722.00	2005	NONMINORITY	PIMA, AZ	AE
020418	PB AMERICAS	\$199,496.00	2003	NONMINORITY	PIMA, AZ	AE
03053	PB AMERICAS	\$1,000,000.00	2004	NONMINORITY	PIMA, AZ	AE
02001	PB AMERICAS	\$503,365.00	2002	NONMINORITY	PIMA, AZ	AE
040425	PB AMERICAS	\$1,000,000.00	2005	NONMINORITY	PIMA, AZ	AE
07007	PB AMERICAS	\$928,835.00	2007	NONMINORITY	PIMA, AZ	AE
05028	PB AMERICAS	\$666,666.00	2005	NONMINORITY	PIMA, AZ	AE
04083	PB AMERICAS	\$200,000.00	2005	NONMINORITY	PIMA, AZ	AE
T0320A0001	PHX HWY PRODUCTS INC	\$86,377.33	2003	NONMINORITY WOMEN	MARICOPA, AZ	AE
01111	PREMIER ENGINEERING CORP	\$20,337.00	2002	ASIAN AMERICAN	MARICOPA, AZ	AE
02065	PREMIER ENGINEERING CORP	\$392,559.00	2003	ASIAN AMERICAN	MARICOPA, AZ	AE
03054	QUALITY TESTING LLC	\$1,000,000.00	2004	HISPANIC AMERICAN	MARICOPA, AZ	AE
05322	QUALITY TESTING LLC	\$750,000.00	2006	HISPANIC AMERICAN	MARICOPA, AZ	AE
02053	QUALITY TESTING LLC	\$33,333.00	2002	HISPANIC AMERICAN	MARICOPA, AZ	AE

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05066	QUALITY TESTING LLC	\$33,000.00	2007	HISPANIC AMERICAN	MARICOPA, AZ	AE
0600810	R B F CONSULTING	\$40,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
60810	R B F CONSULTING	\$40,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
60811	RITTOCH POWELL	\$40,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
0207511	RITTOCH POWELL & ASSOCIATES	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
01046	RITTOCH POWELL AND ASSOCIATES	\$100,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
0600811	RITTOCHPOWELL & ASSOCIATES	\$40,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
02005	S W C A INC ENVIRONMENTAL CONSULTANTS	\$484,287.00	2002	NONMINORITY	MARICOPA, AZ	AE
03026	SAGUARO GEOSERVICES INC	\$250,000.00	2004	NONMINORITY	PIMA, AZ	AE
T0221A0056	SKYLINE BUILDERS & RESTORATION INC	\$40,289.00	2002	NONMINORITY WOMEN	MARICOPA, AZ	AE
06053	SOUTHWEST TRAFFIC ENGINEERING	\$60,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
05067	SPEEDIE & ASSOCIATES INC	\$33,000.00	2006	NONMINORITY WOMEN	MARICOPA, AZ	AE
03027	SPEEDIE & ASSOCIATES INC	\$250,000.00	2004	NONMINORITY WOMEN	MARICOPA, AZ	AE
02054	SPEEDIE AND ASSOCIATES	\$33,333.00	2002	NONMINORITY WOMEN	MARICOPA, AZ	AE
6030	STANLEY CONSULTANTS	\$999,949.00	2007	NONMINORITY	MARICOPA, AZ	AE
2039	STANLEY CONSULTANTS	\$649,233.00	2002	NONMINORITY	MARICOPA, AZ	AE
04015	STANLEY CONSULTANTS INC	\$7,799,950.00	2005	NONMINORITY	MARICOPA, AZ	AE
05033	STANLEY CONSULTANTS INC	\$100,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
05075	STANLEY CONSULTANTS INC	\$1,002,465.00	2006	NONMINORITY	MARICOPA, AZ	AE
02034	STANLEY CONSULTANTS INC	\$2,545,553.00	2003	NONMINORITY	MARICOPA, AZ	AE
07004	STANLEY CONSULTANTS INC	\$1,418,051.00	2007	NONMINORITY	MARICOPA, AZ	AE
05079	STANLEY CONSULTANTS INC	\$177,777.00	2006	NONMINORITY	MARICOPA, AZ	AE
04045	STANLEY CONSULTANTS INC	\$5,172,961.00	2005	NONMINORITY	MARICOPA, AZ	AE
05003	STANLEY CONSULTANTS INC	\$100,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
06030	STANLEY CONSULTANTS INC	\$999,949.00	2007	NONMINORITY	MARICOPA, AZ	AE
06036	STANLEY CONSULTANTS INC	\$5,182,540.00	2007	NONMINORITY	MARICOPA, AZ	AE
06012	STANLEY CONSULTANTS INC	\$3,439,725.00	2006	NONMINORITY	MARICOPA, AZ	AE
05034	STANLEY CONSULTANTS INC	\$1,782,577.00	2006	NONMINORITY	MARICOPA, AZ	AE
06045	STANLEY CONSULTANTS INC	\$60,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
0600812	STANLEY CONSULTANTS INC	\$40,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
01126	STANLEY CONSULTANTS INC	\$35,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
02039	STANLEY CONSULTANTS INC	\$649,233.00	2003	NONMINORITY	MARICOPA, AZ	AE
0207512	STANLEY CONSULTANTS INC	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
02020	STANLEY CONSULTANTS INC	\$200,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
06030	STANLEY CONSULTANTS INC	\$999,949.00	2007	NONMINORITY	MARICOPA, AZ	AE
060432	STANLEY CONSULTANTS INC	\$1,000,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
02062	STATISTICAL RESEARCH INC	\$199,563.00	2002	NONMINORITY	PIMA, AZ	AE
05020	STEWART GEO TECHNOLOGIES INC	\$50,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
04080	T B E GROUP INC	\$200,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
05015	T B E GROUP INC	\$90,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
02004	TBE GROUP INC	\$66,667.00	2002	NONMINORITY	MARICOPA, AZ	AE
04069	TECH AID CRYSTAL INC DBA TAC WIDWD CO	\$100,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
02055	TERRACON CONSULTANTS INC	\$33,333.00	2002	NONMINORITY	PIMA, AZ	AE
05068	TERRACON CONSULTANTS INC	\$33,000.00	2007	NONMINORITY	PIMA, AZ	AE
03028	TERRACON CONSULTANTS INC	\$250,000.00	2004	NONMINORITY	PIMA, AZ	AE
05322	TERRACON CONSULTANTS INC	\$750,000.00	2007	NONMINORITY	PIMA, AZ	AE

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY
0207513	TETRA TECH INC	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
5015	THE TBE GROUP	\$90,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
0207514	TIERRA RIGHT OF WAY SERVICES LTD	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
02047	TIERRA RIGHT OF WAY SERVICES LTD	\$641,978.00	2003	NONMINORITY	MARICOPA, AZ	AE
03057	TRANSCORE ITS INC	\$29,979.00	2004	NONMINORITY	PIMA, AZ	AE
03037	TRANSCORE ITS INC	\$250,000.00	2004	NONMINORITY	PIMA, AZ	AE
05030	TRANSCORE ITS INC	\$184,526.00	2006	NONMINORITY	PIMA, AZ	AE
2103	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$60,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
06-041	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
06-040.4	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
2073	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$60,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
2071	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
07022	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$142,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
07023	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$142,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
04-040	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$103,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
07021	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$142,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
04-005	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
04-011	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
6018	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$125,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
04-004	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
04-035	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
5016	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$120,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
04038	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$130,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
5048	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
5041	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$135,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
05041	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$135,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
06018	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$125,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
06041	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
04-043	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
04035	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
06-035	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$138,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
04-038	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$130,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
05016	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$120,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
04040	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$103,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
02058	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
02037	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
03044	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
02073	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$60,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
02010	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
04006	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
05048	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
0604004	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
02038	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
04057	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
05049	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
04043	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY
05017	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$120,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
04005	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
02071	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
04030	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$120,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
2071	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
0604004	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
01113	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
06035	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$138.00	2006	NONMINORITY	MARICOPA, AZ	AE
05069	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
02103	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$60,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
04004	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
05022	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$130,000.00	2005	NONMINORITY	MARICOPA, AZ	AE
02072	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
04010	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
04011	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$50,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
05070	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$120,000.00	2006	NONMINORITY	MARICOPA, AZ	AE
02011	TRANSPORTATION CONSULTANT ENGINEERS LLC	\$100,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
06048	TRANSYSTEMS CORPORATION	\$932,477.00	2007	NONMINORITY	MARICOPA, AZ	AE
03055	TRISTAR ENGINEERING AND MANAGEMENT INC	\$1,000,000.00	2004	HISPANIC AMERICAN	MARICOPA, AZ	AE
020419	U R S CORP	\$200,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
02085	U R S CORP	\$1,987,183.00	2003	NONMINORITY	MARICOPA, AZ	AE
06044	U R S CORP	\$3,597,589.00	2007	NONMINORITY	MARICOPA, AZ	AE
06010	U R S CORP	\$495,743.00	2007	NONMINORITY	MARICOPA, AZ	AE
05077	U R S CORP	\$580,635.00	2006	NONMINORITY	MARICOPA, AZ	AE
06016	U R S CORP	\$591,534.00	2006	NONMINORITY	MARICOPA, AZ	AE
0207515	U R S CORP	\$100,000.00	2003	NONMINORITY	MARICOPA, AZ	AE
01130	U R S CORP	\$1,775,639.00	2002	NONMINORITY	MARICOPA, AZ	AE
01060	U R S CORP	\$2,109,455.00	2002	NONMINORITY	MARICOPA, AZ	AE
0600813	U R S CORP	\$40,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
05080	U R S CORP	\$177,777.00	2007	NONMINORITY	MARICOPA, AZ	AE
03056	U R S CORP	\$1,000,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
03004	U R S CORP	\$950,603.00	2004	NONMINORITY	MARICOPA, AZ	AE
03002	U R S CORP	\$575,879.00	2004	NONMINORITY	MARICOPA, AZ	AE
02050	U R S CORP	\$2,239,997.00	2003	NONMINORITY	MARICOPA, AZ	AE
02014	U R S CORP	\$50,000.00	2002	NONMINORITY	MARICOPA, AZ	AE
03019	U R S CORP	\$1,565,496.00	2004	NONMINORITY	MARICOPA, AZ	AE
06032	U R S CORP	\$564,834.00	2007	NONMINORITY	MARICOPA, AZ	AE
03038	UNITED CIVIL GROUP CORP	\$250,000.00	2004	NONMINORITY	MARICOPA, AZ	AE
06047	UNITED CIVIL GROUP CORP	\$60,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
T0413A0115	VISUS ENGINEERING CONSTR	\$552,071.83	2005	NONMINORITY	MARICOPA, AZ	AE
02067	WESTERN TECHNOLOGIES INC	\$33,333.00	2002	NONMINORITY	MARICOPA, AZ	AE
07011	WESTERN TECHNOLOGIES INC	\$150,000.00	2007	NONMINORITY	MARICOPA, AZ	AE
T0348A0008	WESTERN TECHNOLOGIES INC	\$137,008.69	2003	NONMINORITY	MARICOPA, AZ	AE

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CONTRACT #	SUB NAME	SUB AWARD AMOUNT	FISCAL YEAR	SUB_ETHNICITY	BUSINESS CATEGORY
6014	ALPHA ENGINEERING INC	\$147,164.00	2006	ASIAN AMERICAN	AE
6030	AMEC EARTH & ENVIRONMENTAL INC	\$58,241.00	2007	NONMINORITY	AE
6030	AMEC EARTH & ENVIRONMENTAL INC	\$58,241.00	2007	NONMINORITY	AE
6014	AMEC EARTH & ENVIRONMENTAL INC	\$84,001.00	2006	NONMINORITY	AE
3009	ATL INC	\$232,223.00	2003	HISPANIC AMERICAN	AE
3009	AZTEC ENGINEERING	\$384,279.00	2003	ASIAN AMERICAN	AE
6014	COOPER AERIAL SURVEYS CO	\$26,813.00	2006	NONMINORITY	AE
3009	CORRAL DYBAS	\$50,511.00	2003	HISPANIC AMERICAN	AE
6014	CORRAL DYBAS GROUP INC	\$55,182.00	2006	HISPANIC AMERICAN	AE
6030	ECOPLAN	\$365,969.00	2007	NONMINORITY	AE
6030	ECOPLAN ASSOCIATES INC	\$365,969.00	2007	NONMINORITY	AE
3009	J 2 ENGINEERING	\$145,622.00	2003	NATIVE AMERICAN	AE
6014	J 2 ENGINEERING & ENVIRONMENTAL DESIGN	\$24,788.00	2006	NATIVE AMERICAN	AE
6030	LOGAN SIMPSON DESIGN	\$37,057.00	2007	NONMINORITY WOMEN	AE
6030	LOGAN SIMPSON DESIGN INC	\$37,057.00	2007	NONMINORITY WOMEN	AE
6014	STANLEY CONSULTANTS INC	\$230,227.00	2006	NONMINORITY	AE
3009	TY LIN INTERNATIONAL	\$203,638.00	2003	NONMINORITY	AE

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY
T0248T0012	A JOINT VENTURE BETWEEN DANCES WITH OPPORTUNITY, LC & DEBRA DRECKSEL	\$13,500.00	2002	NONMINORITY	PIMA, AZ	PS
T0448A0044	ABC INC	\$25,805.85	2005	NONMINORITY	MARICOPA, AZ	PS
T0749A0033	AIR WEST INC	\$3,824.83	2007	NONMINORITY	MARICOPA, AZ	PS
T0658B0006	AMEC EARTH & ENVIROMENTAL INC	\$4,285.25	2006	NONMINORITY	MARICOPA, AZ	PS
T0758A0001	AMEC EARTH & ENVIRONMENTAL INC	\$86,062.50	2007	NONMINORITY	MARICOPA, AZ	PS
T0449C0001	ARCADIS G & M INC	\$463,532.40	2004	NONMINORITY	MARICOPA, AZ	PS
T0159H0123	ARCANUM INTERNATIONAL CORP	\$213,250.00	2002	NONMINORITY	MARICOPA, AZ	PS
T0448B0044	AXIOM FINANCIAL RESOURCES INC	\$1,838.93	2005	NONMINORITY	MARICOPA, AZ	PS
T0740A0196	AZ EQ SAFETY PARTNERING ROADEO	\$31,795.00	2007	NONMINORITY	PIMA, AZ	PS
T0759A0054	B2GNOW / ASKREPLY, INC	\$29,573.00	2007	NONMINORITY	MARICOPA, AZ	PS
T0158J0010	BOWLING & WHYTE	\$423,320.00	2002	NONMINORITY	MARICOPA, AZ	PS
T0511A0052	C & S SWEEPING SVCS INC	\$36,181.20	2005	NONMINORITY	MARICOPA, AZ	PS
T0611A0011	C B CONTRACTING INC	\$60,585.00	2006	NONMINORITY	MARICOPA, AZ	PS
T0759A0002	C S CONSTR INC	\$511,263.00	2007	NONMINORITY	MARICOPA, AZ	PS
T0248R0012	CARLA CARTER & ASSOC INC	\$198,675.91	2002	NONMINORITY	MARICOPA, AZ	PS
T0349A0020	CARLA CARTER & ASSOC INC	\$130,351.00	2003	NONMINORITY	MARICOPA, AZ	PS
T0648A0058	CARTER & BURGESS INC	\$99,346.49	2007	NONMINORITY	MARICOPA, AZ	PS
T0348B0024	CHALMERS ENGINEERING CO INC	\$120,856.82	2004	NONMINORITY	MARICOPA, AZ	PS
T0159G0123	CIERRA CONSULTING CO	\$63,372.38	2002	NONMINORITY	MARICOPA, AZ	PS
T0802A0004	CIVIL AIR PATROL	\$32,456.78	2007	NONMINORITY	MARICOPA, AZ	PS
T0349F0034	CLIFTON GUNDERSON LLC	\$114,925.52	2004	NONMINORITY	MARICOPA, AZ	PS
T0158S0010	COMSYS INFO TECH SVCS	\$411,015.00	2002	NONMINORITY	MARICOPA, AZ	PS
T0149K0016	COMSYS INFO TECH SVCS	\$11,495.00	2002	NONMINORITY	MARICOPA, AZ	PS
T0258A0027	CONDEMNATION ANALYSTS	\$875.00	2002	NONMINORITY WOMEN	MARICOPA, AZ	PS
T0549A0002	CONSULTANT ENGINEERING INC	\$96,194.69	2005	HISPANIC AMERICAN	MARICOPA, AZ	PS
T0158T0010	CONSULTANTS IN DATA PROCESSING INC	\$320,740.00	2002	NONMINORITY	MARICOPA, AZ	PS
T0549A0036	CONSULTING ENGINEERING	\$150,709.24	2005	HISPANIC AMERICAN	MARICOPA, AZ	PS
T0248A0001	CONTACT BEHAVIORAL HEALTH SVCS	\$70,125.00	2002	NONMINORITY	MOHAVE, AZ	PS
T0358A0005	DAN BOOZER ADJUSTMENT INC	\$2,548.20	2003	NONMINORITY	MARICOPA, AZ	PS
T0248U0012	DANCES WITH OPPORTUNITY LC	\$106,143.24	2002	NONMINORITY	PIMA, AZ	PS
T0358B0005	DANELOWITZ & ASSOC INC DBA BOTTOMLINE INVESTIGATIONS	\$194,677.71	2003	HISPANIC AMERICAN	MARICOPA, AZ	PS
T0558A0001	DANELOWITZ STAFFING LLC DBA D-STAFFING SOLUTIONS	\$83,795.41	2005	HISPANIC AMERICAN	MARICOPA, AZ	PS
T0549A0009	DATA METHODS CORP	\$14,820.00	2005	NONMINORITY	PIMA, AZ	PS
T0549A0008	DATA METHODS CORP	\$14,820.00	2005	NONMINORITY	PIMA, AZ	PS
T0448A0002	DATA METHODS CORP	\$14,820.00	2004	NONMINORITY	PIMA, AZ	PS
T0249A0003	DATA SITE CONSORTIUM INC	\$24,700.00	2002	NONMINORITY	MARICOPA, AZ	PS
T0158BE010	DATALINK SOFTWARE	\$52,893.75	2002	NONMINORITY WOMEN	MARICOPA, AZ	PS
T0158V0010	DATAMA VENS INC	\$550,409.50	2002	NONMINORITY	MARICOPA, AZ	PS
T0521A0023	DAY & SONS LLC	\$15,358.24	2005	NONMINORITY	NAVAJO, AZ	PS
T0248H0012	DEBRA DRECKSEL	\$699,540.99	2002	NONMINORITY	MARICOPA, AZ	PS
T0613D0007	DESIGN MODULARS INC	\$333,836.34	2007	NONMINORITY	PIMA, AZ	PS
T0613C0007	DESIGN MODULARS INC	\$33,990.00	2007	NONMINORITY	PIMA, AZ	PS
T0613B0007	DESIGN MODULARS INC	\$59,850.00	2007	NONMINORITY	PIMA, AZ	PS
T0203A0020	DESIGN ONE INC	\$42,156.39	2002	ASIAN AMERICAN	MARICOPA, AZ	PS
T0449H0001	DKS ASSOC	\$155,353.67	2004	NONMINORITY	MARICOPA, AZ	PS
T0248E0012	DMJM HARRIS	\$29,322.87	2002	NONMINORITY	MARICOPA, AZ	PS
T0448C0044	DONATO CONSULTING INC	\$28,318.70	2005	HISPANIC AMERICAN	PIMA, AZ	PS
T0311A0048	DOUBLETREE CUSTOM EXCAVATING	\$65,963.01	2003	NONMINORITY	GILA, AZ	PS
T0343A0024	EAGLE PRINTING EQUIP	\$17,377.67	2003	NONMINORITY	MARICOPA, AZ	PS
T0343A0033	EAGLE PRINTING EQUIP	\$34,872.00	2004	NONMINORITY	MARICOPA, AZ	PS
T0420A0007	EASTERN PRODUCTS FOUNDRY	\$15,148.04	2004	NONMINORITY	MARICOPA, AZ	PS
T0658A0018	ECO PLAN ASSOC	\$330,870.35	2006	NONMINORITY	MARICOPA, AZ	PS
T0558A0020	ECOPLAN ASSOC INC	\$219,403.90	2005	NONMINORITY	MARICOPA, AZ	PS
T0749A0030	ECOPLAN ASSOC, INC	\$6,342.82	2007	NONMINORITY	MARICOPA, AZ	PS
T0248F0012	ELIZABETH MAGOON & ASSOC	\$119,650.87	2002	NONMINORITY	MARICOPA, AZ	PS
T0248J0012	EMPLOYEE INVOLVEMENT SYSTEMS	\$338,850.22	2002	NONMINORITY	MARICOPA, AZ	PS
T0758A0019	ENVIROMENTAL COMPLIANCE GRP INC ENVIROMENTAL COMPLIANCE GRP, INC	\$27,803.75	2007	NONMINORITY	MARICOPA, AZ	PS

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T0658A0001	ENVIRONMENTAL COMPLIANCE GRP INC	\$49,980.00	2006	NONMINORITY	MARICOPA, AZ	PS
T0558A0021	ENVIRONMENTAL INFO ASSOC	\$45,000.00	2005	NONMINORITY	MARICOPA, AZ	PS
T0702A0010	FIBERQUANT INC	\$9,466.50	2007	NONMINORITY	MARICOPA, AZ	PS
T0758A0008	FIRST EMPLOYMENT SVCS INC FIRST EMPLOYMENT SVCS INC	\$7,081.81	2007	NONMINORITY	MARICOPA, AZ	PS
T0713A0001	FM GROUP INC	\$34,021.75	2007	NONMINORITY	MARICOPA, AZ	PS
T0348J0024	FNT FIBER NETWORK TRAINING & CONSULTING SVCS	\$39,935.00	2004	NONMINORITY	MARICOPA, AZ	PS
T0658E0006	GEC-SA&B	\$102,527.89	2006	NONMINORITY	MARICOPA, AZ	PS
T0549A0026	GENERAL MODULAR SALES & LEASING	\$529,213.92	2005	NONMINORITY	MARICOPA, AZ	PS
T0549A0027	GENERAL MODULAR SALES & LEASING	\$492,660.32	2005	NONMINORITY	MARICOPA, AZ	PS
T0248F0002	GLOBAL SYSTEMS MODELING INC	\$129,798.95	2002	NONMINORITY	PIMA, AZ	PS
T0649A0018	GORDLEY DESIGN GRP	\$5,469.50	2006	NONMINORITY WOMEN	PIMA, AZ	PS
T0458A0004	HANRATTY INVESTIGATIONS & POLYGRAPH	\$4,000.00	2004	NONMINORITY	MARICOPA, AZ	PS
T0449N0001	HDR	\$469,941.27	2004	NONMINORITY	MARICOPA, AZ	PS
T0549A0012	HDR ENGINEERING	\$50,000.00	2005	NONMINORITY	MARICOPA, AZ	PS
T0548A0031	HIGGINS & ASSOC	\$12,375.00	2005	NONMINORITY	MARICOPA, AZ	PS
T0717A0001	INTERWEST SAFETY SUPPLY	\$55,121.20	2007	NONMINORITY	MARICOPA, AZ	PS
T0159I0123	ITS ENGINEERS & CONSTRUCTORS OF UTAH INC	\$2,992,830.08	2002	NONMINORITY	MARICOPA, AZ	PS
T0402A0002	JABER ENGINEERING	\$119,500.00	2004	NONMINORITY	MARICOPA, AZ	PS
T0649B0018	JACOBS ENGINEERING	\$201,537.53	2006	NONMINORITY	MARICOPA, AZ	PS
T0213A0127	JILLOTTI ELECTRICAL SVC CO INC	\$394,607.93	2002	NONMINORITY	MARICOPA, AZ	PS
T0649D0018	KANEEN ADVERTISING & PUBLIC RELATIONS INC	\$83,727.19	2006	NONMINORITY	PIMA, AZ	PS
T0402A0004	KANEEN ADVERTISING & PUBLIC RELATIONS INC	\$29,084.66	2004	NONMINORITY	PIMA, AZ	PS
T0349B0034	KEEGAN, LINSOTT & KENON PC	\$679,857.10	2004	NONMINORITY	PIMA, AZ	PS
T0158AK010	KEELE STREET LLC	\$638,474.02	2002	NONMINORITY	MARICOPA, AZ	PS
T0159D0123	KIMLEY-HORN & ASSOC INC	\$720,445.56	2002	NONMINORITY	MARICOPA, AZ	PS
T0449P0001	KIMLEY-HORN & ASSOC INC	\$1,150,928.98	2004	NONMINORITY	MARICOPA, AZ	PS
T0649E0018	KRISTIN DARR & ASSOCIATES	\$157,866.78	2006	NONMINORITY	MARICOPA, AZ	PS
T0448D0044	KUNIKLO CORP	\$32,228.24	2005	HISPANIC AMERICAN	MARICOPA, AZ	PS
T0213A0173	L BARRIOS & ASSOC INC	\$6,244.23	2002	NONMINORITY	MOHAVE, AZ	PS
T0249A0021	LEE ENGINEERING LLC	\$148,930.00	2003	NONMINORITY	MARICOPA, AZ	PS
T0549A0024	LEE ENGINEERING LLC	\$14,975.00	2005	NONMINORITY	MARICOPA, AZ	PS
T0402A0001	LEE ENGINEERING LLC	\$74,790.00	2004	NONMINORITY	MARICOPA, AZ	PS
T0649A0014	LEWIN & ASSOC LLC	\$795,439.26	2006	NONMINORITY	MARICOPA, AZ	PS
T0258A0015	LIGHTING SCIENCES INC	\$55,000.00	2002	NONMINORITY	MARICOPA, AZ	PS
T0540A0039	LITTLE AMERICA	\$11,362.58	2005	NONMINORITY	COCONINO, AZ	PS
T0540A0166	LITTLE AMERICA	\$1,226.86	2005	NONMINORITY	COCONINO, AZ	PS
T0658C0006	LOGAN SIMPSON DESIGN INC	\$93,722.40	2006	NONMINORITY	MARICOPA, AZ	PS
T0649C0018	LOGAN SIMPSON DESIGN INC	\$27,348.29	2006	NONMINORITY	MARICOPA, AZ	PS
T0558A0003	LORENTINO FORENSIC POLYGRAPH LLC	\$21,305.00	2005	NONMINORITY	MARICOPA, AZ	PS
T0248M0022	LOUIS BERGER GRP	\$136,085.16	2003	NONMINORITY	MARICOPA, AZ	PS
T0158AB010	LUCID SOLUTIONS INC	\$695,935.00	2002	NONMINORITY	MARICOPA, AZ	PS
T0348A0016	MACTEC ENGINEERING & CONSULTING	\$103,093.35	2003	NONMINORITY	MARICOPA, AZ	PS
T0649C0001	MARICOPA ASSOCIATION OF GOVERNMENTS	\$13,501,459.97	2006	NONMINORITY	MARICOPA, AZ	PS
T0349A0004	MARKETING INTELLIGENCE LLC	\$15,000.00	2003	NONMINORITY	PIMA, AZ	PS
T0348A0012	MARKETING INTELLIGENCE LLC	\$14,999.99	2003	NONMINORITY	PIMA, AZ	PS
T0349A0018	MEDIA BUYING SVCS INC	\$597,209.62	2003	NONMINORITY	MARICOPA, AZ	PS
T0348A0005	MICHAEL BAKER JR INC	\$99,082.00	2003	NONMINORITY	MARICOPA, AZ	PS
T0549A0011	MIND MATRIX CONSULTING LLC	\$675.00	2005	NONMINORITY	YAVAPAI, AZ	PS
T0213A0045	MONEY HANDLING MACHINES	\$82,507.95	2002	NONMINORITY	MARICOPA, AZ	PS
T0349B0018	MOSES ANSHELL INC	\$1,704,562.59	2003	NONMINORITY	MARICOPA, AZ	PS
T0649A0022	N WEISS ASSOCIATES	\$4,500.00	2006	NONMINORITY	MARICOPA, AZ	PS
T0411A0020	NESBITT CONTRACTING CO INC	\$473,333.65	2004	NONMINORITY	MARICOPA, AZ	PS
T0549B0002	ONWARDS & UPWARDS LLC	\$289,140.22	2005	NONMINORITY	MARICOPA, AZ	PS
T0159B0123	OZ ENGINEERING INC	\$1,744,013.75	2002	HISPANIC AMERICAN	MARICOPA, AZ	PS
T0449W0001	PARSONS BRINCKERHOFF, QUADE & DOUGLAS INC	\$360,001.29	2004	NONMINORITY	MARICOPA, AZ	PS
T0159L0123	PARSONS BRINCKERHOFF, QUADE & DOUGLAS INC	\$16,126.00	2002	NONMINORITY	MARICOPA, AZ	PS
T0649B0014	PARTNERS FOR STRATEGIC ACTION INC	\$1,126,799.24	2006	NONMINORITY WOMEN	MARICOPA, AZ	PS

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T0159F0123	PBS & J	\$525,139.89	2002	NONMINORITY	MARICOPA, AZ	PS
T0448E0044	PEOPLE BUILDERS PEOPLE BUILDERS	\$1,300.00	2005	NONMINORITY	YAVAPAI, AZ	PS
T0459A0112	PHX HWY PRODUCTS INC	\$110,289.03	2004	NONMINORITY WOMEN	MARICOPA, AZ	PS
T0640A0021	PHX MARRIOTT MESA	\$30,262.63	2006	NONMINORITY	MARICOPA, AZ	PS
T0558A0010	PMA CONSULTANTS	\$483,317.11	2005	NONMINORITY	MARICOPA, AZ	PS
T0248L0012	PMA/PLANNING & MANAGEMENT: APPLIED	\$243,470.62	2002	NONMINORITY	MARICOPA, AZ	PS
T0649C0014	POLICY DEVELOP GRP, INC	\$838,455.34	2006	NONMINORITY	MARICOPA, AZ	PS
T0448F0044	PROGRESSIVE TRAINING CONSULTANTS INC	\$41,967.10	2005	AFRICAN AMERICAN	MARICOPA, AZ	PS
T0549A0028	PROPHECY CONSULT GRP	\$4,896.35	2005	NONMINORITY	MARICOPA, AZ	PS
T0349G0034	R & A CPA'S	\$78,286.12	2004	NONMINORITY	PIMA, AZ	PS
T0158AL010	R B BALCH & ASSOC	\$1,421,859.25	2002	NONMINORITY	MARICOPA, AZ	PS
T0718A0022	R.D.O. EQUIP CO	\$1,454,648.26	2007	NONMINORITY	YUMA, AZ	PS
T0258A0002	RBC DAIN RAUSCHER INC	\$3,125,922.28	2002	NONMINORITY	MARICOPA, AZ	PS
T0749A0027	RESOURCE MARKETING GRP INC DBA REMAX	\$142,114.16	2007	NONMINORITY	MARICOPA, AZ	PS
T0549C0002	RETIC CONSULT LLC	\$478,422.15	2005	NONMINORITY	MARICOPA, AZ	PS
T0248B0012	RH & ASSOC	\$140,459.31	2002	NONMINORITY	MARICOPA, AZ	PS
T0548A0036	RUBBER PAVEMENTS ASSOC	\$620.00	2005	NONMINORITY	MARICOPA, AZ	PS
T0348A0001	SABH OF AZ INC (DBA CONTACT BEHAVIORAL HEALTH SVCS)	\$414,106.50	2003	NONMINORITY	MARICOPA, AZ	PS
T0159N0123	SIEMENS ENERGY & AUTOMATION, INC GARDNER TRANSP SYS BUS UNIT	\$557,239.12	2002	NONMINORITY	PIMA, AZ	PS
T0302A0011	SOUTHWEST SAFETY CONGRESS	\$2,790.00	2003	NONMINORITY	MARICOPA, AZ	PS
T0440A0075	SOUTHWEST SAFETY CONGRESS	\$8,541.00	2004	NONMINORITY	MARICOPA, AZ	PS
T0840A0030	SOUTHWEST VEGETATION MANAGEMENT ASSOC	\$320.00	2007	NONMINORITY	MARICOPA, AZ	PS
T0348C0024	STANTEC CONSULTING	\$5,500.00	2004	NONMINORITY	MARICOPA, AZ	PS
T0348M0024	T H WARD COMPANY LLC	\$145,767.51	2004	NONMINORITY	MARICOPA, AZ	PS
T0158AV010	TECH ONE STAFFING LLC	\$679,055.00	2002	NONMINORITY	MARICOPA, AZ	PS
T0658D0006	TETRA TECH INC	\$4,539.13	2006	NONMINORITY	MARICOPA, AZ	PS
T0218A0067	THE COFFMAN COMPANIES INC	\$68,964.74	2002	NONMINORITY	MARICOPA, AZ	PS
T0358J0001	THE MAGUIRE CO	\$36,060.00	2003	NONMINORITY	MARICOPA, AZ	PS
T0243A0016	THOMAS REPROGRAPHICS INC	\$12,662.59	2002	NONMINORITY	PIMA, AZ	PS
T0248Q0012	TIMMIS & ASSOC LTD	\$1,830.00	2002	NONMINORITY	PIMA, AZ	PS
T0449AF001	TRAFFIC RESEARCH & ANALYSIS	\$598,864.42	2004	NONMINORITY WOMEN	MARICOPA, AZ	PS
T0449AG001	TRANSCORE	\$36,963.57	2004	NONMINORITY	MARICOPA, AZ	PS
T0449AB001	TRANSIT MARKETING LLC	\$20,296.31	2004	NONMINORITY WOMEN	PIMA, AZ	PS
T0549C0029	UNIVERSAL FIELD SVCS INC	\$60,312.33	2005	NONMINORITY	MARICOPA, AZ	PS
T0549E0002	UNIVERSAL FIELD SVCS INC	\$3,339.00	2005	NONMINORITY	MARICOPA, AZ	PS
T0649F0018	URS CORP	\$86,991.04	2006	NONMINORITY	MARICOPA, AZ	PS
T0449AK001	URS CORP	\$852,272.62	2004	NONMINORITY	MARICOPA, AZ	PS
T0740A0183	VISCOUNT SUITE HOTEL	\$8,346.00	2007	NONMINORITY	PIMA, AZ	PS
T0248J0022	WESTERN AIR MAPS INC	\$100,728.78	2003	NONMINORITY	MARICOPA, AZ	PS
T0248N0012	WIN WIN CREATIONS	\$112,753.20	2002	NONMINORITY	MARICOPA, AZ	PS
T0548A0013	WOMENS TRANSP SEMINAR	\$9,225.00	2005	NONMINORITY	MARICOPA, AZ	PS
T0348A0024	WORKPLACE SAFETY SPECIALISTS	\$3,617.10	2004	NONMINORITY	MARICOPA, AZ	PS
T0159E0123	WORKS CONSULTING LLC	\$204,124.42	2002	NONMINORITY	MARICOPA, AZ	PS
T0449AL001	WORKS CONSULTING LLC	\$995,073.38	2004	NONMINORITY	MARICOPA, AZ	PS
T0259A0072	WUNDERLICH MALEC SYSTEMS INC	\$389,090.30	2003	NONMINORITY	MARICOPA, AZ	PS
T0158BC010	X2 PROFESSIONAL GRP INC	\$108,241.66	2002	NONMINORITY	MARICOPA, AZ	PS
T0248A0008	Z & H ENGINEERING INC	\$3,375,120.67	2002	NONMINORITY	MARICOPA, AZ	PS

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T0312A0047	ALL CLEAN SVCS INC	\$99,637.40	2004	NONMINORITY	YAVAPAI, AZ	OS
T0612C0033	ALLIED WASTE IND (AZ)	\$27,763.33	2006	NONMINORITY	MARICOPA, AZ	OS
T0517A0021	AMERICAN INSPECTION AND TEST INC	\$67,995.00	2005	NONMINORITY	MARICOPA, AZ	OS
T0511A0046	A-O PAINTING INC	\$44,166.35	2005	HISPANIC AMERICAN	PIMA, AZ	OS
T0318B0024	AZ AUTOMOTIVE EQUIP	\$111,904.23	2003	NONMINORITY	PINAL, AZ	OS
T0218B0099	AZ BUS SALES CORP	\$1,581,246.84	2002	NONMINORITY	MARICOPA, AZ	OS
T0312D0030	B & C CONTRACTORS INC	\$1,194,388.36	2003	NONMINORITY	PIMA, AZ	OS
T0718A0021	BALAR EQUIP CORP	\$179,172.51	2007	NONMINORITY	MARICOPA, AZ	OS
T0312A0030	BARNETT & SHORE CONTRACTORS LLC	\$3,075,363.71	2003	NONMINORITY	PIMA, AZ	OS
T0311A0032	BASIN TREE SVC & PEST CONTROL INC DBA UNITED RIGHT OF WAY	\$994,357.23	2003	NONMINORITY	MARICOPA, AZ	OS
T0312A0038	BASIN TREE SVC & PEST CONTROL INC DBA UNITED RIGHT OF WAY	\$85,170.00	2004	NONMINORITY	MARICOPA, AZ	OS
T0412B0004	BASIN TREE SVC & PEST CONTROL INC DBA UNITED RIGHT-OF-WAY	\$274,835.95	2004	NONMINORITY	MARICOPA, AZ	OS
T0312B0030	BCS ENTERPRISES INC	\$311,201.14	2003	NONMINORITY	MARICOPA, AZ	OS
T0712B0010	BEACON GRP	\$39,833.19	2007	NONMINORITY	PIMA, AZ	OS
T0517A0105	BINGHAM EQUIP CO	\$436,679.34	2006	NONMINORITY	YUMA, AZ	OS
T0412A0010	BOSS GRADING & CONSTR	\$179,402.61	2004	NONMINORITY	MARICOPA, AZ	OS
T0412A0011	BOSS GRADING & CONSTR	\$181,111.07	2004	NONMINORITY	MARICOPA, AZ	OS
T0312C0030	BREINHOLT CONTRACTING CO INC	\$2,577,565.31	2003	NONMINORITY	MARICOPA, AZ	OS
T0712A0011	BUG SNUFFERS INC	\$2,785.00	2007	NONMINORITY	NAVAJO, AZ	OS
T0520A0020	C S CONSTR INC	\$423,811.50	2005	NONMINORITY	MARICOPA, AZ	OS
T0511B0050	CACTUS TRANSPORT INC	\$428,057.06	2005	NONMINORITY WOMEN	MARICOPA, AZ	OS
T0311A0035	CACTUS TRANSPORT INC	\$103,000.00	2003	NONMINORITY WOMEN	MARICOPA, AZ	OS
T0311A0053	CACTUS TRANSPORT INC	\$107,083.00	2003	NONMINORITY WOMEN	MARICOPA, AZ	OS
T0411A0033	CACTUS TRANSPORT INC	\$76,049.00	2004	NONMINORITY WOMEN	MARICOPA, AZ	OS
T0411A0007	CACTUS TRANSPORT INC	\$154,843.53	2004	NONMINORITY WOMEN	MARICOPA, AZ	OS
T0725A0037	CAMARATA DISTRIBUTING	\$2,349.80	2007	NONMINORITY	LA PAZ, AZ	OS
T0418A0002	CARTER OIL CO	\$90,703.62	2004	NONMINORITY	COCONINO, AZ	OS
T0312A0003	CLUFF'S JANITORIAL SVCS INC	\$109,096.63	2003	NONMINORITY	GRAHAM, AZ	OS
T0702A0013	CORPORATE TECHNOLOGY SOLUTIONS	\$34,187.03	2007	NONMINORITY	MARICOPA, AZ	OS
T0712B0013	COVENANT MOBILE CLEANERS LLC	\$60,231.79	2007	NONMINORITY	MARICOPA, AZ	OS
T0302A0003	DMJM+HARRIS (SUB SEVERN TRENT SVCS)	\$92,993.14	2003	NONMINORITY	MARICOPA, AZ	OS
T0512D0004	DMS FACILTIES SERV	\$61,856.66	2005	NONMINORITY	MARICOPA, AZ	OS
T0512A0040	DOUGLAS ARC	\$37,402.00	2005	NONMINORITY	COCHISE, AZ	OS
T0218A0020	EMPIRE MACHINERY	\$455,446.80	2002	NONMINORITY	MARICOPA, AZ	OS
T0518A0045	EXECUTIVE AIRCRAFT MAINT	\$190,835.57	2006	NONMINORITY	MARICOPA, AZ	OS
T0512A0001	G & G CONSTR CO	\$325,000.00	2005	NONMINORITY	PIMA, AZ	OS
T0612B0033	GLENN WEINBERGER TOPSOIL INC	\$27,763.33	2006	NONMINORITY	MARICOPA, AZ	OS
T0311A0023	GLOBAL DATA SPECIALISTS	\$306,692.34	2003	NONMINORITY	MARICOPA, AZ	OS
T0411A0046	GLOBAL DATA SPECIALISTS	\$560,806.87	2004	NONMINORITY	MARICOPA, AZ	OS
T0612C0060	GOODMAN ENTERPRISES INC DBA AZ PRO IND	\$14,382.00	2006	NONMINORITY	COCHISE, AZ	OS
T0111A0033	HANDYMAN MAINT INC	\$213,403.26	2002	NONMINORITY	MARICOPA, AZ	OS
T0211A0021	HANDYMAN MAINT INC	\$22,248.00	2002	NONMINORITY	MARICOPA, AZ	OS
T0211A0001	HANDYMAN MAINT INC	\$156,303.74	2002	NONMINORITY	MARICOPA, AZ	OS
T0211A0046	HANDYMAN MAINT INC	\$64,720.02	2002	NONMINORITY	MARICOPA, AZ	OS
T0611A0089	HANDYMAN MAINT INC	\$221,091.94	2006	NONMINORITY	MARICOPA, AZ	OS
T0511A0027	HANDYMAN MAINT INC	\$298,130.16	2005	NONMINORITY	MARICOPA, AZ	OS
T0711A0062	HMI COMMERCIAL LANDSCAPING INC	\$4,257.16	2007	NONMINORITY	MARICOPA, AZ	OS
T0113A0231	HOUSING OPPORTUNITIES UNLIMITED	\$48,896.21	2002	NONMINORITY	MARICOPA, AZ	OS
T0211A0049	INTERNATIONAL SURFACING SYSTEMS	\$232,536.53	2002	NONMINORITY	MARICOPA, AZ	OS
T0311B0035	INTERNATIONAL SURFACING SYSTEMS	\$221,789.60	2003	NONMINORITY	MARICOPA, AZ	OS
T0311A0046	INTERNATIONAL SURFACING SYSTEMS	\$236,218.77	2003	NONMINORITY	MARICOPA, AZ	OS
T0211A0012	INTERNATIONAL SURFACING SYSTEMS	\$305,485.00	2002	NONMINORITY	MARICOPA, AZ	OS
T0512E0004	JANI-SERV INC	\$126,844.65	2005	NONMINORITY	MARICOPA, AZ	OS
T0411A0024	LINCOLN SHERWOOD FENCE LLLP	\$115,766.27	2004	NONMINORITY	APACHE, AZ	OS

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T0711A0065	LINCOLN SHERWOOD FENCE LLLP	\$11,693.91	2007	NONMINORITY	APACHE, AZ	OS
T0621A0052	MILLER MINING INC	\$343,249.46	2006	NONMINORITY	COCONINO, AZ	OS
T0612C0055	MOUNTAIN MAN TREES	\$408,465.00	2007	NONMINORITY	MARICOPA, AZ	OS
T0311A0038	OAKCREEK CONTRACTING INC	\$21,034.33	2003	NONMINORITY	GREENLEE, AZ	OS
T0612A0041	OPEN WORKS	\$70,349.32	2006	NONMINORITY	MARICOPA, AZ	OS
T0312A0007	OPEN WORKS	\$136,906.57	2003	NONMINORITY	MARICOPA, AZ	OS
T0111B0027	PARADISE WASTE SVCS INC	\$13,975.53	2002	NONMINORITY	MARICOPA, AZ	OS
T0312A0004	PEDUS SVC	\$1,600.92	2003	NONMINORITY	PIMA, AZ	OS
T0312F0030	PHX DEMOLITION CO & SALVAGE INC	\$78,061.25	2003	NONMINORITY	MARICOPA, AZ	OS
T0217B0043	PHX TIRE DBA COYOTE TIRE	\$78,022.05	2002	NONMINORITY	MARICOPA, AZ	OS
T0311C0032	PHX TREE SVC INC	\$2,255,560.35	2003	NONMINORITY	MARICOPA, AZ	OS
T0512C0004	PROSTAR CLEANING SPECIALIST	\$174,343.93	2005	NONMINORITY	MARICOPA, AZ	OS
T0217A0043	PURCELL'S WESTERN STATES TIRE	\$49,992.16	2002	NONMINORITY	PIMA, AZ	OS
T0243A0045	QUALITY INTEGRATION SVCS LLC	\$18,000.00	2002	NONMINORITY	MARICOPA, AZ	OS
T0213A0130	QUALITY SCAPES OF AZ	\$5,295.00	2002	NONMINORITY	MARICOPA, AZ	OS
T0213A0134	QUALITY SCAPES OF AZ	\$15,146.71	2002	NONMINORITY	MARICOPA, AZ	OS
T0513A0016	R K SANDERS CO	\$50,304.00	2005	NONMINORITY	MARICOPA, AZ	OS
T0412G0047	RCD CLEANING SVC INC	\$39,649.18	2005	NONMINORITY	MARICOPA, AZ	OS
T0712A0010	RCD CLEANING SVC INC	\$82,118.83	2007	NONMINORITY	MARICOPA, AZ	OS
T0321B0027	RED MOUNTAIN MINING	\$119,819.76	2003	NONMINORITY	MARICOPA, AZ	OS
T0725F0037	REGAN DISTRIBUTING	\$5,006.17	2007	NONMINORITY	MOHAVE, AZ	OS
T0321C0027	RINKER MATERIALS	\$9,282.76	2003	NONMINORITY	YAVAPAI, AZ	OS
T0113A0255	SHRADER & MARTINEZ CONSTR INC	\$1,200,576.02	2002	NONMINORITY	COCONINO, AZ	OS
T0411B0033	SOUTHERN AZ PAVING & CONSTR CO	\$779,179.76	2004	NONMINORITY	PIMA, AZ	OS
T0411A0002	SOUTHWEST SLURRY SEAL INC	\$6,017,057.25	2004	NONMINORITY	MARICOPA, AZ	OS
T0412B0047	SOUTHWESTERN BLDG MAINT INC	\$52,555.00	2005	NONMINORITY	PIMA, AZ	OS
T0512A0002	SOUTHWESTERN BLDG MAINT INC	\$120,753.87	2005	NONMINORITY	PIMA, AZ	OS
T0725E0037	SPARKLETTS BOTTLED WATER	\$5,144.21	2007	NONMINORITY	YUMA, AZ	OS
T0725G0037	SPARKLETTS BOTTLED WATER	\$218.60	2007	NONMINORITY	YUMA, AZ	OS
T0725D0037	SPARKLETTS OF NORTHERN AZ	\$19,461.04	2007	NONMINORITY	COCONINO, AZ	OS
T0111A0027	SPECIALTY LOADERS	\$73,761.84	2002	NONMINORITY	MARICOPA, AZ	OS
T0213A0185	TECHNICAL BLDG SVCS	\$3,458.83	2002	NONMINORITY	PIMA, AZ	OS
T0212A0026	TERMINIX	\$148,373.00	2002	NONMINORITY	MARICOPA, AZ	OS
T0658A0005	THE GEOMETER INC DBA AZ ENGINEERING CO	\$1,024,961.93	2006	NONMINORITY	COCONINO, AZ	OS
T0711B0040	THE PIGEON GUY	\$61,113.50	2007	NONMINORITY	MARICOPA, AZ	OS
T0243A0014	THOMAS REPROGRAPHICS INC	\$11,387.38	2002	NONMINORITY	PIMA, AZ	OS
T0412A0037	TREE CRAFTERS M-K INC	\$112,257.76	2004	NONMINORITY	GILA, AZ	OS
T0612E0055	TREE PRO	\$408,465.00	2007	NONMINORITY	GILA, AZ	OS
T0412C0047	TRI COUNTY BLDG SVCS	\$59,345.44	2005	NONMINORITY	MARICOPA, AZ	OS
T0212A0035	TRI-CITY MAINT INC	\$18,726.00	2002	NONMINORITY	MARICOPA, AZ	OS
T0412A0036	TRI-CITY MAINT INC	\$297,055.17	2004	NONMINORITY	MARICOPA, AZ	OS
T0412D0047	TRI-CITY MAINT INC	\$30,311.00	2005	NONMINORITY	MARICOPA, AZ	OS
T0512A0004	TRI-CITY MAINT INC	\$58,864.89	2005	NONMINORITY	MARICOPA, AZ	OS
T0712A0013	TRU MAINT SVCS LLC	\$15,785.78	2007	NONMINORITY	MARICOPA, AZ	OS
T0212A0002	UPRIGHT INC	\$259,704.90	2002	NONMINORITY	MARICOPA, AZ	OS
T0313A0094	WATER & ENERGY SYSTEMS TECHNOLOGY INC (WEST)	\$66,302.82	2003	NONMINORITY	MARICOPA, AZ	OS
T0417A0036	WATSON CHEVROLET	\$199,403.17	2004	NONMINORITY	PIMA, AZ	OS
T0321D0027	WHITE MOUNTAIN READY MIX	\$13,716.95	2003	NONMINORITY	NAVAJO, AZ	OS
T0613A0052	WHITERIVER CONSTR	\$151,854.67	2006	NONMINORITY	NAVAJO, AZ	OS

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T0113A0279	A J ROBERTS IND INC	\$1,745,803.61	2002	NONMINORITY	MARICOPA, AZ	GS
T0513A0083	A J ROBERTS IND INC	\$189,789.75	2005	NONMINORITY	MARICOPA, AZ	GS
T0420A0027	ABATIX CORP	\$67,670.75	2004	NONMINORITY	MARICOPA, AZ	GS
T0521A0037	ACTION BARRICADE CO LLC	\$39,082.47	2005	NONMINORITY	MARICOPA, AZ	GS
T0518A0031	ACTION EQUIP & SCAFFOLD CO INC	\$25,489.20	2005	NONMINORITY	MARICOPA, AZ	GS
T0725A0025	ADVANTAGE PAPER INC ADVANTAGE PAPER INC.	\$63,735.50	2007	NONMINORITY	MARICOPA, AZ	GS
T0425A0016	AERIAL PHOTO LAB INC	\$17,859.25	2004	NONMINORITY	MARICOPA, AZ	GS
T0613A0001	AGATE INC	\$80,960.00	2006	NONMINORITY	MARICOPA, AZ	GS
T0513A0114	AGATE INC	\$40,755.00	2005	NONMINORITY	MARICOPA, AZ	GS
T0313A0092	AGATE INC	\$155,498.00	2003	NONMINORITY	MARICOPA, AZ	GS
T0417A0003	AIRPARK CHRYSLER JEEP	\$25,578.39	2004	NONMINORITY	MARICOPA, AZ	GS
T0418F0090	AMERICAN FILTER & EQUIP CORP	\$15,710.72	2004	NONMINORITY	MARICOPA, AZ	GS
T0521A0015	ARID SOLUTIONS LLC	\$19,475.95	2005	NONMINORITY	MARICOPA, AZ	GS
T0317J0066	AUTO SAFETY HOUSE	\$951,409.91	2004	NONMINORITY	MARICOPA, AZ	GS
T0559A0117	AUTO SAFETY HOUSE	\$67,747.02	2005	NONMINORITY	MARICOPA, AZ	GS
T0717B0009	AUTO SAFETY HOUSE	\$122,186.80	2007	NONMINORITY	MARICOPA, AZ	GS
T0311A0051	AXIS ENGINEERING	\$93,579.49	2003	NONMINORITY	COCONINO, AZ	GS
T0218A0077	AZ BUS SALES CORP	\$10,525,923.99	2002	NONMINORITY	MARICOPA, AZ	GS
T0540A0119	AZ EQ SAFETY PARTNERING ROADEO	\$28,810.00	2005	NONMINORITY	PIMA, AZ	GS
T0621B0003	AZ HWY SAFETY SPECIALISTS INC	\$47,236.01	2006	NONMINORITY WOMEN	YAVAPAI, AZ	GS
T0443A0032	AZ INK LTD	\$66,188.46	2004	NONMINORITY	PIMA, AZ	GS
T0643A0042	AZ INK LTD	\$91,903.82	2006	NONMINORITY	PIMA, AZ	GS
T0518A0030	AZ JOBBERS SUPPLY	\$4,058.11	2005	NONMINORITY	MARICOPA, AZ	GS
T0217A0053	AZ MACHINERY CO	\$89,188.93	2002	NONMINORITY	MARICOPA, AZ	GS
T0443A0011	AZ OFFICE TECHNOLOGIES	\$6,052.42	2004	NONMINORITY	MARICOPA, AZ	GS
T0418A0079	AZ TRUCK CENTER INC	\$463,277.81	2004	NONMINORITY	PIMA, AZ	GS
T0317B0002	AZ TRUCK CENTER INC	\$468,418.14	2003	NONMINORITY	PIMA, AZ	GS
T0418A0001	AZ TRUCK CENTER INC	\$990,868.58	2004	NONMINORITY	PIMA, AZ	GS
T0318A0042	AZ TRUCK CENTER INC	\$593,324.08	2003	NONMINORITY	PIMA, AZ	GS
T0217A0045	AZ TRUCK CENTER INC	\$45,645.50	2002	NONMINORITY	PIMA, AZ	GS
T0117A0089	BEAR CAT MFG INC	\$57,783.09	2002	NONMINORITY	MARICOPA, AZ	GS
T0618A0005	BFS RETAIL & COMMERCIAL OPERATIONS LLC DBA -GCR TIRE CENTERS	\$111,142.67	2006	NONMINORITY	MARICOPA, AZ	GS
T0417F0003	BILL LUKE CHRYSLER-JEEP & DODGE	\$447,047.51	2004	NONMINORITY	MARICOPA, AZ	GS
T0617A0138	BINGHAM EQUIP CO	\$48,453.67	2006	NONMINORITY	YUMA, AZ	GS
T0218N0090	BINGHAM EQUIP CO	\$50,060.85	2002	NONMINORITY	YUMA, AZ	GS
T0321A0041	BORDER PRODUCTS CORP	\$15,662.37	2003	NONMINORITY	MARICOPA, AZ	GS
T0217A0037	BRANCO MACHINERY CO	\$83,662.85	2002	NONMINORITY	MARICOPA, AZ	GS
T0620E0027	BRIMHALL SAND & ROCK	\$55,503.63	2007	NONMINORITY	NAVAJO, AZ	GS
T0421B0016	BRIMHALL SAND, ROCK & BLDG MATLS	\$222,489.13	2004	NONMINORITY	NAVAJO, AZ	GS
T0521A0005	BRIMHALL SAND, ROCK & BLDG MATLS	\$32,922.61	2005	NONMINORITY	NAVAJO, AZ	GS
T0621B0002	BRIMHALL SAND, ROCK & BLDG MATLS	\$340,121.41	2006	NONMINORITY	NAVAJO, AZ	GS
T0420B0001	BROWN WHOLESALE ELECTRIC CO	\$1,978,342.14	2004	NONMINORITY	MARICOPA, AZ	GS
T0621A0079	BUSINESS IMAGING SYSTEMS	\$125,718.42	2006	NONMINORITY	MARICOPA, AZ	GS
T0317A0009	C W CARTER CO	\$58,329.04	2003	NONMINORITY	MARICOPA, AZ	GS
T0518D0042	CARE FREE UNIFORMS INC	\$57,389.89	2006	NONMINORITY	MARICOPA, AZ	GS
T0518A0036	CARQUEST AUTO	\$876,166.30	2005	NONMINORITY	MARICOPA, AZ	GS
T0621A0067	CENTERLINE SUPPLY WEST INC	\$47,337.53	2006	NONMINORITY	MARICOPA, AZ	GS
T0420C0022	CENTERLINE SUPPLY WEST INC	\$297,950.64	2004	NONMINORITY	MARICOPA, AZ	GS
T0220A0001	CENTERLINE SUPPLY WEST INC	\$302,714.20	2002	NONMINORITY	MARICOPA, AZ	GS
T0417G0003	CHAPMAN AUTO CENTER	\$19,983.84	2004	NONMINORITY	GILA, AZ	GS
T0417E0017	CHAPMAN AUTO CENTER	\$11,143.41	2004	NONMINORITY	GILA, AZ	GS
T0417B0017	CHAPMAN CHEVROLET	\$448,682.95	2004	NONMINORITY	MARICOPA, AZ	GS
T0321C0033	CHOLLA READY MIX INC	\$40,977.43	2003	NONMINORITY	NAVAJO, AZ	GS
T0711A0035	CITY WIDE PEST CONTROL INC	\$1,277.00	2007	NONMINORITY	MARICOPA, AZ	GS
T0559B0117	CLH INTERNATIONAL	\$6,389.09	2005	NONMINORITY	MARICOPA, AZ	GS
T0759A0083	CLH INT'L	\$138,700.95	2007	NONMINORITY	MARICOPA, AZ	GS

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY
T0420A0001	CONSOLIDATED ELECTRICAL DISTRIBUTORS	\$4,798,198.48	2004	NONMINORITY	MARICOPA, AZ	GS
T0418A0009	CONSTR 70 INC	\$819,875.60	2004	NONMINORITY	MARICOPA, AZ	GS
T0459A0083	COPPERSTATE TECHNOLOGIES INC	\$1,705,082.01	2004	NONMINORITY	MARICOPA, AZ	GS
T0218A0099	COURTESY CHEVROLET	\$2,487,193.92	2002	NONMINORITY	MARICOPA, AZ	GS
T0218E0090	CRAFCO INC	\$674,493.40	2002	NONMINORITY	MARICOPA, AZ	GS
T0721A0067	CRAFCO INC	\$72,759.31	2007	NONMINORITY	MARICOPA, AZ	GS
T0221B0012	CRAFCO INC	\$699,439.39	2002	NONMINORITY	MARICOPA, AZ	GS
T0117B0097	CUMMINGS SOUTHWEST INC	\$66,787.46	2002	NONMINORITY	PIMA, AZ	GS
T0518A0023	CUNNINGHAM COMMERCIAL VEHICLES	\$333,482.79	2005	NONMINORITY	MARICOPA, AZ	GS
T0613A0007	DESIGN MODULARS INC	\$100,929.50	2006	NONMINORITY	PIMA, AZ	GS
T0520A0044	DISCOUNT PACKAGE SUPPLY	\$929.61	2005	NONMINORITY	MARICOPA, AZ	GS
T0717A0009	DRAKE EQUIP	\$13,092.94	2007	NONMINORITY	MARICOPA, AZ	GS
T0518A0014	DRAKE TRUCK & TRAILER	\$17,708.96	2005	NONMINORITY	MARICOPA, AZ	GS
T0317C0066	DRAKE TRUCK & TRAILER	\$62,726.75	2004	NONMINORITY	MARICOPA, AZ	GS
T0221A0058	DUST PRO INC	\$273,656.58	2002	NONMINORITY	MARICOPA, AZ	GS
T0217B0039	EARHARDT EQUIP CORP	\$25,286.71	2002	NONMINORITY	PIMA, AZ	GS
T0417C0003	EARNHARDT CHRYSLER JEEP SUZUKI	\$376,339.67	2004	NONMINORITY	MARICOPA, AZ	GS
T0659A0061	EARNHARDT CHRYSLER, JEEP SUZUKI	\$490,808.36	2006	NONMINORITY	MARICOPA, AZ	GS
T0718A0017	ECONOLITE	\$212,241.33	2007	NONMINORITY	MARICOPA, AZ	GS
T0218K0090	EMPIRE MACHINERY	\$58,071.54	2002	NONMINORITY	MARICOPA, AZ	GS
T0418E0090	EMPIRE MACHINERY	\$48,418.57	2004	NONMINORITY	MARICOPA, AZ	GS
T0417C0017	ETW CORP	\$22,565.33	2004	NONMINORITY	MARICOPA, AZ	GS
T0320A0053	FISHER CHEVROLET	\$22,565.33	2004	NONMINORITY	YUMA, AZ	GS
T0320A0053	FIVE G INC	\$119,376.99	2003	NONMINORITY	MARICOPA, AZ	GS
T0520A0030	FIVE G INC	\$440,169.64	2005	NONMINORITY	MARICOPA, AZ	GS
T0620A0010	FIVE G INC	\$147,802.97	2006	NONMINORITY	MARICOPA, AZ	GS
T0621A0003	FIVE G INC	\$1,919,327.46	2006	NONMINORITY	MARICOPA, AZ	GS
T0417C0018	FIVE STAR FORD	\$837,994.04	2004	NONMINORITY	MARICOPA, AZ	GS
T0418A0062	FLAGSTAFF EQUIP CO INC	\$66,199.85	2004	NONMINORITY	COCONINO, AZ	GS
T0417B0018	FORD OF NORTH SCOTTSDALE	\$538,779.58	2004	NONMINORITY	MARICOPA, AZ	GS
T0618A0041	FREIGHTLINER AZ LTD	\$119,397.50	2006	NONMINORITY	COCONINO, AZ	GS
T0317A0053	FREIGHTLINER STERLING WESTERN STAR OF ARIZONA	\$78,308.79	2003	NONMINORITY	MARICOPA, AZ	GS
T0117A0097	GENUINE AUTO PARTS	\$38,878.35	2002	NONMINORITY	MARICOPA, AZ	GS
T0518D0030	GENUINE PARTS CO (NAPA)	\$27,181.38	2005	NONMINORITY	MARICOPA, AZ	GS
T0317A0066	GENUINE PARTS CO (NAPA)	\$3,894.27	2004	NONMINORITY	MARICOPA, AZ	GS
T0111A0036	GLOBAL DATA SPECIALISTS	\$136,757.06	2002	NONMINORITY	MARICOPA, AZ	GS
T0321A0044	GRANITE CONSTR CO	\$36,858.25	2003	NONMINORITY	PIMA, AZ	GS
T0421C0016	GRANITE CONSTR CO	\$107,578.22	2004	NONMINORITY	PIMA, AZ	GS
T0521B0005	GRANITE CONSTR CO	\$22,405.45	2005	NONMINORITY	PIMA, AZ	GS
T0321D0033	GRANITE CONSTR CO	\$192,826.51	2003	NONMINORITY	PIMA, AZ	GS
T0621C0002	GRANITE CONSTR CO	\$287,396.31	2006	NONMINORITY	PIMA, AZ	GS
T0620K0027	GRANITE CONSTR CO	\$52,603.10	2007	NONMINORITY	PIMA, AZ	GS
T0521B0049	GRANITE CONSTR CO GRANITE CONSTR CO	\$9,918.61	2005	NONMINORITY	PIMA, AZ	GS
T0721A0005	GRANITE CONSTR CO GRANITE CONSTR CO	\$103,241.24	2007	NONMINORITY	PIMA, AZ	GS
T0511A0057	GRO INDUSTRIES INC	\$384,509.25	2005	NONMINORITY	MARICOPA, AZ	GS
T0620H0027	HATCH CONSTR & PAVING INC	\$40,514.74	2007	NONMINORITY	NAVAJO, AZ	GS
T0321E0033	HATCH CONSTR & PAVING INC	\$96,215.37	2003	NONMINORITY	NAVAJO, AZ	GS
T0321G0014	HELENA CHEMICAL CO	\$825,205.94	2003	NONMINORITY	MARICOPA, AZ	GS
T0218P0090	HENDERSON UTILITY EQUIP CO	\$29,170.80	2002	NONMINORITY	MARICOPA, AZ	GS
T0243A0034	HOLMAN'S INC	\$20,401.69	2002	NONMINORITY	PIMA, AZ	GS
T0520A0038	HOME DEPOT SUPPLY	\$4,601.09	2005	NONMINORITY	MARICOPA, AZ	GS
T0443A0048	HUGHES-CALIHAN CORP	\$64,255.58	2004	NONMINORITY	MARICOPA, AZ	GS
T0418A0008	I-10 INTERNATIONAL TRUCKS	\$292,901.27	2004	NONMINORITY	PIMA, AZ	GS
T0618A0015	I-10 INTERNATIONAL TRUCKS	\$341,467.57	2006	NONMINORITY	PIMA, AZ	GS
T0718A0002	I-10 INTERNATIONAL TRUCKS	\$237,173.77	2007	NONMINORITY	PIMA, AZ	GS
T0411A0017	INDUSTRIAL AUTOMATION SVCS INC	\$2,210.55	2004	NONMINORITY	MARICOPA, AZ	GS
T0312A0028	INTER AG SVCS INC DBA IAS LABS	\$3,343.00	2003	NONMINORITY	MARICOPA, AZ	GS

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY
T0711B0014	ITS ENGR'S & CONSTRUCTORS	\$6,890.00	2007	NONMINORITY	MARICOPA, AZ	GS
T0543C0019	ITS ENGR'S & CONSTRUCTORS OF UTAH INC	\$3,713.24	2005	NONMINORITY	MARICOPA, AZ	GS
T0418A0026	J & M WHOLESALE	\$43,308.93	2004	NONMINORITY	NAVAJO, AZ	GS
T0225B0003	JC PRINTING JIFFY COPY	\$5,341.48	2002	NONMINORITY	MARICOPA, AZ	GS
T0521D0007	JDM SAND & ROCK	\$331.70	2005	NONMINORITY	COCONINO, AZ	GS
T0620J0027	JDM SAND & ROCK	\$49,228.78	2007	NONMINORITY	COCONINO, AZ	GS
T0417A0018	JIM CLICK FORD	\$288,993.50	2004	NONMINORITY	PIMA, AZ	GS
T0248A0020	KANEEN ADVERTISING & PUBLIC RELATIONS INC	\$9,939.17	2002	NONMINORITY	PIMA, AZ	GS
T0621A0016	L P STEEL INDUSTRIES INC	\$51,311.22	2006	NONMINORITY	PINAL, AZ	GS
T0711A0036	LINCOLN SHERWOOD FENCE LLLP	\$84,083.20	2007	NONMINORITY	APACHE, AZ	GS
T0418A0090	LUBRICATION EQUIP & SUPPLY CO INC	\$39,075.11	2004	NONMINORITY	MARICOPA, AZ	GS
T0425A0037	MACDANIEL SIGNS INC MACDANIEL SIGNS, INC	\$9,180.86	2004	NONMINORITY	MARICOPA, AZ	GS
T0321B0033	MADDUX & SONS INC	\$190,651.53	2003	NONMINORITY	COCHISE, AZ	GS
T0518A0038	MARDIAN EQUIP CO	\$318,867.67	2005	NONMINORITY	PIMA, AZ	GS
T0417E0003	MARTIN SWANTY CDJ	\$60,610.46	2004	NONMINORITY	MOHAVE, AZ	GS
T0518B0036	MERLES AUTO SUPPLY	\$448,559.43	2005	NONMINORITY	SANTA CRUZ, AZ	GS
T0613A0061	MIURA CONTRACTING INC	\$83,868.00	2006	NONMINORITY WOMEN	PIMA, AZ	GS
T0725A0098	MONEY HANDLING MACHINES	\$3,803.73	2007	NONMINORITY	MARICOPA, AZ	GS
T0521B0015	MOUNTAIN STATES WHOLESALE NURSERY	\$3,760.83	2005	NONMINORITY	MARICOPA, AZ	GS
T0518C0036	NAPA AUTO PARTS	\$612,411.45	2005	NONMINORITY	MARICOPA, AZ	GS
T0418A0004	NAUMANN HOBBS MATERIAL HANDLING	\$49,747.62	2004	NONMINORITY	MARICOPA, AZ	GS
T0618A0031	NAUMANN HOBBS MATERIAL HANDLING	\$28,646.50	2006	NONMINORITY	MARICOPA, AZ	GS
T0218A0045	NAUMANN HOBBS MATERIAL HANDLING	\$76,316.44	2002	NONMINORITY	MARICOPA, AZ	GS
T0359A0100	NETSIAN TECHNOLOGIES	\$747,014.99	2004	NONMINORITY	MARICOPA, AZ	GS
T0421A0001	NEW WEST MATERIALS	\$15,301.36	2004	NONMINORITY	MARICOPA, AZ	GS
T0425B0145	NORTH STAR ICE INC	\$904.80	2004	NONMINORITY	MOHAVE, AZ	GS
T0525B0029	NORTH STAR ICE INC	\$5,574.95	2005	NONMINORITY	MOHAVE, AZ	GS
T0517A0050	NORWOOD EQUIP	\$18,067.73	2005	NONMINORITY	MARICOPA, AZ	GS
T0418B0022	NU-TECH DIVERSIFIED	\$151,156.86	2004	NONMINORITY	MARICOPA, AZ	GS
T0549A0007	PARTNERS IN BRAINSTORMS INC	\$10,950.00	2005	NONMINORITY	MARICOPA, AZ	GS
T0611A0035	PAVEMENT MARKING INC	\$2,171,502.02	2006	NONMINORITY	MARICOPA, AZ	GS
T0521E0007	PAYSON CONCRETE & MATERIALS INC	\$958.10	2005	NONMINORITY	GILA, AZ	GS
T0521D0005	PAYSON CONCRETE & MATERIALS INC	\$21,490.25	2005	NONMINORITY	GILA, AZ	GS
T0425A0015	PHOTOMARK INDUSTRIAL (MARKOW PHOTO PROPERTIES)	\$15,302.79	2004	NONMINORITY	MARICOPA, AZ	GS
T0221A0015	PHX HWY PRODUCTS INC	\$951,329.48	2002	NONMINORITY WOMEN	MARICOPA, AZ	GS
T0212C0037	PINNACLE PRINTS & EMBROIDERY	\$110,527.57	2003	NONMINORITY	MARICOPA, AZ	GS
T0312A0044	PINNACLE PRINTS & EMBROIDERY	\$59,361.40	2004	NONMINORITY	MARICOPA, AZ	GS
T0521A0056	PIONEER SAND CO	\$15,004.11	2005	NONMINORITY	MARICOPA, AZ	GS
T0525B0031	POSTNET	\$20,160.56	2005	NONMINORITY	PIMA, AZ	GS
T0417F0017	POWER CHEVROLET ON CAMELBACK	\$71,242.10	2004	NONMINORITY	MARICOPA, AZ	GS
T0311E0002	PROCESS DYNAMICS	\$57,784.02	2003	NONMINORITY	MARICOPA, AZ	GS
T0443A0017	PRODIGY OFFICE SUPPLIES	\$4,810.00	2004	NONMINORITY	MARICOPA, AZ	GS
T0218Q0090	QUALEX CONSTR INC	\$49,476.80	2002	NONMINORITY	MARICOPA, AZ	GS
T0717D0009	QUALITY BUMPER	\$7,391.51	2007	NONMINORITY	PIMA, AZ	GS
T0521D0056	RED MOUNTAIN MINING	\$152,155.51	2005	NONMINORITY	MARICOPA, AZ	GS
T0521A0049	RINKER MATERIALS	\$247,219.01	2005	NONMINORITY	YAVAPAI, AZ	GS
T0521B0056	RINKER MATERIALS	\$752.35	2005	NONMINORITY	YAVAPAI, AZ	GS
T0417A0017	SANDS MOTOR CO	\$236,811.16	2004	NONMINORITY	MARICOPA, AZ	GS
T0218A0050	SCALE CENTER OF AZ	\$568,847.85	2002	NONMINORITY	MARICOPA, AZ	GS
T0513A0097	SHANNON CONSTR LLC	\$39,989.00	2005	NONMINORITY	MARICOPA, AZ	GS
T0159A0120	SIEMENS ENERGY & AUTOMATION	\$469,622.28	2002	NONMINORITY	PIMA, AZ	GS
T0520A0047	SMITH PRE-CAST	\$305,108.12	2005	NONMINORITY	MARICOPA, AZ	GS
T0418A0094	SOUTHERN TRUCK EQUIP INC	\$63,442.93	2004	NONMINORITY	MARICOPA, AZ	GS
T0518A0040	SOUTHERN TRUCK EQUIP INC	\$159,390.20	2005	NONMINORITY	MARICOPA, AZ	GS
T0317A0046	SOUTHERN TRUCK EQUIP INC	\$64,588.92	2003	NONMINORITY	MARICOPA, AZ	GS
T0418A0068	SOUTHERN TRUCK EQUIP INC	\$97,706.71	2004	NONMINORITY	MARICOPA, AZ	GS

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CONTRACT #	PRIME NAME	AWARD AMOUNT	FISCAL YEAR	PRIME_ETHNICITY	PRIME COUNTY_ST	BUSINESS CATEGORY
T0518A0041	SOUTHERN TRUCK EQUIP INC	\$245,927.88	2005	NONMINORITY	MARICOPA, AZ	GS
T0225A0003	SOUTHWESTERN BUSINESS FORMS CO	\$30,486.56	2002	NONMINORITY	MARICOPA, AZ	GS
T0218C0069	SOUTHWESTERN RESOURCES LLC	\$53,066.00	2002	NONMINORITY	MARICOPA, AZ	GS
T0218A0049	SOUTHWESTERN SCALE CO INC	\$63,393.12	2002	NONMINORITY	MARICOPA, AZ	GS
T0711A0002	SPECIALTY LOADERS	\$54,749.21	2007	NONMINORITY	MARICOPA, AZ	GS
T0721A0006	STABILIZER SOLUTIONS INC	\$16,539.30	2007	NONMINORITY	MARICOPA, AZ	GS
T0517A0003	SUN WEST CONTAINER CO	\$76,436.15	2005	NONMINORITY	MARICOPA, AZ	GS
T0417B0063	SUPERIOR CLEANING EQUIP	\$28,469.00	2004	NONMINORITY	MARICOPA, AZ	GS
T0218B0090	SUPERIOR SUPPLY	\$117,906.65	2002	NONMINORITY	MARICOPA, AZ	GS
T0617A0001	SUPERSTITION TRAILERS LLC	\$79,582.28	2006	NONMINORITY	MARICOPA, AZ	GS
T0317A0044	TRACTOR PARTS & SVC	\$24,018.25	2004	NONMINORITY	MARICOPA, AZ	GS
T0621D0003	TRAFFICADE SVC INC	\$95,357.72	2006	NONMINORITY	MARICOPA, AZ	GS
T0321A0033	TRI COUNTY MATERIALS INC	\$24,558.78	2003	NONMINORITY	GRAHAM, AZ	GS
T0521B0007	TRI COUNTY MATERIALS INC	\$5,270.28	2005	NONMINORITY	GRAHAM, AZ	GS
T0521A0012	TRI COUNTY MATERIALS INC	\$18,601.41	2005	NONMINORITY	GRAHAM, AZ	GS
T0620B0027	TRI COUNTY MATERIALS INC	\$15,339.76	2007	NONMINORITY	GRAHAM, AZ	GS
T0418A0010	TRUCK WORKS INC	\$60,319.80	2004	NONMINORITY	MARICOPA, AZ	GS
T0520B0044	TUBE SERVICE CO	\$5,712.64	2005	NONMINORITY	MARICOPA, AZ	GS
T0543A0037	TUBELITE CO INC	\$13,447.64	2005	NONMINORITY	MARICOPA, AZ	GS
T0520A0028	TUBELITE CO INC	\$17,776.09	2005	NONMINORITY	MARICOPA, AZ	GS
T0317A0002	TUCSON DODGE	\$6,925.80	2003	NONMINORITY	PIMA, AZ	GS
T0417D0003	TUCSON DODGE	\$231,033.16	2004	NONMINORITY	PIMA, AZ	GS
T0321D0045	TUCSON READY MIX INC	\$3,363.87	2003	NONMINORITY	PIMA, AZ	GS
T0218A0090	TUCSON TRACTOR CO	\$147,157.54	2002	NONMINORITY	PIMA, AZ	GS
T0217A0048	VERMEER SALES SOUTHWEST INC	\$67,226.73	2002	NONMINORITY	MARICOPA, AZ	GS
T0221B0002	W A MORRIS SAND & GRAVEL	\$58,997.20	2002	NONMINORITY	GRAHAM, AZ	GS
T0212D0037	WESTERN GLOVE & SAFETY	\$23,019.68	2003	NONMINORITY	MARICOPA, AZ	GS
T0321H0033	WHITE MOUNTAIN READY MIX	\$18,235.84	2003	NONMINORITY	NAVAJO, AZ	GS
T0321F0045	WHITE MOUNTAIN READY MIX	\$11,137.49	2003	NONMINORITY	NAVAJO, AZ	GS
T0620G0027	WHITE MTN ROCK PRODUCTS	\$8,691.60	2007	NONMINORITY	NAVAJO, AZ	GS
T0221C0001	WILBUR ELLIS CO	\$1,547.73	2002	NONMINORITY	MARICOPA, AZ	GS
T0513A0096	WOODRUFF CONST	\$58,121.95	2005	NONMINORITY	MARICOPA, AZ	GS
T0625A0025	XPEDX	\$7,862.81	2006	NONMINORITY	MARICOPA, AZ	GS
T0417H0003	YORK MOTORS INC	\$65,191.60	2004	NONMINORITY	YAVAPAI, AZ	GS

APPENDIX B:
AVAILABILITY

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SUBMITTED NAME	ETHNICITY
A & S PAVING INC	HISPANIC AMERICAN
BROWN & WHITE INC	HISPANIC AMERICAN
TALIS CONSTRUCTION CORP	HISPANIC AMERICAN
ELECTRICAL CONCEPTS INC	NATIVE AMERICAN
A I S CONSTRUCTION CO	NONMINORITY
A J P ELECTRIC INC	NONMINORITY
A J ROBERTS INDUSTRIAL INC	NONMINORITY
A MINER CONTRACTING INC	NONMINORITY
ABBCO SIGN GROUP INC	NONMINORITY
ABBCO SIGN GROUP INCELECTRICAL CONCEPTS INC JV	NONMINORITY
ACCENT LANDSCAPING & SPRINKLERS INC	NONMINORITY
ACCURATE SMART & AFFORDABLE DBA ASPHALT SERVICES OF AZ INC	NONMINORITY
ACHEN GARDNER ENGINEERING LLC	NONMINORITY
ACME CONCRETE PAVING INC	NONMINORITY
AMES CONSTRUCTION INC	NONMINORITY
AMES CONSTRUCTION INC JV SEMA CONSTRUCTION INC	NONMINORITY
ANNCOLE CONTRACTING CORP	NONMINORITY
APACHE CONSTRUCTION CO INC	NONMINORITY
ARCHER WESTERN CONTRACTORS LTD	NONMINORITY
ARCHON INC	NONMINORITY
ASHTON CO INC CONTRACTORS & ENGINEERS	NONMINORITY
ASPHALT PAVING & SUPPLY INC	NONMINORITY
AUSTIN BRIDGE & ROAD LP	NONMINORITY
AVAZ INC DBA AUDIO VIDEO RESOURCES	NONMINORITY
B & F CONTRACTING INC	NONMINORITY
B R CONSTRUCTORS INC	NONMINORITY
BECO CONSTRUCTION CO INC	NONMINORITY
BISON CONTRACTING COINC	NONMINORITY
C & E PAVING & GRADING LLC	NONMINORITY
C INVESTMENTS INC DBA R K SANDERS	NONMINORITY
C K C CONSTRUCTION CO	NONMINORITY
C M A INC DBA C M A COM SERV CO	NONMINORITY
C S & W CONTRACTORS INC	NONMINORITY
C S CONSTRUCTION INC	NONMINORITY
C S MCCROSSAN INC	NONMINORITY
CAITLIN CONSTRUCTION INC	NONMINORITY
CALDERON LANDSCAPE CONSTRUCTION LLC	NONMINORITY
CALVIN L WADSWORTH CONSTRUCTION INC DBA C W CONSTRUCTION	NONMINORITY
CARSON CONSTRUCTION CO INC	NONMINORITY
CITYWIDE CONTRACTING L L C	NONMINORITY
COMBS CONSTRUCTION CO INC	NONMINORITY
COMBS CONSTRUCTION CO INC JV VASTCO INC	NONMINORITY
CONCO CONCRETE SPECIALISTS	NONMINORITY
CONTRACTORS WEST INC	NONMINORITY
CROSS BROTHERS CONTRACTING INC	NONMINORITY
D B A CONSTRUCTION INC	NONMINORITY
D G HUSKIN CONSTRUCTION CO	NONMINORITY
D J S CO INC	NONMINORITY
DARHIL CORP	NONMINORITY
DESERT ROAD BUILDERS INC	NONMINORITY
DESERT ROAD BUILDERS INC DBA ROCKBUSTERS	NONMINORITY
DIAMOND SURFACE INC	NONMINORITY
DON PETERSON ENGINEERS INC DBA D P E CONSTRUCTION	NONMINORITY
DONALD B MURPHY CONTRACTORS INC	NONMINORITY

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SUBMITTED NAME	ETHNICITY
E M E WEST CONSTRUCTION INC	NONMINORITY
ELECTROBRAID FENCE INC	NONMINORITY
ENVIRONMENTAL EARTHSCAPES INC DBA THE GROUNDSKEEPER	NONMINORITY
F N F CONSTRUCTION INC	NONMINORITY
FALCONE BROTHERS & ASSOC INC	NONMINORITY
FANN CONTRACTING INC	NONMINORITY
FISHEL CO	NONMINORITY
FISHER SAND & GRAVEL CO DBA SOUTHWEST ASPHALT PAVING	NONMINORITY
FLAGSTAFF DESIGN & CONSTRUCTION INC	NONMINORITY
G & G CONSTRUCTION CO	NONMINORITY
G U Y CONSTRUCTION LLC	NONMINORITY
GLENDALE CONTRACTING CORP	NONMINORITY
GLOBAL SPECIALTY CONTRACTORS INC	NONMINORITY
GONZALES CONSTRUCTION CO INC DBA GONZALES GUARDRAIL & FENCING	NONMINORITY
GRANITE CONSTRUCTION CO	NONMINORITY
GREEN LANDSCAPING & IRRIGATION INC	NONMINORITY
H M S CONSTRUCTION CO INC DBA H M S CONCO INC	NONMINORITY
HAN MAR ENERGY INC	NONMINORITY
HARK DRILLING INC	NONMINORITY
HARPER EXCAVATING INC	NONMINORITY
HATCH CONSTRUCTION & PAVING INC	NONMINORITY
HAYDON BUILDING CORP	NONMINORITY
HI TECH ROCKFALL CONSTRUCTION INC	NONMINORITY
HOLDSWORTH CONSTRUCTION INC	NONMINORITY
HUNTER CONTRACTING CO	NONMINORITY
I T S ENGINEERS & CONSTRUCTORS OF UTAH INC	NONMINORITY
INTERMOUNTAIN SLURRY SEAL INC	NONMINORITY
INTERMOUNTAIN WEST CIVIL CONSTRUCTORS INC	NONMINORITY
INTERNATIONAL SURFACING SYSTEMS	NONMINORITY
INTERSTATE ROCK PRODUCTS INC	NONMINORITY
J BANICKI CONSTRUCTION INC	NONMINORITY
J H DYKSTRA CO	NONMINORITY
J N J ENGINEERING CONSTRUCTION INC	NONMINORITY
JENSEN DRILLING CO	NONMINORITY
JENSON COMMERCIAL CONTRACTING LLC	NONMINORITY
JONOVICH CO INC	NONMINORITY
K A Z CONSTRUCTION INC	NONMINORITY
K E & G CONSTRUCTION INC	NONMINORITY
K E & G DEVELOPMENT LLC	NONMINORITY
KIEWIT WESTERN CO	NONMINORITY
KLONDYKE INC	NONMINORITY
LADD & ASSOC	NONMINORITY
LAFARGE CORP	NONMINORITY
LAFARGE NORTH AMERICA INC	NONMINORITY
M A C CONTRACTING INC	NONMINORITY
M ANDERSON CONSTRUCTION CORP	NONMINORITY
M C S I INC	NONMINORITY
M D MERRETT INC	NONMINORITY
MACS GRADING PAVING & ENGINEERING INC	NONMINORITY
MARKHAM CONTRACTING CO INC	NONMINORITY
MASTEC ITS INC	NONMINORITY
MASTEC NORTH AMERICA INC	NONMINORITY
MAUELL CORP	NONMINORITY
MCCAULEY CONSTRUCTION & MECHANICAL INC	NONMINORITY

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SUBMITTED NAME	ETHNICITY
MCCAULEY CONSTRUCTION INC	NONMINORITY
MCCORMICK CONSTRUCTION CO	NONMINORITY
MCNEIL BROTHERS INC	NONMINORITY
MEADOW VALLEY CONTRACTORS INC	NONMINORITY
MERIDIAN ENGINEERING CO	NONMINORITY
MORDEX CONTRACTING INC	NONMINORITY
N A C CONSTRUCTION A DIVISION OF COLORADO RIVER MATERIALS INC	NONMINORITY
N A DEGERSTROM INC	NONMINORITY
N J SHAUM & SON INC	NONMINORITY
NATIONWIDE FENCE & SUPPLY CO	NONMINORITY
NESBITT CONTRACTING CO INC	NONMINORITY
NICHE CONTRACTORS INC	NONMINORITY
NICKLE CONTRACTING LLC	NONMINORITY
NORTHERN ARIZONA SYSTEMS CORP	NONMINORITY
OLDCASTLE M M G INC DBA STAKER PAVING & CONSTRUCTION CO INC	NONMINORITY
P C L CIVIL CONSTRUCTORS INC	NONMINORITY
PARAMOUNT DESIGNS INC	NONMINORITY
PARK WEST LANDSCAPE INC	NONMINORITY
PAVEMENT MARKING INC	NONMINORITY
PIERSON CONSTRUCTION CORP	NONMINORITY
POWER ENGINEERS INC	NONMINORITY
PULICE CONSTRUCTION INC	NONMINORITY
QUACKENBUSH CONSTRUCTION CORP	NONMINORITY
QUEST CIVIL CONSTRUCTORS INC	NONMINORITY
R & L BROSAMER INC	NONMINORITY
R D C CONSTRUCTION INC	NONMINORITY
R E MONKS CONSTRUCTION CO LLC	NONMINORITY
R E MONKS CONSTRUCTION CO LLC JV VASTCO INC	NONMINORITY
R E MONKS CONSTRUCTION CO LLC MEADOW VALLEY CONTRACTORS JV	NONMINORITY
RICHEY CONSTRUCTION CO INC	NONMINORITY
RICOR INC	NONMINORITY
ROYDEN CONSTRUCTION CO	NONMINORITY
RUMMEL CONSTRUCTION INC	NONMINORITY
S & S PAVING & CONSTRUCTION INC	NONMINORITY
S J LOUIS CONSTRUCTION INC	NONMINORITY
S P E SYSTEMS INC	NONMINORITY
SALT RIVER SAND & ROCK CO	NONMINORITY
SAMCOR INC	NONMINORITY
SHADA INC DBA BENCHMARK CONSTRUCTION	NONMINORITY
SHOW LOW CONSTRUCTION INC	NONMINORITY
SILVERTIP DEVELOPMENT INC	NONMINORITY
SOUTH COAST INC	NONMINORITY
SOUTHERN ARIZONA PAVING & CONSTRUCTION CO	NONMINORITY
SOUTHWEST ENVIROSCAPES INC	NONMINORITY
STAKER & PARSON CO INC	NONMINORITY
STANDARD CONSTRUCTION CO INC	NONMINORITY
STRONGHOLD CONTRACTING INC	NONMINORITY
SUNBURST LANDSCAPING INC	NONMINORITY
SUNDT CONSTRUCTION INC	NONMINORITY
SUNLAND INC ASPHALT & SEAL COATING	NONMINORITY
SURFACE CONTRACTING INC	NONMINORITY
SURFACE PREPARATION TECHNOLOGIES INC	NONMINORITY
T & T CONSTRUCTION INC	NONMINORITY
TANNER CO YUMA INC	NONMINORITY

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SUBMITTED NAME	ETHNICITY
TECHNOLOGY CONSTRUCTION INC	NONMINORITY
TERRA CAL CONSTRUCTION INC	NONMINORITY
THOMAS GRINDING INC	NONMINORITY
TIFFANY CONSTRUCTION CO INC	NONMINORITY
TONTO SUPPLY INC	NONMINORITY
TRANS TECH ELECTRIC LP	NONMINORITY
TRANSCORE ITS INC	NONMINORITY
TRUESDELL CORP	NONMINORITY
UNDERWOOD BROTHERS INC DBA A A A LANDSCAPE	NONMINORITY
UNITED RENTALS HIGHWAY TECHNOLOGIES INC	NONMINORITY
VALLEY CREST LANDSCAPE DEVELOPMENT INC	NONMINORITY
VALLEY CREST LANDSCAPE INC	NONMINORITY
VASTCO INC	NONMINORITY
VELLUTINI CORP	NONMINORITY
W R HENDERSON CONSTRUCTION INC	NONMINORITY
W R SKOUSEN CONTRACTOR INC	NONMINORITY
WADSWORTH BROTHERS INC F N	NONMINORITY
WALKER BUILDING & ELECTRIC	NONMINORITY
WARNING LITES & EQUIPMENT INC	NONMINORITY
WAT IRR INC	NONMINORITY
WESTMOOR ELECTRIC INC	NONMINORITY
WEYHER CONSTRUCTION CO LLC	NONMINORITY
WICKENBURG ASPHALT & PAVING CO	NONMINORITY
ARIZONA HIGHWAY SAFETY SPECIALISTS INC	NONMINORITY WOMEN
BISON CONTRACTING CO INC	NONMINORITY WOMEN
CACTUS TRANSPORT INC	NONMINORITY WOMEN
DOWN TO EARTH CONTRACTING INC	NONMINORITY WOMEN
FIVE G INC	NONMINORITY WOMEN
MIURA CONTRACTING INC	NONMINORITY WOMEN
PHILLIPS THREE INC	NONMINORITY WOMEN
PIMA PAVING INC	NONMINORITY WOMEN
RECON INC	NONMINORITY WOMEN
RURAL ELECTRIC INC	NONMINORITY WOMEN
SILVER EAGLE WESTERN LLC	NONMINORITY WOMEN
T L SMITH INC	NONMINORITY WOMEN
UTILITY CONSTRUCTION CO INC	NONMINORITY WOMEN

APPENDIX B

SUB NAME	SUB_ETHNICITY	SUB-COUNTY ST	BUSINESS CATEGORY
A & S PAVING INC	HISPANIC AMERICAN	PIMA, AZ	C
A & S TRUCKING	NONMINORITY	NAVAJO, AZ	C
A 1 PAVING & GRADING INC	NONMINORITY	MARICOPA, AZ	C
A A AND R CONSTRUCTION CO	NONMINORITY	PIMA, AZ	C
A A C STRUCTURES OF ARIZONA LLC	NONMINORITY	MARICOPA, AZ	C
A C S CONAID INC	NONMINORITY WOMEN	MARICOPA, AZ	C
A C T L	NONMINORITY WOMEN	MARICOPA, AZ	C
A K SIGNAL & UTILITY CO	NONMINORITY	MARICOPA, AZ	C
A M TRUCKING INC	NONMINORITY	YAVAPAI, AZ	C
A O PAINTING INC	HISPANIC AMERICAN	PIMA, AZ	C
A PAC PRESSURE GROUTING AND STABILIZATION	NONMINORITY	MARICOPA, AZ	C
A R A ADJUSTMENTS INC	NONMINORITY	MARICOPA, AZ	C
A T L INC	HISPANIC AMERICAN	MARICOPA, AZ	C
A TEAM PROFESSIONAL ASSOC INC	HISPANIC AMERICAN	MARICOPA, AZ	C
A Z DESTINY CONTRACTING DBA DESTINY CONTRACTING LL	NONMINORITY	MARICOPA, AZ	C
A Z GRADEMAKER INC	NONMINORITY	MARICOPA, AZ	C
ABBCO ENTERPRISES LLC DBA ABBCO SIGN GROUP	NONMINORITY	MARICOPA, AZ	C
ABBCO SIGN GROUP INC	NONMINORITY	MARICOPA, AZ	C
ABSOLUTE SURVEYING & MAPPING	NONMINORITY	NAVAJO, AZ	C
ACTION BARRICADE CO LLC	NONMINORITY	MARICOPA, AZ	C
ACTION BARRICADE CO LLC	NONMINORITY	MARICOPA, AZ	C
ADAMS CONTRACTING & EXCAVATING LLC	NONMINORITY	MARICOPA, AZ	C
ADRA CONTRACTING INC	NONMINORITY	MARICOPA, AZ	C
AGGREGATE PRODUCTS TRUCKING LLC	NONMINORITY	NAVAJO, AZ	C
ALAMO STEEL DESIGN INC	NONMINORITY	PIMA, AZ	C
ALAN RENSBERGER TRUCKING	NONMINORITY	MOHAVE, AZ	C
ALBAS TRUCKING	NONMINORITY	COCHISE, AZ	C
ALBO GUZMAN TRUCKING	NONMINORITY	PINAL, AZ	C
ALL CITY TRI CITY POWER SWEEPING INC	NONMINORITY	MARICOPA, AZ	C
ALL CUT CONCRETE CUTTING DBA MARZIALE ENTERPRISES	NONMINORITY	MARICOPA, AZ	C
ALLIANCE CONCRETE	NONMINORITY	MARICOPA, AZ	C
ALLIANCE SERVICE AND CONTROL SPECIALISTS INC	NATIVE AMERICAN	MARICOPA, AZ	C
ALLIED FORCES	NONMINORITY	MARICOPA, AZ	C
AMEC EARTH & ENVIRONMENTAL INC	NONMINORITY	MARICOPA, AZ	C
AMERICAN ASPHALT & GRADING CO	NONMINORITY	MARICOPA, AZ	C
AMERICAN PRECAST PRODUCTS LLC	NONMINORITY	YAVAPAI, AZ	C
AMMEX REBAR PLACERS INC	HISPANIC AMERICAN	MARICOPA, AZ	C
ANAYA CONCRETE CONSTRUCTION INC	NONMINORITY	PIMA, AZ	C
ANDERSON EMERGENCY RESPONSE	NONMINORITY	COCONINO, AZ	C
ANNCOLE CONTRACTING	NONMINORITY	MARICOPA, AZ	C
ANNS WATER SERVICE	NONMINORITY	MOHAVE, AZ	C
ANSCO INC	NONMINORITY	MARICOPA, AZ	C
APEX LAND SURVEYING	NONMINORITY	GILA, AZ	C
APPLIED DIVING SERVICES INC	NONMINORITY WOMEN	MARICOPA, AZ	C
AQUA DUCK INC	NONMINORITY	MARICOPA, AZ	C
ARAPAHOE TREE SERVICE	NONMINORITY	PIMA, AZ	C
ARGUS CONSTRUCTION SERVICES L dba ARGUS ENGINEERIN	NONMINORITY	MARICOPA, AZ	C
ARIZONA BLACKMAT CORPORATION	NONMINORITY	MARICOPA, AZ	C
ARIZONA DRILLING AND SAWING	NONMINORITY	YAVAPAI, AZ	C
ARIZONA HIGHWAY SAFETY SPECIALISTS INC	NONMINORITY WOMEN	YAVAPAI, AZ	C
ARIZONA HIGHWAY SOLUTIONS INC	NONMINORITY	MARICOPA, AZ	C
ARIZONA HYDROSEED LLC	NONMINORITY	PIMA, AZ	C
ARIZONA INDUSTRIAL AND MUNICIPAL SERVICES INC	NONMINORITY	PIMA, AZ	C
ARIZONA LABOR FORCE INC	NONMINORITY	YAVAPAI, AZ	C
ARIZONA PAVEMENT PROFILING INC	NONMINORITY	MARICOPA, AZ	C
ARIZONA RENEWABLE RESOURCES	NONMINORITY	GILA, AZ	C
ARIZONA TRUCKING AND MATERIALS LLC	NONMINORITY	PIMA, AZ	C
ARROW STRIPING INC	NONMINORITY	PIMA, AZ	C
ARROW WATER SERVICE LLC	NONMINORITY	MARICOPA, AZ	C
ARTCRAFT GRANITE MARBLE & TILE CO	NONMINORITY	MARICOPA, AZ	C
ARVISO ENGINEERING INC DBA GEOTECHNICAL TESTING SE	HISPANIC AMERICAN	YUMA, AZ	C
ASPHALT BUSTERS INC	NONMINORITY WOMEN	MARICOPA, AZ	C
AUSTIN TRUCKING LLC	NONMINORITY WOMEN	MARICOPA, AZ	C
AUSTON STRUCTURAL CONCRETE	NONMINORITY	MARICOPA, AZ	C
AUZA CONSTRUCTION INC	NONMINORITY	COCONINO, AZ	C
AZTEC ENGINEERING	ASIAN AMERICAN	MARICOPA, AZ	C
AZTEC ENVIRONMENTAL SERVICE DBA THOMSON SWEEPING	NONMINORITY	MARICOPA, AZ	C
B & B PLUMBING INC	NONMINORITY	NAVAJO, AZ	C
B & F CONTRACTING INC	NONMINORITY	MARICOPA, AZ	C
B B P CONSTRUCTION CO	NONMINORITY	MARICOPA, AZ	C
B LINE DIRECTIONAL DRILLING LLC	NONMINORITY	MARICOPA, AZ	C
BARCON CORP	HISPANIC AMERICAN	GILA, AZ	C

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SUB NAME	SUB_ETHNICITY	SUB-COUNTY ST	BUSINESS CATEGORY
BARNETT AND SHORE CONTRACTORS LLC	NONMINORITY	PIMA, AZ	C
BARNETT TOWING LLC	NONMINORITY	PIMA, AZ	C
BARRICADE & LIGHT RENTAL INC	NONMINORITY	MARICOPA, AZ	C
BECHO INC	NONMINORITY	MARICOPA, AZ	C
BEDROCK LANDSCAPE MATERIALS & SUPPLIES	NONMINORITY	YAVAPAI, AZ	C
BIFF BAKER FENCE CO INC	NONMINORITY	PIMA, AZ	C
BILL TOMS CONSTRUCTION	NONMINORITY	YUMA, AZ	C
BILLY COMEAUX TRUCKING	NONMINORITY	PIMA, AZ	C
BLADE RUNNERS INC	NONMINORITY	MARICOPA, AZ	C
BLASTING CONTRACTORS LLC	NONMINORITY	MARICOPA, AZ	C
BLUCOR CONTRACTING	HISPANIC AMERICAN	MARICOPA, AZ	C
BOBS BARRICADES INC	NONMINORITY	MARICOPA, AZ	C
BREINHOLT CONTRACTING CO INC	NONMINORITY	MARICOPA, AZ	C
BRIAN HANCOCK TRUCKING	NONMINORITY	GRAHAM, AZ	C
BRIDGE STONE SERVICES	NONMINORITY	NAVAJO, AZ	C
BRIMHALL SAND ROCK & BUILDING MATERIALS	NONMINORITY	NAVAJO, AZ	C
BRIZCO CONSTRUCTION LLC	NONMINORITY	MARICOPA, AZ	C
BROOKS ENGINEERS AND SURVEYOR INC	NONMINORITY	MARICOPA, AZ	C
BROWN & WHITE INC	HISPANIC AMERICAN	PIMA, AZ	C
BROWN TANK AND STEEL dba BRONCO TANK AND STEEL FAB	NONMINORITY	MARICOPA, AZ	C
BRUNDAGE BONE CONCRETE PUMPING INC	NONMINORITY	MARICOPA, AZ	C
BUG SNUFFERS PEST & TERMITE CONTROL	NONMINORITY	NAVAJO, AZ	C
BUNTIN EXCAVATING CO	NONMINORITY	PIMA, AZ	C
C & E PAVING & GRADING LLC	NONMINORITY	COCONINO, AZ	C
C & S SWEEPING SERVICE INC	NONMINORITY	MARICOPA, AZ	C
C D DEVELOPMENT LLC	NONMINORITY	MARICOPA, AZ	C
C H B dba CHARLIE HANCOCK BUILDING INC	NONMINORITY	NAVAJO, AZ	C
C J S ENTERPRISES LLC	NONMINORITY	MARICOPA, AZ	C
C K C CONSTRUCTION CO	NONMINORITY	GRAHAM, AZ	C
C M C REBAR ARIZONA	NONMINORITY	MARICOPA, AZ	C
C M C REBAR ARIZONA DBA C M C STEEL FABRICATORS INC	NONMINORITY	MARICOPA, AZ	C
C M TRUCKING INC	HISPANIC AMERICAN	MARICOPA, AZ	C
C N ENTERPRISES	NONMINORITY	NAVAJO, AZ	C
C P C CONCRETE CUTTING INC	NONMINORITY	MARICOPA, AZ	C
C P C CONSTRUCTION INC	NONMINORITY	MARICOPA, AZ	C
C R S I CONCRETE RESTORATION SYSTEM INC	NONMINORITY	MARICOPA, AZ	C
C R SMITH CONSTR CO & TRUCKING INC	NONMINORITY	YAVAPAI, AZ	C
C S & W CONTRACTORS INC	NONMINORITY	MARICOPA, AZ	C
C S CONSTRUCTION INC	NONMINORITY	MARICOPA, AZ	C
C S MCCROSSAN INC	NONMINORITY	MARICOPA, AZ	C
C T PRICE CONTRACTING INC	NONMINORITY	MARICOPA, AZ	C
C V A STRUCTURAL CONCRETE INC	HISPANIC AMERICAN	MARICOPA, AZ	C
CABLE CONCRETE LLC	NONMINORITY	PIMA, AZ	C
CABLE SOLUTIONS LLC	NONMINORITY	MARICOPA, AZ	C
CACTUS ASPHALT A DIVISION OF CACTUS TRANSPORT INC	NONMINORITY	MARICOPA, AZ	C
CACTUS SURFACING SOLUTIONS A DIVISION OF CACTUS TR	NONMINORITY	MARICOPA, AZ	C
CACTUS TRANSPORT INC	NONMINORITY WOMEN	MARICOPA, AZ	C
CALDERON LANDSCAPE CONSTRUCTION LLC	NONMINORITY	MARICOPA, AZ	C
CANO CONTRACTING INC	HISPANIC AMERICAN	MARICOPA, AZ	C
CAPITAL EXCAVATING COMMERCIAL LLC	NONMINORITY	MARICOPA, AZ	C
CAPPS TRUCKING	NONMINORITY WOMEN	APACHE, AZ	C
CAREFREE LANDSCAPING INC	NONMINORITY	PIMA, AZ	C
CARLSON ELECTRIC AND WATERWORKS	NONMINORITY	NAVAJO, AZ	C
CARLSON MASONRY INC	NONMINORITY	MARICOPA, AZ	C
CAROTHER STRUCTURAL CONCRETE INC	NONMINORITY	YAVAPAI, AZ	C
CAROTHERS ENVIRONMENTAL LLC	NONMINORITY WOMEN	COCONINO, AZ	C
CARPETS OF DALTON MILL OUTLET INC	NONMINORITY	COCONINO, AZ	C
CARSON CONSTRUCTION CO INC	NONMINORITY	MARICOPA, AZ	C
CARSON SAWCUTTING	NONMINORITY	MARICOPA, AZ	C
CASE FOUNDATION CO	NONMINORITY	MARICOPA, AZ	C
CASH TRANSPORTATION LLC	NONMINORITY	GILA, AZ	C
CASTCATALRO ENGINEERING CORP	HISPANIC AMERICAN	PIMA, AZ	C
CASTLE ERECTORS LLC	NONMINORITY	MARICOPA, AZ	C
CEMROCK LANDSCAPE INC	NONMINORITY	PIMA, AZ	C
CENTER CUTS LLC	NONMINORITY	MARICOPA, AZ	C
CENTRAL AZ GRADING AND PAVING LLC	NONMINORITY	YAVAPAI, AZ	C
CHARLIE ORONA TRUCKING	NONMINORITY	APACHE, AZ	C
CHOLLA PAVEMENT MAINTENANCE INC	NONMINORITY	PINAL, AZ	C
CHRISTOPHERS CONCRETE PUMPING	NONMINORITY	MARICOPA, AZ	C
CLAYCOMB ROCKWELL WOODSON ASSOC INC	NONMINORITY	YAVAPAI, AZ	C
COLLUM TRUCKING GALLUP TRUCKING SERVICES	NONMINORITY	MARICOPA, AZ	C
COMBS CONSTRUCTION CO INC	NONMINORITY	MARICOPA, AZ	C

APPENDIX B

SUB NAME	SUB_ETHNICITY	SUB-COUNTY ST	BUSINESS CATEGORY
COMMERCIAL SHOTCRETE INC	NONMINORITY	MARICOPA, AZ	C
COMPLETE ELECTRICAL SERVICES A DBA COMPLETE ELECTR	NONMINORITY	NAVAJO, AZ	C
CONCRETE PLACEMENT INC	NONMINORITY WOMEN	MARICOPA, AZ	C
CONFORMATECH INC	NONMINORITY	PIMA, AZ	C
CONSOLIDATED REBAR INC	NONMINORITY	MARICOPA, AZ	C
CONTINENTAL LIGHTING & CONTRACTING INC	NONMINORITY	MARICOPA, AZ	C
CONTRACTORS WEST INC	NONMINORITY	MARICOPA, AZ	C
COPPER CREEK PIPLINES AND EXCAVATION LLC	NONMINORITY	MARICOPA, AZ	C
COPPERSTATE DRILLING AND SUPPLY INC	NONMINORITY	NAVAJO, AZ	C
CORBIN ELECTRIC SERVICE LLC	NONMINORITY	MARICOPA, AZ	C
CORKCO	NONMINORITY	PINAL, AZ	C
CORNERSTONE SURVEYING & ENGINEERING INC	NONMINORITY	YAVAPAI, AZ	C
CORRAL DYBAS GROUP INC	HISPANIC AMERICAN	MARICOPA, AZ	C
CORTES ENGINEERING	HISPANIC AMERICAN	MARICOPA, AZ	C
COSS WILKINS ENTERPRISES INC	NONMINORITY	MARICOPA, AZ	C
CRANE RENTAL SERVICE	NONMINORITY	MARICOPA, AZ	C
CROSS BROTHERS CONTRACTING INC	NONMINORITY	YAVAPAI, AZ	C
CURB SERVICE INC	NONMINORITY	PIMA, AZ	C
CUSTOM SAW CUTS INC	NONMINORITY	PIMA, AZ	C
D & R STEEL LLC	HISPANIC AMERICAN	MARICOPA, AZ	C
D & S EXPRESS INC	NONMINORITY	MARICOPA, AZ	C
D B A CONSTRUCTION INC	NONMINORITY	MARICOPA, AZ	C
D J S COMPANIES INC	NONMINORITY	GILA, AZ	C
D P TRUCK SOLUTIONS INC	NONMINORITY	MARICOPA, AZ	C
D W LUSK CONTRACTING CO	NONMINORITY	NAVAJO, AZ	C
DAHL ROBINS & ASSOC INC	NONMINORITY	YUMA, AZ	C
DAL MOLIN EXAVATING INC	NONMINORITY	GILA, AZ	C
DAVE CARTER PAINTING	NONMINORITY	COCONINO, AZ	C
DAVES DRILLING LLC	NONMINORITY	MARICOPA, AZ	C
DECORATIVE MASONRY INC	NONMINORITY	MARICOPA, AZ	C
DELEON PAINTING INC	HISPANIC AMERICAN	PIMA, AZ	C
DELEON PAINTING, INC.	HISPANIC AMERICAN	PIMA, AZ	C
DESERT HORIZON DUMP TRUCK SERVICE LLC	NONMINORITY WOMEN	MARICOPA, AZ	C
DESERT SEEDERS LLC	NONMINORITY	PINAL, AZ	C
DESERT TRUCKING INC	NONMINORITY WOMEN	PIMA, AZ	C
DESIERTO VERDE DBA MONTAGE DESIERTO VERDE LLC	HISPANIC AMERICAN	MARICOPA, AZ	C
DESIGN MODULARS INC	NONMINORITY	PIMA, AZ	C
DEWITT BROTHERS INC	NONMINORITY	YAVAPAI, AZ	C
DIGGUM EXCAVATING INC	HISPANIC AMERICAN	PIMA, AZ	C
DOHRN COMPANIES INC	NONMINORITY	MARICOPA, AZ	C
DON NORMAN SURVEYING	NONMINORITY	GILA, AZ	C
DON PETERSON ENGINEERS INC DBA DPE CONSTRUCTION	NONMINORITY	YUMA, AZ	C
DOUGHERTY PAINTING CO	NONMINORITY	MARICOPA, AZ	C
DOWN UNDER CONSTRUCTION INC	NONMINORITY	YAVAPAI, AZ	C
DUFF INC	NONMINORITY	COCHISE, AZ	C
DUNN DEL RE STEEL	NONMINORITY	MARICOPA, AZ	C
DUST DEVIL CONTRACTING	NONMINORITY	MARICOPA, AZ	C
DW TRUCKING	NONMINORITY	MOHAVE, AZ	C
E R HAWKINS LLC	NONMINORITY	MARICOPA, AZ	C
EAGLE ROCK UNDERGROUND LLC	NONMINORITY	MARICOPA, AZ	C
EARTH REINFORCEMENT SPECIALISTS	NONMINORITY	MARICOPA, AZ	C
EARTHBLEND CUSTOM LANDSCAPES INC	NONMINORITY	MARICOPA, AZ	C
EAST VALLEY GOLF LTD dba REVEGETATION SERVICES	NONMINORITY	MARICOPA, AZ	C
ECHOLS GRADING & EXCAVATING	NONMINORITY	YUMA, AZ	C
ECOLOGY CONTROL INDUSTRIES INC	NONMINORITY	MARICOPA, AZ	C
ECOPATH CONTRACTING LLC dba BLENDTEC	NONMINORITY	MARICOPA, AZ	C
EGGEN WEED CONTROL	NONMINORITY	MARICOPA, AZ	C
ELECTRICAL CONCEPTS INC	NATIVE AMERICAN	MARICOPA, AZ	C
ENDO STEEL INC	NATIVE AMERICAN	MARICOPA, AZ	C
ENVIRO DRILL INC	NONMINORITY	MARICOPA, AZ	C
ENVIRONMENTAL RESPONSE INC	NONMINORITY	MARICOPA, AZ	C
ENVIRONMENTAL STRATEGIES INC	NONMINORITY	PIMA, AZ	C
ENVIROSYSTEMS CORP	NONMINORITY	PINAL, AZ	C
ENVIROSYSTEMS MANAGEMENT INC	NONMINORITY WOMEN	COCONINO, AZ	C
EUROPEAN PAVERS SOUTHWEST INC	NONMINORITY	MARICOPA, AZ	C
EVERGREEN SPRAY SERVICE INC	NONMINORITY WOMEN	YAVAPAI, AZ	C
EXTREME CONTRACTING & TRUCKING SERVICE LLC	NONMINORITY WOMEN	MARICOPA, AZ	C
F N F CONSTRUCTION INC	NONMINORITY	MARICOPA, AZ	C
FALCON CONTRACTING INC	NONMINORITY	MARICOPA, AZ	C
FANN CONTRACTING INC	NONMINORITY	YAVAPAI, AZ	C
FARRELL TRUCKING	NONMINORITY	COCONINO, AZ	C
FELIX CONSTRUCTION CO	NONMINORITY	MARICOPA, AZ	C

APPENDIX B

SUB NAME	SUB_ETHNICITY	SUB-COUNTY ST	BUSINESS CATEGORY
FENCE DEPOT INC	NONMINORITY	MARICOPA, AZ	C
FENCING BY S K L L C	NONMINORITY	YUMA, AZ	C
FIELD LINING SYSTEMS INC	HISPANIC AMERICAN	MARICOPA, AZ	C
FIERRO UTILITY CONSTRUCTION SERVICES INC	HISPANIC AMERICAN	MARICOPA, AZ	C
FIREBIRD TRUCKING	NONMINORITY	YAVAPAI, AZ	C
FISHER SAND & GRAVEL CO	NONMINORITY	MARICOPA, AZ	C
FLAGSTAFF CINDER SALES	NONMINORITY	COCONINO, AZ	C
FLATTOP TIRE & TRUCK SERVICE	NONMINORITY	APACHE, AZ	C
FLATTOUT TRUCKING	NONMINORITY	COCONINO, AZ	C
FOCUS CIVIL INC	HISPANIC AMERICAN	COCONINO, AZ	C
FORESIGHT ENGINEERING INC	NONMINORITY	GRAHAM, AZ	C
FORTIS NETWORKS INC	HISPANIC AMERICAN	MARICOPA, AZ	C
FULL CIRCLE ENGINEERING INC	NONMINORITY	PIMA, AZ	C
G U Y CONSTRUCTION LLC	NONMINORITY	MARICOPA, AZ	C
GARCIA METAL PRODUCTS INC	HISPANIC AMERICAN	PIMA, AZ	C
GEOMECHANICS SOUTHWEST INC	NONMINORITY	MARICOPA, AZ	C
GEOTECHNICAL TESTING SERVICES INC	HISPANIC AMERICAN	YUMA, AZ	C
GIL S DRILLING & EXCAVATING INC	NONMINORITY	MARICOPA, AZ	C
GILA REDI MIX INC	NONMINORITY	GILA, AZ	C
GILBERT TECHNICAL SERVICES	NONMINORITY	COCHISE, AZ	C
GILLESPIE TRUCKING	NONMINORITY	YAVAPAI, AZ	C
GORDLEY DESIGN GROUP	NONMINORITY WOMEN	PIMA, AZ	C
GOUDY ENGINEERING INC	NONMINORITY	PIMA, AZ	C
GRADYS QUALITY EXCAVATING INC	NONMINORITY	YAVAPAI, AZ	C
GRAVEL EXPRESS INC	NONMINORITY WOMEN	COCHISE, AZ	C
GREAT AMERICAN SWEEPING	NONMINORITY	PIMA, AZ	C
GREEN EARTH L C	NONMINORITY	YAVAPAI, AZ	C
GREEN LANDSCAPE & IRRIGATION INC	NONMINORITY	MARICOPA, AZ	C
GREGOR & GRENIER ENGINEERING INC	NONMINORITY	PIMA, AZ	C
GREGOR ENGINEERING INC	NONMINORITY	PIMA, AZ	C
GRIMES TRUCKING	NONMINORITY	MARICOPA, AZ	C
GRIMES TRUCKING & LANDSCAPE SUPPLIES INC	NONMINORITY	MARICOPA, AZ	C
GRUBER INDUSTRIES	NONMINORITY	MARICOPA, AZ	C
H 2 O 2 GO	NONMINORITY	MARICOPA, AZ	C
H 2 O ON WHEELS LLC	NONMINORITY WOMEN	MARICOPA, AZ	C
H C P I	NONMINORITY	MARICOPA, AZ	C
H W JOHNSON INC	NONMINORITY	MARICOPA, AZ	C
HAN MAR ENERGY INC	NONMINORITY	MARICOPA, AZ	C
HANDYMAN MAINTENANCE INC	NONMINORITY	MARICOPA, AZ	C
HARDCORE BORING LLC	NONMINORITY	PIMA, AZ	C
HARK DRILLING INC	NONMINORITY	MARICOPA, AZ	C
HARRIS ARIZONA REBAR INC	NONMINORITY	MARICOPA, AZ	C
HARRIS ENVIRONMENTAL GROUP INC	NONMINORITY WOMEN	PIMA, AZ	C
HARVEY TRUCKING INC	NONMINORITY WOMEN	PIMA, AZ	C
HAWKER & EVANS ASPHALT CO INC	NONMINORITY	MARICOPA, AZ	C
HAWKINS ENTERPRISES LLC	NONMINORITY	MARICOPA, AZ	C
HERITAGE LAND SURVEY & MAPPING INC	NONMINORITY	YAVAPAI, AZ	C
HERITAGE TRUCKING INC	NONMINORITY WOMEN	MARICOPA, AZ	C
HIGH DESERT INVESTMENT CO	NONMINORITY	COCONINO, AZ	C
HIGH PLAINS ENTERPRISES LLC	NONMINORITY	YAVAPAI, AZ	C
HIGHLAND BENSON ASSOC	NONMINORITY	MARICOPA, AZ	C
HIGHWAY DISTRIBUTION SERVICES INC	NONMINORITY	MARICOPA, AZ	C
HITTY TRUCKING	NONMINORITY	NAVAJO, AZ	C
HOOK ENGINEERING INC	NONMINORITY	MARICOPA, AZ	C
HOPKINS FENCE CO	NONMINORITY	MARICOPA, AZ	C
HOPPER CO INC	NONMINORITY	MARICOPA, AZ	C
HORIZONTAL BORING & TUNNELING INC	HISPANIC AMERICAN	MARICOPA, AZ	C
HOWE PRECAST	NONMINORITY WOMEN	MARICOPA, AZ	C
HUNSAKER CONCRETE INC	NONMINORITY	YAVAPAI, AZ	C
HUNTER CONTRACTING CO	NONMINORITY	MARICOPA, AZ	C
HURRICANE HOLES	NONMINORITY	MARICOPA, AZ	C
INDUSTRIAL FENCE SPECIALTY LLC	HISPANIC AMERICAN	MARICOPA, AZ	C
INFOGUYS PBS LLC	NONMINORITY	COCONINO, AZ	C
INLINE COMMUNICATIONS INC	NONMINORITY	MARICOPA, AZ	C
INTEGRATED LANDSCAPE MANAGEMENT LLC	NONMINORITY	MARICOPA, AZ	C
INTERMOUNTAIN WEST CIVIL CONSTRUCTORS	NONMINORITY	GILA, AZ	C
INTERNATIONAL ENVIRONMENTAL CORP	NONMINORITY	MARICOPA, AZ	C
INTERNATIONAL SURFACING SYSTEM	NONMINORITY	MARICOPA, AZ	C
INTERSTATE MECHANICAL CORP	NONMINORITY	MARICOPA, AZ	C
INTRA AMERICAN FOUNDATION & DRILLING	HISPANIC AMERICAN	MARICOPA, AZ	C
INTRINSIC CONSULTING LLC	NATIVE AMERICAN	COCONINO, AZ	C
IRONCO ENTERPRISES LLC	NONMINORITY	MARICOPA, AZ	C

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SUB NAME	SUB_ETHNICITY	SUB-COUNTY ST	BUSINESS CATEGORY
ITS ENGINEERS AND CONSTRUCTORS OF UTAH INC	NONMINORITY	MARICOPA, AZ	C
J & C YORK TRUCKING INC	NONMINORITY	COCONINO, AZ	C
J & D EXCAVATORS INC	NONMINORITY	MARICOPA, AZ	C
J & L HIGHWAY CONSTRUCTION INC out of business	NONMINORITY WOMEN	YAVAPAI, AZ	C
J B N INDUSTRIAL FENCE INC	NONMINORITY	MARICOPA, AZ	C
J BANICKI CONSTRUCTION INC	NONMINORITY	MARICOPA, AZ	C
J H DYKSTRA CO	NONMINORITY	MARICOPA, AZ	C
J M TRUCKING	NONMINORITY	NAVAJO, AZ	C
J S A CO	NONMINORITY	YUMA, AZ	C
J S C CONTRACTING	NONMINORITY	YAVAPAI, AZ	C
JAMES BOND TRUCKING	NONMINORITY	MARICOPA, AZ	C
JAMES WATER TRUCKING INC	NONMINORITY	MARICOPA, AZ	C
JC ROCK LLC	NONMINORITY	PIMA, AZ	C
JEVAS ENGINEERING INC	NONMINORITY	GRAHAM, AZ	C
JOE DIRT EXCAVATING INC	NONMINORITY	COCONINO, AZ	C
JR HALL & SONS TRUCKING	NONMINORITY	NAVAJO, AZ	C
K & B ASPHALT CO	NONMINORITY WOMEN	PIMA, AZ	C
K & J SERVICES LLC	NONMINORITY	YAVAPAI, AZ	C
KEENES EARTHWORK INC	NONMINORITY	MARICOPA, AZ	C
KEEP ON TRUCKING	NONMINORITY	MARICOPA, AZ	C
KIEWIT WESTERN CO	NONMINORITY	YUMA, AZ	C
KIMBRELL ELECTRIC INC	NONMINORITY	MARICOPA, AZ	C
KLONDYKE INC	NONMINORITY	MARICOPA, AZ	C
L & L ASPHALT	NONMINORITY	MARICOPA, AZ	C
L P STEEL INDUSTRIES INC	HISPANIC AMERICAN	PINAL, AZ	C
L S FENCE LLP	NONMINORITY WOMEN	APACHE, AZ	C
LABOR EXPRESS TEMPORARY SERVICES	NONMINORITY	MARICOPA, AZ	C
LABOR SYSTEMS	NONMINORITY	MARICOPA, AZ	C
LABOR TEMPS	NONMINORITY	MARICOPA, AZ	C
LAND TECH LANDSCAPE CONSTRUCTION LLC	NONMINORITY	MARICOPA, AZ	C
LANDSCAPE CONSTRUCTION SERVICES INC	NONMINORITY	MARICOPA, AZ	C
LANTZ WEED CONTROL	NONMINORITY	PIMA, AZ	C
LAYNES TRANSFER	NONMINORITY	PINAL, AZ	C
LEES TRUCKING	NONMINORITY WOMEN	GRAHAM, AZ	C
LEONARDS CONCRETE PUMPING INC	NONMINORITY	MARICOPA, AZ	C
LINDSEY TRUCKING INC	NONMINORITY	MARICOPA, AZ	C
LITTLE SCRAPER CO INC	NONMINORITY	APACHE, AZ	C
LIVE WIRE ELECTRIC INC	NONMINORITY	COCONINO, AZ	C
LOGAN SIMPSON DESIGN INC	NONMINORITY WOMEN	MARICOPA, AZ	C
LORDS FENCE INC	NONMINORITY	NAVAJO, AZ	C
LUMER CONSTRUCTION INC	HISPANIC AMERICAN	MARICOPA, AZ	C
M & J CONSTRUCTION INC	AFRICAN AMERICAN	MARICOPA, AZ	C
M & J EXCAVATING	NONMINORITY	GRAHAM, AZ	C
M & S EARTH SERVICES	NONMINORITY	PINAL, AZ	C
M & S SHOTCRETE	HISPANIC AMERICAN	MARICOPA, AZ	C
M A C CONTRACTING	NONMINORITY	MARICOPA, AZ	C
M L 2 EARTHWORKS LLC	NATIVE AMERICAN	APACHE, AZ	C
M R M CONSTRUCTION SERVICES INC	HISPANIC AMERICAN	MARICOPA, AZ	C
MACTEC ENGINEERING & CONSULTING INC	NONMINORITY	MARICOPA, AZ	C
MALDONADO OLSEN MASONRY INC	HISPANIC AMERICAN	MARICOPA, AZ	C
MARANA CURB & CONCRETE INC	NONMINORITY	COCHISE, AZ	C
MARCANTI ELECTRIC INC	NONMINORITY	GILA, AZ	C
MARCO CRANE & RIGGING CO	NONMINORITY	MARICOPA, AZ	C
MARTIN PELLEGRINO	NONMINORITY	MARICOPA, AZ	C
MASCOT HOMES AND CONSTRUCTION LLC	NONMINORITY	COCHISE, AZ	C
MASTEC NORTH AMERICA INC	NONMINORITY	MARICOPA, AZ	C
MATRIX LAND SURVEYING INC	NONMINORITY	COCONINO, AZ	C
MATTHEWSVILLE EXCAVATING	NONMINORITY	GRAHAM, AZ	C
MAVERICK MASONRY INC	NONMINORITY	MARICOPA, AZ	C
MAXIM CRANE WORKS	NONMINORITY	MARICOPA, AZ	C
MC NEIL BROTHERS INC	NONMINORITY	MARICOPA, AZ	C
MCCORMICK CONSTRUCTION CO	NONMINORITY	MOHAVE, AZ	C
MCGRAW ENTERPRISES	NONMINORITY	NAVAJO, AZ	C
MCGUCKIN DRILLING INC	NONMINORITY	MARICOPA, AZ	C
MEADOW VALLEY CONTRACTORS INC	NONMINORITY	MARICOPA, AZ	C
MERCURY CONSTRUCTORS INC	NONMINORITY	COCHISE, AZ	C
METRO SAW & SEAL INC	NONMINORITY	MARICOPA, AZ	C
MIDSTATE GUARDRAIL FENCE & SIGN	NONMINORITY	YAVAPAI, AZ	C
MIKE S CONTRACTING INC	NONMINORITY WOMEN	LA PAZ, AZ	C
MILLER LAND SURVEYING INC	NONMINORITY	MARICOPA, AZ	C
MODERN CONCRETE CUTTING CO	NONMINORITY	MARICOPA, AZ	C
MOHAVE ENGINEERING ASSOC INC	NONMINORITY	MOHAVE, AZ	C

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SUB NAME	SUB_ETHNICITY	SUB-COUNTY ST	BUSINESS CATEGORY
MOHAVE FENCE & GUARDRAIL	NONMINORITY	MOHAVE, AZ	C
MORRISON MAIERLE INC	NONMINORITY	MARICOPA, AZ	C
MOUNTAIN COMFORT HEATING AND COOLING	NONMINORITY	NAVAJO, AZ	C
MOUNTAIN POWER ELECTRICAL CONTRACTOR	HISPANIC AMERICAN	PIMA, AZ	C
MOUNTAIN STATES CONTRACTING INC	NONMINORITY	MARICOPA, AZ	C
MRM CONSTRUCTION SERVICES INC	HISPANIC AMERICAN	MARICOPA, AZ	C
N E S TRAFFIC SAFETY LP	NONMINORITY	MARICOPA, AZ	C
N J SHAUM & SON INC	NONMINORITY	COCONINO, AZ	C
NAPOLES INC	NONMINORITY	MARICOPA, AZ	C
NATIVE ENVIRONMENTAL LLC	NONMINORITY	MARICOPA, AZ	C
NEW HORIZON CONSTRUCTION STAKING	NONMINORITY	NAVAJO, AZ	C
NEW HORIZON SURVEYING	NONMINORITY	NAVAJO, AZ	C
NICKLAUS ENGINEERING INC	NONMINORITY	YUMA, AZ	C
NINYO & MOORE GEOTECHNICAL CONSULTANTS	NONMINORITY	MARICOPA, AZ	C
NORTHERN ARIZONA MASONRY INC	NONMINORITY	YAVAPAI, AZ	C
NORTHERN AZ SAWCUTTING AND CORING DBA PRO CONCRETE	NONMINORITY	YAVAPAI, AZ	C
NORTHERN SURVEYS	NONMINORITY	NAVAJO, AZ	C
NORTHLAND EQUIPMENT RENTAL & SERVICE LLC	NATIVE AMERICAN	YAVAPAI, AZ	C
NYCE CONCRETE INC	AFRICAN AMERICAN	MARICOPA, AZ	C
O P C FABRICATION & EQUIPMENT INC	NONMINORITY	MARICOPA, AZ	C
OLSON PRECAST OF ARIZONA INC	NONMINORITY	MARICOPA, AZ	C
OOHOUDT BROTHERS	NONMINORITY WOMEN	YAVAPAI, AZ	C
ORTA FENCE INC	HISPANIC AMERICAN	PIMA, AZ	C
OTTO TRUCKING INC	NONMINORITY	MARICOPA, AZ	C
P A C E ELECTRICAL CONSTRUCTION INC	NONMINORITY	PIMA, AZ	C
P C I GROUP	NONMINORITY	MARICOPA, AZ	C
P M S TRUCKS INC	NONMINORITY	MARICOPA, AZ	C
PALO VERDE CONSTRUCTORS DBA PD CONSTRUCTION INC	NONMINORITY	MARICOPA, AZ	C
PARADISE HYDROSEED LLC	NONMINORITY WOMEN	MARICOPA, AZ	C
PARADISE REBAR INC	NATIVE AMERICAN	MARICOPA, AZ	C
PARTITIONS & ACCESSORIES CO	NONMINORITY	MARICOPA, AZ	C
PAT KELTON GRADING INC	NONMINORITY	MARICOPA, AZ	C
PAULEY CONSTRUCTION INC	NONMINORITY	MARICOPA, AZ	C
PAVEMENT MARKING INC	NONMINORITY	MARICOPA, AZ	C
PENHALL CO dba PHOENIX CONCRETE CUTTING	NONMINORITY	MARICOPA, AZ	C
PETTERA ASPHALT PROFILING INC	NONMINORITY	MARICOPA, AZ	C
PHILLIPS THREE INC	NONMINORITY WOMEN	YAVAPAI, AZ	C
PHOENIX DEMOLITION COMPANY AND SALVAGE INC	NONMINORITY	MARICOPA, AZ	C
PHOENIX NATIONAL LABS INC	NONMINORITY	MARICOPA, AZ	C
PHYSICAL RESOURCE ENGINEERING INC	NONMINORITY	PIMA, AZ	C
PINE RIVER CONSTRUCTION INC	NONMINORITY	MARICOPA, AZ	C
PIPELINE SERVICES INC	NONMINORITY	MARICOPA, AZ	C
PLATEAU ENGINEERING INC	NONMINORITY	COCONINO, AZ	C
POCO TRUCKING	NONMINORITY	COCHISE, AZ	C
PREACH INC	NONMINORITY	MARICOPA, AZ	C
PRECISION PINE & TIMBER	NONMINORITY	NAVAJO, AZ	C
PRECON OF ARIZONA	NONMINORITY	MARICOPA, AZ	C
PREFERRED CONCRETE PUMPING INC	NONMINORITY	PIMA, AZ	C
PRICE ENTERPRISES, LLC	NONMINORITY	COCONINO, AZ	C
PRO CONCRETE CUTTING INC DBA NORTHERN AZ SAWCUTTIN	NONMINORITY	YAVAPAI, AZ	C
PRODUCTION CONTRACTING INC	HISPANIC AMERICAN	PIMA, AZ	C
PROFESSIONAL SERVICE INDUSTRIES INC	NONMINORITY	MARICOPA, AZ	C
PROFORCE INC	NONMINORITY	MARICOPA, AZ	C
PROGRESSIVE CONCRETE WORKS	NONMINORITY	MARICOPA, AZ	C
PROJECT INFORMATION ASSOC	AFRICAN AMERICAN	MARICOPA, AZ	C
PULICE CONSTRUCTION INC	NONMINORITY	MARICOPA, AZ	C
QUAIL CORPORATION INC	NONMINORITY	YUMA, AZ	C
QUALITY TESTING LLC	HISPANIC AMERICAN	MARICOPA, AZ	C
R & B TRUCKING	NONMINORITY	NAVAJO, AZ	C
R D SANDERS CONTRACTING COMPANY LLC	NONMINORITY	MARICOPA, AZ	C
R J C CONTRACTING INC	NONMINORITY WOMEN	MARICOPA, AZ	C
R L WHITES WATER HAULING SERVICES	NONMINORITY	YAVAPAI, AZ	C
R M C A T ENVIRONMENTAL SERVICES	NONMINORITY	MARICOPA, AZ	C
R S BELL AND SONS CONCRETE	NONMINORITY	PIMA, AZ	C
R S T LAND SURVEYING INC	NONMINORITY	YAVAPAI, AZ	C
R W K ELECTRIC CO INC	NONMINORITY	MARICOPA, AZ	C
RAINBOW REFINING CO	NONMINORITY WOMEN	YAVAPAI, AZ	C
RECON INC	NONMINORITY WOMEN	MARICOPA, AZ	C
REDS DUMP TRUCK SERVICE	NONMINORITY	MARICOPA, AZ	C
REED LANDSCAPE	NONMINORITY	MARICOPA, AZ	C
REIDHEAD SAND & ROCK INC	NONMINORITY	NAVAJO, AZ	C
RENEGADE TRUCKING	NONMINORITY	NAVAJO, AZ	C

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SUB NAME	SUB_ETHNICITY	SUB-COUNTY ST	BUSINESS CATEGORY
REVEGETATION SERVICES DBA EAST VALLEY GOLF LTD	NONMINORITY	MARICOPA, AZ	C
RICHIE TRUCKING	NONMINORITY	YAVAPAI, AZ	C
RICKER ATKINSON MCBEE & ASSOC INC	NONMINORITY	MARICOPA, AZ	C
RIDDER CONCRETE INC	NONMINORITY	YAVAPAI, AZ	C
RIGCO CONTRACTING INC	HISPANIC AMERICAN	MARICOPA, AZ	C
RINKER MATERIALS	NONMINORITY	YAVAPAI, AZ	C
RIVERA MASONRY INC	HISPANIC AMERICAN	MARICOPA, AZ	C
ROAD MARKINGS INC	NONMINORITY	MARICOPA, AZ	C
ROADWAY ELECTRIC LLC	NONMINORITY	MARICOPA, AZ	C
ROBERT HALL TRUCKING	NONMINORITY	NAVAJO, AZ	C
ROCKBREAKERS CONTRACTING INC	NONMINORITY	MARICOPA, AZ	C
ROCKY MOUNTAIN EQUIPMENT RENTALS LLC	NONMINORITY	MARICOPA, AZ	C
RODI TRUCKING	NONMINORITY	COCHISE, AZ	C
RONS GRADING	NONMINORITY	MARICOPA, AZ	C
ROSENDAHL & ASSOCIATES INC	NONMINORITY	MARICOPA, AZ	C
ROY HAUGHT EXCAVATING INC	HISPANIC AMERICAN	GILA, AZ	C
ROYAL SIGN COMPANY INC	NONMINORITY	MARICOPA, AZ	C
ROYDEN CONSTRUCTION CO	NONMINORITY	MARICOPA, AZ	C
RST LAND SURVEYING INC	NONMINORITY	YAVAPAI, AZ	C
RUGERS H20 TRUCKING LLC	NONMINORITY	MARICOPA, AZ	C
RURAL ELECTRIC INC	NONMINORITY WOMEN	MARICOPA, AZ	C
S & B INSTALLATION LLC	NONMINORITY	MARICOPA, AZ	C
S C LEGACY CONTRACTING LLC	NONMINORITY	MARICOPA, AZ	C
S J A INC DBA ANDERSON DRILLING	NONMINORITY	MARICOPA, AZ	C
S M PAINTING CO INC	NONMINORITY	COCONINO, AZ	C
S O S EXTERMINATING INC	NONMINORITY	MARICOPA, AZ	C
S W C A INC ENVIRONMENTAL CONSULTANTS	NONMINORITY	MARICOPA, AZ	C
S W P P P CONSULTANTS	NONMINORITY	MARICOPA, AZ	C
S W P P SOLUTIONS LLC	NONMINORITY	MARICOPA, AZ	C
SABINO ELECTRIC INC	NONMINORITY	PIMA, AZ	C
SAFETY CONTROL CO INC	NONMINORITY	MARICOPA, AZ	C
SAGUARO SPECIALTIES LLC	NONMINORITY	PIMA, AZ	C
SAGUARO TRUCKING CO INC	NONMINORITY WOMEN	PIMA, AZ	C
SAV ON FENCE CO INC	NONMINORITY	MARICOPA, AZ	C
SECURITY FENCE OF ARIZONA INC	NONMINORITY	PIMA, AZ	C
SERRANO PAINTING INC	HISPANIC AMERICAN	MARICOPA, AZ	C
SHAWN ANDERSON GRADING LLC	NONMINORITY	MARICOPA, AZ	C
SHOTCRETE ENTERPRISES INC	NONMINORITY	MARICOPA, AZ	C
SHOTCRETE SPECIALTIES INC	NONMINORITY WOMEN	PINAL, AZ	C
SHOW LOW CONSTRUCTION INC	NONMINORITY	NAVAJO, AZ	C
SHOW LOW DRYWALL	NONMINORITY	NAVAJO, AZ	C
SIERRA BLANCA HAULING LLC	NONMINORITY	NAVAJO, AZ	C
SIERRITA MINING & RANCHING CO	NONMINORITY	PIMA, AZ	C
SILBERCOM TRUCKING INC	NONMINORITY	MARICOPA, AZ	C
SILVER CREEK SAW AND SEAL LLC	NONMINORITY	NAVAJO, AZ	C
SINAGUA PAVING INC	NONMINORITY	MARICOPA, AZ	C
SLADE ENTERPRISES LLC	NONMINORITY	APACHE, AZ	C
SOUTHWEST CONCRETE CONSTRUCTION	NONMINORITY	MARICOPA, AZ	C
SOUTHWEST ENVIROSCAPES INC	NONMINORITY	PIMA, AZ	C
SOUTHWEST GROUND CONTROL LLC	NONMINORITY	MARICOPA, AZ	C
SOUTHWEST HAZARD CONTROL INC	NONMINORITY	PIMA, AZ	C
SOUTHWEST INDUSTRIAL RIGGING	NONMINORITY	MARICOPA, AZ	C
SOUTHWEST ROCK PRODUCTS LLC	NONMINORITY	MARICOPA, AZ	C
SOUTHWEST SLURRY SEAL INC	NONMINORITY	MARICOPA, AZ	C
SPEC INTERNATIONAL INC	NONMINORITY	PIMA, AZ	C
SPECIALIZED SERVICES CO	NONMINORITY	MARICOPA, AZ	C
SPEEDIE & ASSOC INC	HISPANIC AMERICAN	MARICOPA, AZ	C
SPRAY SYSTEMS ENVIRONMENTAL	NONMINORITY	MARICOPA, AZ	C
SPRAY SYSTEMS OF ARIZONA INC dba SPRAY SYSTEMS ENV	NONMINORITY	MARICOPA, AZ	C
STANTEC CONSULTING INC	NONMINORITY	MARICOPA, AZ	C
STARTANGLE LLC	NONMINORITY WOMEN	COCONINO, AZ	C
STINGER WELDING INC	NONMINORITY	PINAL, AZ	C
STODGHILL TRUCKING INC	NONMINORITY WOMEN	GILA, AZ	C
STRAIGHTLINE UTILITIES LLC	NONMINORITY	MARICOPA, AZ	C
STRUCTURAL GRACE INC	NONMINORITY WOMEN	PIMA, AZ	C
SULLIVAN PAVING LLC	NONMINORITY	GILA, AZ	C
SULLIVAN TRUCKING	NONMINORITY	MARICOPA, AZ	C
SUN DIAL MASONRY INC	NONMINORITY	PINAL, AZ	C
SUN SET TRUCKING	NONMINORITY	YAVAPAI, AZ	C
SUN STATE ELECTRIC OF ARIZONA INC	NONMINORITY	GILA, AZ	C
SUN WEST GOLF & RECLAMATION INC	NONMINORITY	PINAL, AZ	C
SUNBELT RECLAMATION INC	NONMINORITY	MARICOPA, AZ	C

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SUB NAME	SUB_ETHNICITY	SUB-COUNTY ST	BUSINESS CATEGORY
SUNBELTS CONVEYERED AGGREGATE DELIVERY LLC	NONMINORITY	MARICOPA, AZ	C
SUNLAND INC ASPHALT AND SEALCOATING	NONMINORITY	MARICOPA, AZ	C
SUNRISE CONSTRUCTION INC	NONMINORITY WOMEN	MARICOPA, AZ	C
SUNRISE EXTERIOR COMMERCIAL SERVICES LLC	NONMINORITY	PIMA, AZ	C
SUNRISE TRUCKING INC	NONMINORITY WOMEN	MARICOPA, AZ	C
SURFACE CONTRACTING INC	NONMINORITY	MARICOPA, AZ	C
SWAINE ASPHALT CORP	NONMINORITY	MARICOPA, AZ	C
T & T CONSTRUCTION INC	NONMINORITY	MARICOPA, AZ	C
T 4 ENTERPRISES INC DBA MAKE YOUR MARK	NONMINORITY	COCONINO, AZ	C
T A C BUILDING CONTRACTORS INC	NONMINORITY	YUMA, AZ	C
T A CAID INDUSTRIES INC	NONMINORITY	PIMA, AZ	C
T A T TECHNOLOGIES LLC	NONMINORITY	MARICOPA, AZ	C
T B T CONSTRUCTION CO INC	NONMINORITY	MARICOPA, AZ	C
T J TRANSPORT	NONMINORITY	COCONINO, AZ	C
T L L ELECTRIC INC	NONMINORITY	GILA, AZ	C
T PAC A DIVISION OF KIEWIT WESTERN CO	NONMINORITY	MARICOPA, AZ	C
T THERON CONSTRUCTION INC	NONMINORITY	PIMA, AZ	C
T WARNOCK TRUCKING INC	NONMINORITY	YUMA, AZ	C
TACIT SERVICES OF KINGMAN	NONMINORITY	MOHAVE, AZ	C
TANNER CO INC YUMA	NONMINORITY	YUMA, AZ	C
TAURMAN ENTERPRISES INC	NONMINORITY	MARICOPA, AZ	C
TEMPE CRANE INC	NONMINORITY	MARICOPA, AZ	C
TERRACON	NONMINORITY	MARICOPA, AZ	C
THUNDERBOLT CONSTRUCTION CORP OF ARIZONA	NONMINORITY	MOHAVE, AZ	C
TIFFANY CONSTRUCTION CO	NONMINORITY	MARICOPA, AZ	C
TITAN TRUCKING	NONMINORITY	YAVAPAI, AZ	C
TK TRUCKING	NONMINORITY	YAVAPAI, AZ	C
TOM MULCAIRE CONTRACTING LLC	NONMINORITY	YAVAPAI, AZ	C
TORRENT RESOURCES INC	NONMINORITY	MARICOPA, AZ	C
TOTAL MAINTENANCE EROSION CONTROL LLC	NONMINORITY	MARICOPA, AZ	C
TRAFFIC MARKING LLC	NONMINORITY WOMEN	MARICOPA, AZ	C
TRAFFIC SAFETY INC	NONMINORITY	YAVAPAI, AZ	C
TRAFFICADE SERVICE INC DBA WORK ZONE SERVICES	NONMINORITY	MARICOPA, AZ	C
TREE PRO DBA PROGRESSIVE RESOURCE MANAGEMENT INC	NONMINORITY	GILA, AZ	C
TRICON CONTRACTING INC	NONMINORITY	PIMA, AZ	C
TRUESDELL CORP	NONMINORITY	MARICOPA, AZ	C
TRULY NOLEN OF AMERICA	NONMINORITY	MARICOPA, AZ	C
TRYNU TRUCKIN DBA CHAMBERS TRUCKING CORP	NONMINORITY	COCONINO, AZ	C
TUCSON ASPHALT CONTRACTORS INC	NONMINORITY	PIMA, AZ	C
TWELVE FORTY ONE GRADING INC	NONMINORITY	NAVAJO, AZ	C
U S INSULATION NORTHLAND DBA UNITED SUBCONTRACTORS	NONMINORITY	NAVAJO, AZ	C
UNGER CONCRETE STRUCTURES LLC	NATIVE AMERICAN	PINAL, AZ	C
UNITED RENTALS HIGHWAY TECHNOLOGIES INC	NONMINORITY	MARICOPA, AZ	C
UTILITY CONSTRUCTION CO INC	NONMINORITY WOMEN	MARICOPA, AZ	C
VALCO SURVEYING CORP	HISPANIC AMERICAN	MARICOPA, AZ	C
VALLEY RAIN CONSTRUCTION CORPORATION	NONMINORITY	MARICOPA, AZ	C
VALLEYWIDE FENCE CO	NONMINORITY WOMEN	MARICOPA, AZ	C
VAN WAGENEN SURVEYING	NONMINORITY	PIMA, AZ	C
VASTCO INC	NONMINORITY	YAVAPAI, AZ	C
VERSATECH CONSULTING INTERNATIONAL CORP	NONMINORITY	NAVAJO, AZ	C
VILLA INC	HISPANIC AMERICAN	MARICOPA, AZ	C
W S P INC	NONMINORITY	MARICOPA, AZ	C
W W ASPHALT	NONMINORITY	MARICOPA, AZ	C
WADE JOHNSON TRUCKING	NONMINORITY	MARICOPA, AZ	C
WAGON WHEEL TRUCKING	NONMINORITY	NAVAJO, AZ	C
WANNA BEE TRUCKING	NONMINORITY	NAVAJO, AZ	C
WARNERS NURSERY & LANDSCAPE CO	NONMINORITY	COCONINO, AZ	C
WATER MOVERS INC	NONMINORITY	MARICOPA, AZ	C
WATER TRUCK	NONMINORITY	PINAL, AZ	C
WEATHERGUARD METAL CONSTRUCTION INC	NONMINORITY	COCHISE, AZ	C
WEBER GROUP LC	NONMINORITY	MARICOPA, AZ	C
WEST POINT CONTRACTORS INC	NONMINORITY	PIMA, AZ	C
WESTERMOOR ELECTRIC INC	NONMINORITY	YUMA, AZ	C
WESTERN EMULSIONS INC	NONMINORITY	PIMA, AZ	C
WESTERN GRADE LLC	NONMINORITY	NAVAJO, AZ	C
WESTERN SUNSETS DEMOLITION INC	NONMINORITY	MARICOPA, AZ	C
WESTERN TECHNOLOGIES INC	NONMINORITY	MARICOPA, AZ	C
WESTERN WASATCH CONCRETE PUMPING INC	NONMINORITY	MARICOPA, AZ	C
WESTMOOR ELECTRIC INC	NONMINORITY	YUMA, AZ	C
WICKENBURG ASPHALT & PAVING CO	NONMINORITY	MARICOPA, AZ	C
WILLIAM R ALLEN TRUCKING	NONMINORITY	YUMA, AZ	C
WINDSWEPT ORGANIX INC	NONMINORITY	MARICOPA, AZ	C

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SUB NAME	SUB_ETHNICITY	SUB-COUNTY ST	BUSINESS CATEGORY
WOLFSKILL GRADING SERVICE LLC	NONMINORITY	PINAL, AZ	C
WOODYS LANDSCAPING LLC	NONMINORITY WOMEN	MARICOPA, AZ	C
WRIGHT CONCRETE PUMPING	NONMINORITY	COCONINO, AZ	C
X-PRESS TRUX INC	NONMINORITY	COCONINO, AZ	C
YELLOWKNIFE BUILDING SYSTEMS INC	NONMINORITY WOMEN	MARICOPA, AZ	C
YORK TRUCKING LLC	NONMINORITY	GILA, AZ	C
YOST & GARDNER ENGINEERS	NONMINORITY	MARICOPA, AZ	C

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST	AE
1408	6 K CONSULTNG LLC	NONMINORITY	MARICOPA, AZ	X
1124	A C & D ENGINEERING SERVICES INC	NONMINORITY	MARICOPA, AZ	X
909	A DYE DESIGN INC	NONMINORITY WOMEN	MARICOPA, AZ	X
307	A K ENGINEERING	ASIAN AMERICAN	MARICOPA, AZ	X
1460	A M CADD SERVICES INC	NONMINORITY	MARICOPA, AZ	X
1130	A M E C EARTH & ENVIRONMENTAL INC	NONMINORITY	MARICOPA, AZ	X
1131	A M E C INFRASTRUCTURE INC	NONMINORITY	MARICOPA, AZ	X
1450	A N WEST INC	NONMINORITY	MARICOPA, AZ	X
1054	A R UTILTIY SPECIALISTS INC	NONMINORITY	MARICOPA, AZ	X
1506	A T C ASSOC INC	NONMINORITY	MARICOPA, AZ	X
1478	A TEAM PROFESSIONAL ASSOC INC	HISPANIC AMERICAN	MARICOPA, AZ	X
1432	A Z T E C ENGINEERING	ASIAN AMERICAN	MARICOPA, AZ	X
944	AANJI CONSULTING LLC	NATIVE AMERICAN	PIMA, AZ	X
1423	ABSOLUTE SURVEYING	NONMINORITY	NAVAJO, AZ	X
1125	ACASIA GROUP INC	NONMINORITY	PIMA, AZ	X
1127	ACQUISITION SCIENCES LTD	NONMINORITY	MARICOPA, AZ	X
1128	ACURA ENGINEERING INC	NONMINORITY	MARICOPA, AZ	X
308	ACURA TECHNICAL SERVICES LLC	ASIAN AMERICAN	MARICOPA, AZ	X
1438	AERIAL MAPPING CO INC	NONMINORITY	MARICOPA, AZ	X
1448	AGRA INFRASTRUCTURE	NONMINORITY	PIMA, AZ	X
1074	AKALI LIGHTING DESIGN	ASIAN AMERICAN	MARICOPA, AZ	X
1129	ALPHA ENGINEERING INC	ASIAN AMERICAN	MARICOPA, AZ	X
1538	AMERICAN WATER SERVICES	NONMINORITY	MARICOPA, AZ	X
137	ANDES ENGINEERING LLC	HISPANIC AMERICAN	MARICOPA, AZ	X
1495	ANTHROPOLOGICAL RESEARCH	NONMINORITY	PIMA, AZ	X
1435	ANTIDOTE CREATIVE DESIGN	NONMINORITY	MARICOPA, AZ	X
1049	APEX ENGINEERING INC	NONMINORITY	MARICOPA, AZ	X
146	APPLIED ECONOMICS	NONMINORITY WOMEN	MARICOPA, AZ	X
1136	ARCADIS G & M INC	NONMINORITY	MARICOPA, AZ	X
149	ARCHAEOLOGICAL CONSULTING SERVICES LTD	NONMINORITY WOMEN	MARICOPA, AZ	X
1138	ARCHAEOLOGICAL RESEARCH SERVICES INC	NONMINORITY	MARICOPA, AZ	X
243	ARCHITECTURE CO	ASIAN AMERICAN	PIMA, AZ	X
1140	ARIZONA ENGINEERING CO	NONMINORITY	MARICOPA, AZ	X
1103	ARTIC AIR HEATING & COOLING INC	NONMINORITY	MARICOPA, AZ	X
1468	ARVISO ENGINEERING	HISPANIC AMERICAN	YUMA, AZ	X
1141	ASPEN CONSULTING ENGINEERS	NONMINORITY	MARICOPA, AZ	X
1601	AXIS ENGINEERING INC	NONMINORITY	COCONINO, AZ	X
1144	AYRES ASSOC	NONMINORITY	MARICOPA, AZ	X
1498	AZTEC EMBROIDERY & SCREENPRINTING	NONMINORITY	PIMA, AZ	X
1145	AZTEC ENGINEERING	ASIAN AMERICAN	MARICOPA, AZ	X
1522	AZURIX NORTH AMERICA UNDERGROUND INFRASTRUCTURE INC	NONMINORITY	MARICOPA, AZ	X
1148	B E M SYSTEMS INC	NONMINORITY	MARICOPA, AZ	X
1151	B J COMMUNICATIONS INC	NONMINORITY	MARICOPA, AZ	X
1451	B K S ENGINEERS INC	ASIAN AMERICAN	PIMA, AZ	X
1152	B N A CONSULTING INC	NONMINORITY	MARICOPA, AZ	X
1445	B R W INC	NONMINORITY	MARICOPA, AZ	X
1146	BALLINGER CONSULTANTS PC	NONMINORITY	MARICOPA, AZ	X
1492	BARRICADE & LIGHT RENTAL	NONMINORITY	MARICOPA, AZ	X
1147	BASEPLANS U S A	NONMINORITY	MARICOPA, AZ	X
1312	BENHAM CO LLC	NONMINORITY	MARICOPA, AZ	X
2017	BERNARD DEUTSCH ASSOC	NONMINORITY	MARICOPA, AZ	X
280	BIGHORSE CONSULTING ENGINEERS	NATIVE AMERICAN	APACHE, AZ	X
140	BIOARCH LLC	HISPANIC AMERICAN	GILA, AZ	X
1150	BIOZONE INC	NONMINORITY	YAVAPAI, AZ	X
1434	BOLDUC SMILEY & ASSOC INC	NONMINORITY	MARICOPA, AZ	X
1540	BRIDGERS & PAXTON CONSULTING ENGINEERS	NONMINORITY	MARICOPA, AZ	X
1158	BURGESS & NIPLE INC	NONMINORITY	MARICOPA, AZ	X
159	C F SHULER INC	NONMINORITY WOMEN	MARICOPA, AZ	X
1164	C H 2 M HILL	NONMINORITY	MARICOPA, AZ	X
1172	C K ENGINEERING INC	AFRICAN AMERICAN	MARICOPA, AZ	X
988	C K GROUP INC	AFRICAN AMERICAN	MARICOPA, AZ	X
1159	C L WILLIAMS CONSULTING INC	NONMINORITY	NAVAJO, AZ	X
1470	C M G DRAINAGE ENGINEERING	NONMINORITY	PIMA, AZ	X

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST	AE
1175	C M X LLC	NONMINORITY	MARICOPA, AZ	X
1025	C R ENGINEERS INC	NONMINORITY WOMEN	MARICOPA, AZ	X
1546	CALL NICHOLAS INC	NONMINORITY	PIMA, AZ	X
1500	CAN AM ENGINEERING GEOMATICS	NONMINORITY	PINAL, AZ	X
1458	CANNON & ASSOC INC	NONMINORITY	MARICOPA, AZ	X
1429	CANNON & ASSOC TRANSYSTEMS	NONMINORITY	PIMA, AZ	X
971	CANO INTL CONSULTANTS INC	HISPANIC AMERICAN	MARICOPA, AZ	X
163	CAROTHERS ENVIRONMENTAL LLC	NONMINORITY WOMEN	COCONINO, AZ	X
1161	CARTER & BURGESS INC	NONMINORITY	MARICOPA, AZ	X
1162	CASTCATALRO ENGINEERING CORP	HISPANIC AMERICAN	PIMA, AZ	X
1514	CASTRO ENGINEERING CORP	HISPANIC AMERICAN	PIMA, AZ	X
1465	CATALINA ENGINEERING INC	ASIAN AMERICAN	PIMA, AZ	X
164	CATHY D ARTHUR CONSULTING SERVICES	NONMINORITY WOMEN	MARICOPA, AZ	X
1165	CHALMERS ENGINEERING SERVICES INC	NONMINORITY	MARICOPA, AZ	X
1166	CHRISTIAN CONSULTING DESING & ENGINEERING LLC	NONMINORITY	MARICOPA, AZ	X
987	CITY SENSE STUDIO LLC	NONMINORITY	PIMA, AZ	X
1168	CIVIL CONCEPTS PC	NONMINORITY	PIMA, AZ	X
148	CIVIL GROUP LLC	HISPANIC AMERICAN	MARICOPA, AZ	X
1170	CIVILTEC ENGINEERING INC	NONMINORITY	MARICOPA, AZ	X
1536	CIVITECH INC	NONMINORITY	MARICOPA, AZ	X
1171	CIVTECH	NONMINORITY WOMEN	MARICOPA, AZ	X
1173	CLATANOFF TRANSPORTATION ENGINEERING LLC	NONMINORITY	MARICOPA, AZ	X
1174	CLAYCOMB ROCKWELL WOODSON ASSOC INC	NONMINORITY	YAVAPAI, AZ	X
1176	COE & VAN LOO LLC	NONMINORITY	MARICOPA, AZ	X
169	COMPASS ROSE TECHNICAL SERVICES	NONMINORITY WOMEN	YAVAPAI, AZ	X
1178	COMPUTRAN SYSTEMS CORP	NONMINORITY	MARICOPA, AZ	X
1179	CONFORMATECH INC	NONMINORITY	PIMA, AZ	X
176	CONTINENTAL ENVIROTECH INC	HISPANIC AMERICAN	MARICOPA, AZ	X
1182	CONVERSE CONSULTANTS	NONMINORITY	MARICOPA, AZ	X
1183	COOPER AERIAL SURVEYS CO	NONMINORITY	MARICOPA, AZ	X
1544	COOPERHEAT MQS INC	NONMINORITY	MARICOPA, AZ	X
1185	CORE ENGINEERING GROUP PLLC	NONMINORITY	YUMA, AZ	X
1436	CORNOYER HENDRICK	NONMINORITY	MARICOPA, AZ	X
1017	CORONADO ENGINEERING & DEVELOPMENT INC	NONMINORITY	PIMA, AZ	X
1018	CORONADO STRUCTURAL ENGINEERING LLC	NONMINORITY	PIMA, AZ	X
178	CORRAL DYBAS GROUP INC	HISPANIC AMERICAN	MARICOPA, AZ	X
179	CORTES ENGINEERING	HISPANIC AMERICAN	MARICOPA, AZ	X
1535	COSULTANT REGISTERED SURVEYING	NONMINORITY	MARICOPA, AZ	X
1032	CULTURAL & ENVIRONMENTAL SYSTEMS INC	NONMINORITY WOMEN	PIMA, AZ	X
1194	D E I PROFESSIONAL SERVICES LLC	NONMINORITY	MARICOPA, AZ	X
1499	D K S ASSOC	NONMINORITY	MARICOPA, AZ	X
1198	D L R PROPERTY PROJECT MANAGEMENT LLC	NONMINORITY	MARICOPA, AZ	X
1199	D M G FOUR CORNERS RESEARCH INC	NONMINORITY	COCONINO, AZ	X
1201	D M J M HARRIS	NONMINORITY	MARICOPA, AZ	X
1464	DAHL ROBINS & ASSOC INC	NONMINORITY	YUMA, AZ	X
1190	DANELOWITZ & ASSOC INC	HISPANIC AMERICAN	MARICOPA, AZ	X
1191	DARLING ENVIRONMENTAL & SURVEYING	NONMINORITY	PIMA, AZ	X
1192	DAVA & ASSOC INC	NONMINORITY WOMEN	YAVAPAI, AZ	X
1193	DAVID EVANS & ASSOC INC	NONMINORITY	MARICOPA, AZ	X
441	DEL SOL GROUP LLC	NONMINORITY	MARICOPA, AZ	X
1437	DENNIS L LOPEZ & ASSOC LLC	HISPANIC AMERICAN	MARICOPA, AZ	X
1195	DESERT ARCHAEOLOGY INC	NONMINORITY	PIMA, AZ	X
1427	DESIERTO VERDE LLC	HISPANIC AMERICAN	MARICOPA, AZ	X
312	DESIGN ONE INC ARCHITECTS & PLANNERS INC	ASIAN AMERICAN	MARICOPA, AZ	X
2300	DEUTSCH ASSOC	NONMINORITY	MARICOPA, AZ	X
1196	DIBBLE & ASSOC CONSULTING ENGINEERS INC	NONMINORITY	MARICOPA, AZ	X
1197	DIGITAL MAPPING ASSOC INC	NONMINORITY WOMEN	MARICOPA, AZ	X
1452	E D A W INC	NONMINORITY	MARICOPA, AZ	X
1203	E GROUP LANDSCAPE ARCHITECTURAL & ENVIRONMENTAL DESIGN	NONMINORITY	MARICOPA, AZ	X
1215	E P G INC	NONMINORITY	MARICOPA, AZ	X
1217	E P S GROUP INC ENG PLINRS & SRVYRS	NONMINORITY	MARICOPA, AZ	X
1218	E P S GROUP INC ENGINEERS PLINRS & SURVEYORS	NONMINORITY	PIMA, AZ	X
1204	EARTH TECH INC	NONMINORITY	MARICOPA, AZ	X

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST	AE
1205	ECOPLAN ASSOC INC	NONMINORITY	MARICOPA, AZ	X
1206	EDWARDS & KELSEY INC	NONMINORITY	MARICOPA, AZ	X
588	ELECTRICAL DESIGN ASSOC INC	NONMINORITY WOMEN	PIMA, AZ	X
1210	ENGINEERING & ENVIRONMENTAL CONSULTING INC	NONMINORITY	MARICOPA, AZ	X
313	ENGINEERING ALLIANCE INC	ASIAN AMERICAN	MARICOPA, AZ	X
1523	ENGINEERING MAPPING SOLUTIONS	NONMINORITY	MARICOPA, AZ	X
601	ENSIGN DESIGN GROUP	HISPANIC AMERICAN	PIMA, AZ	X
1211	ENTELLUS INC	NONMINORITY	MARICOPA, AZ	X
1424	ENTRANCO ENGINEERS INC	NONMINORITY	MARICOPA, AZ	X
1455	ENVIRONMENTAL COMPLIANCE GROUP INC	NONMINORITY	MARICOPA, AZ	X
1213	ENVIRONMENTAL RESOLUTIONS INC	NONMINORITY	MARICOPA, AZ	X
1219	ERICKSON LEADER ASSOC ARCHITECTS INC	NONMINORITY	PIMA, AZ	X
1439	ERNST & YOUNG	NONMINORITY	MARICOPA, AZ	X
1220	EXPERT RIGHT OF WAY CONSULTING SERVICES LLC	NONMINORITY	MARICOPA, AZ	X
814	F O C MECHANICAL INC	NONMINORITY	MARICOPA, AZ	X
1221	FAITHFUL & GOULD	NONMINORITY	MARICOPA, AZ	X
771	FLOOR & ASSOC	NONMINORITY	MARICOPA, AZ	X
826	FORE DIMENSIONS	NONMINORITY WOMEN	MARICOPA, AZ	X
1222	FORNEY TECHNICAL & SURVEYING SERVICES LLC	NONMINORITY	MARICOPA, AZ	X
285	FORSMAN INC DBA HORIZON SURVEYS	NATIVE AMERICAN	MARICOPA, AZ	X
1223	FROG CREEK INC	NONMINORITY	MARICOPA, AZ	X
1225	FUGRO CONSULTANTS INC	NONMINORITY	MARICOPA, AZ	X
836	G B TWO LANDSCAPE ARCHITECTURE INC	NONMINORITY	MARICOPA, AZ	X
1231	G M T S CORP	NONMINORITY	MARICOPA, AZ	X
1226	GABOR LORANT ARCHITECTS INC	NONMINORITY	MARICOPA, AZ	X
1227	GANNETT FLEMING INC	NONMINORITY	MARICOPA, AZ	X
840	GENTEC ARCHITECTS & ENGINEERS INC	NONMINORITY	MARICOPA, AZ	X
1228	GEOLOGICAL CONSULTANTS INC	NONMINORITY	MARICOPA, AZ	X
1486	GEOMECHANICS SOUTHWEST INC	NONMINORITY	MARICOPA, AZ	X
1229	GEOTECHNICAL & ENVIRONMENTAL CONSULTANTS	NONMINORITY	MARICOPA, AZ	X
187	GEOTECHNICAL TESTING SERVICES INC	HISPANIC AMERICAN	YUMA, AZ	X
1230	GEOTEK INSITE INC	NONMINORITY	MARICOPA, AZ	X
1467	GERALD A DOYLE & ASSOC	NONMINORITY	MARICOPA, AZ	X
1444	GILA RIVER CULTURAL RESOURCE MANAGEMENT PROGRAM	NONMINORITY	MARICOPA, AZ	X
1232	GODEC RANDALL & ASSOC INC	NONMINORITY	MARICOPA, AZ	X
1488	GOLDER ASSOC INC	NONMINORITY	PIMA, AZ	X
857	GRIJALVA ENGINEERING LLC	NONMINORITY	MARICOPA, AZ	X
190	GUTIERREZ CANALES ENGINEERING PC	HISPANIC AMERICAN	YUMA, AZ	X
1233	GUTIERREZ PALMENBERG INC	NONMINORITY	MARICOPA, AZ	X
1239	H D R CONSTRUCTION CONTROL CORP	NONMINORITY	MARICOPA, AZ	X
1240	H D R ENGINEERING INC	NONMINORITY	MARICOPA, AZ	X
1446	H D R JOHNSON BRITTAIN	NONMINORITY	PIMA, AZ	X
1242	H D R S R BEARD & ASSOC	NONMINORITY	MARICOPA, AZ	X
1243	H E C ENGINEERING LLC	NONMINORITY	MARICOPA, AZ	X
1236	HARRIS & ASSOC	NONMINORITY	MARICOPA, AZ	X
350	HARRIS ENVIRONMENTAL GROUP INC	NONMINORITY WOMEN	PIMA, AZ	X
1238	HATCH MOTT MCDONALD	NONMINORITY	MARICOPA, AZ	X
1440	HIGGINS & ASSOC	NONMINORITY	MARICOPA, AZ	X
1244	HOLBEN MARTIN & WHITE CONSULTING STRL	NONMINORITY	PIMA, AZ	X
879	HOLLY STREET STUDIO LLC	NONMINORITY	MARICOPA, AZ	X
1245	HOOK ENGINEERING INC	NONMINORITY	MARICOPA, AZ	X
314	HOQUE & ASSOC INC	ASIAN AMERICAN	MARICOPA, AZ	X
1246	HORIZON SURVEYING	NONMINORITY	MARICOPA, AZ	X
1247	HUBBARD ENGINEERING	NONMINORITY	MARICOPA, AZ	X
1248	HUITT ZOLLARS INC	NONMINORITY	MARICOPA, AZ	X
1257	I N T I LLC	NONMINORITY	MARICOPA, AZ	X
1260	I T S ENGINEERS & CONSTRUCTORS OF UTAH INC	NONMINORITY	MARICOPA, AZ	X
1520	INCA ENGINEERS INC	NONMINORITY	MARICOPA, AZ	X
1251	INFRACONSULT LLC	NONMINORITY	MARICOPA, AZ	X
1469	INGRAM DESIGN & ASSOC	NONMINORITY	YUMA, AZ	X
1256	INLINER AMERICAN INC	NONMINORITY	MARICOPA, AZ	X
315	INTI LLC	ASIAN AMERICAN	MARICOPA, AZ	X
1259	ISCOMME CONSULTING SERVICES	NONMINORITY	MARICOPA, AZ	X

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST	AE
256	ITS IMAGINEERING CORP	AFRICAN AMERICAN	COCHISE, AZ	X
290	J 2 ENGINEERING & ENVIRONMENTAL DESIGN	NATIVE AMERICAN	MARICOPA, AZ	X
1265	J L K ENGINEERS	NONMINORITY	MARICOPA, AZ	X
1068	J R ASSOC	NONMINORITY	MARICOPA, AZ	X
1261	JACOBS CIVIL INC	NONMINORITY	MARICOPA, AZ	X
1262	JAMES DAVEY & ASSOC INC	NONMINORITY	YUMA, AZ	X
1263	JAY CHRISTOPHER & ASSOC	NONMINORITY	MARICOPA, AZ	X
1264	JEFFERS & ASSOC PLLC	NONMINORITY	MARICOPA, AZ	X
932	JENNIE CURES EDEN WEST STUDIO	NONMINORITY	MARICOPA, AZ	X
1509	JONES & STOKES	NONMINORITY	MARICOPA, AZ	X
1266	JOSHUA LAND SURVEYING INC	NONMINORITY	MARICOPA, AZ	X
1073	K & J INDOOR OUTDOOR SERVICE	NONMINORITY	MARICOPA, AZ	X
1271	K J M & ASSOC	NONMINORITY	MARICOPA, AZ	X
1276	K P F F CONSULTING ENGINEERS	NONMINORITY	MARICOPA, AZ	X
1505	KELLEY WISE ENGINEERING	NONMINORITY	YAVAPAI, AZ	X
1268	KENNEY AERIAL MAPPING INC	NONMINORITY	MARICOPA, AZ	X
1269	KIMLEY HORN & ASSOC INC	NONMINORITY	MARICOPA, AZ	X
1270	KIRKHAM MICHAEL & ASSOC INC	NONMINORITY	MARICOPA, AZ	X
1272	KITTELSON & ASSOC INC	NONMINORITY	MARICOPA, AZ	X
1275	KLEINFELDER INC	NONMINORITY	MARICOPA, AZ	X
410	KNIPP DESIGN ASSOC	NONMINORITY	MARICOPA, AZ	X
2758	L E A ARCHITECTS LLC	NONMINORITY	MARICOPA, AZ	X
339	L T M ENGINEERING INC	NONMINORITY WOMEN	MARICOPA, AZ	X
1279	LAING & ASSOC LLC	NONMINORITY	MARICOPA, AZ	X
237	LAM STRUCTURAL & ENGINEERING	ASIAN AMERICAN	MARICOPA, AZ	X
1512	LAW ENGINEERING & ENVIROMENTAL	NONMINORITY	MARICOPA, AZ	X
1280	LEE ENGINEERING LLC	NONMINORITY	MARICOPA, AZ	X
1281	LEIGHTON GEOSCIENCE INC	NONMINORITY	MARICOPA, AZ	X
1282	LIN & NASCIMENTO ENGINEERING	NONMINORITY	MARICOPA, AZ	X
1084	LIVINGSTONE DEVELOPMENT GROUP INC	NONMINORITY	MARICOPA, AZ	X
1422	LOCATION LAND SURVEYING INC	NONMINORITY	MARICOPA, AZ	X
1283	LOCKWOOD ANDREWS & NEWNAM INC	NONMINORITY	MARICOPA, AZ	X
1284	LOGAN SIMPSON DESIGN INC	NONMINORITY WOMEN	MARICOPA, AZ	X
1285	LONCO INC	NONMINORITY	MARICOPA, AZ	X
1479	LVA URBAN DESIGN STUDIO LLC	NONMINORITY	MARICOPA, AZ	X
1286	M 2 GROUP INC	NONMINORITY	MARICOPA, AZ	X
1287	M 3 ENGINEERING & TECHNOLOGY CORP	NONMINORITY	PIMA, AZ	X
337	M ENGINEERING INC	NONMINORITY WOMEN	MARICOPA, AZ	X
1293	M G ENGINEERING LTD	NONMINORITY	MARICOPA, AZ	X
1296	M J ENGINEERING GROUP	NONMINORITY	MARICOPA, AZ	X
1502	M M L A INC	NONMINORITY	PIMA, AZ	X
1288	MACTEC ENGINEERING & CONSULTING INC	NONMINORITY	MARICOPA, AZ	X
473	MCCLOSKEY PELTZ INC	NONMINORITY WOMEN	MARICOPA, AZ	X
1290	MCCLURE ENGINEERING CO	NONMINORITY	PINAL, AZ	X
1292	MCGANN & ASSOC INC	NONMINORITY	PIMA, AZ	X
1510	MCGOUGH GROUP INC	NONMINORITY	MARICOPA, AZ	X
263	MENTOR RESOURCES CONSULTING LLC	AFRICAN AMERICAN	MARICOPA, AZ	X
1294	MICHAEL BAKER JR INC	NONMINORITY	MARICOPA, AZ	X
1295	MILLER ENGINEERING CO INC	NONMINORITY	MARICOPA, AZ	X
490	MODI & CO INC	ASIAN AMERICAN	PIMA, AZ	X
1297	MOHAVE CONSULTING INC DBA DISCOVERY LAND SURVEY	NONMINORITY	MOHAVE, AZ	X
1425	MOHAVE ENGINEERING ASSOC INC	NONMINORITY	MOHAVE, AZ	X
494	MONRAD ENGINEERING INC	NONMINORITY	PIMA, AZ	X
332	MOREA HALL ENGINEERING INC	NONMINORITY WOMEN	MARICOPA, AZ	X
1298	MORGAN ENVIRONMENTAL	NONMINORITY	COCONINO, AZ	X
1299	MORRISON MAIERLE INC	NONMINORITY	MARICOPA, AZ	X
316	N C S CONSULTANTS LLC	ASIAN AMERICAN	PIMA, AZ	X
1454	N E I ENVIRONMENTAL	NONMINORITY	YUMA, AZ	X
1303	N F R A INC	NONMINORITY	MARICOPA, AZ	X
1306	N J W ENTERPRISES LLC	NONMINORITY	MARICOPA, AZ	X
1300	N WEISS ASSOC INC	NONMINORITY	MARICOPA, AZ	X
1472	NES TRAFFIC SAFETY LP	NONMINORITY	MARICOPA, AZ	X
1304	NICKLAUS ENGINEERING INC	NONMINORITY	YUMA, AZ	X

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST	AE
1305	NINYO & MOORE	NONMINORITY	MARICOPA, AZ	X
1307	NOISE & AIR SOLUTIONS INC	NONMINORITY WOMEN	MARICOPA, AZ	X
532	NOVAK ENVIRONMENTAL INC	NONMINORITY WOMEN	PIMA, AZ	X
533	NYAH ENGINEERING INC	ASIAN AMERICAN	MARICOPA, AZ	X
1255	O C I ONEFORCE CONSULTANTS INC	NONMINORITY	MARICOPA, AZ	X
1258	O R COLAN ASSOC INC	NONMINORITY	MARICOPA, AZ	X
1526	OLSSON ASSOC	NONMINORITY	MARICOPA, AZ	X
541	OMICRON ENGINEERING PLC	NONMINORITY	MARICOPA, AZ	X
545	ORACLE ENGINEERING GROUP INC	NONMINORITY	PIMA, AZ	X
1308	ORIDIAN CONSTRUCTION SERVICES LLC	NONMINORITY	MARICOPA, AZ	X
1489	ORIGIN MEDIA	NONMINORITY	MARICOPA, AZ	X
547	ORRIN ANQUOE ARCHITECTS	NONMINORITY	MARICOPA, AZ	X
265	OSMAN ENGINEERING	AFRICAN AMERICAN	YUMA, AZ	X
1309	OSPREY CONSULTING LLC	NONMINORITY	MARICOPA, AZ	X
1310	OTAK INC	NONMINORITY	MARICOPA, AZ	X
1315	P B AMERICAS	NONMINORITY	MARICOPA, AZ	X
1316	P B S & J	NONMINORITY	MARICOPA, AZ	X
1539	P H STRUCTURAL INC	NONMINORITY	MARICOPA, AZ	X
576	P K KLAND	NONMINORITY	MARICOPA, AZ	X
1365	P M A CONSULTANTS INC	NONMINORITY	MARICOPA, AZ	X
1383	P S O M A S	NONMINORITY	PIMA, AZ	X
1311	PARAGON SURVEYING & RIGHT OF WAY SERVICE	NONMINORITY	MARICOPA, AZ	X
1524	PARSONS CORP	NONMINORITY	MARICOPA, AZ	X
1313	PARSONS TRANSPORTATION GROUP INC	NONMINORITY	MARICOPA, AZ	X
1545	PATTISON EVANOFF ENGINEERING	NONMINORITY	PIMA, AZ	X
1317	PENDER ENGINEERING	NONMINORITY	YAVAPAI, AZ	X
1318	PHAROS CORP	NONMINORITY	MARICOPA, AZ	X
3022	PHOENIX HIGHWAY PRODUCTS INC	NONMINORITY WOMEN	MARICOPA, AZ	X
1319	PHOENIX NATIONAL LABS INC	NONMINORITY	MARICOPA, AZ	X
1320	PINNACLEONE	NONMINORITY	MARICOPA, AZ	X
1321	PLATEAU ENGINEERING INC	NONMINORITY	COCONINO, AZ	X
1421	POST BUCKLEY SCHUH & JERNIGAN INC	NONMINORITY	MARICOPA, AZ	X
317	PREMIER ENGINEERING CORP	ASIAN AMERICAN	MARICOPA, AZ	X
585	PREMIER METALS INC	NONMINORITY	PIMA, AZ	X
268	PRESTIGE ENGINEERING CONSULTANT LLC	AFRICAN AMERICAN	MARICOPA, AZ	X
1367	PRIMATECH LLC	ASIAN AMERICAN	MARICOPA, AZ	X
1368	PRIME CONSULTING INC	NONMINORITY	MARICOPA, AZ	X
1369	PRIME DESIGN ENGINEERNG INC	NONMINORITY	MARICOPA, AZ	X
318	PRINCIPLE ENGINEERING GROUP INC	ASIAN AMERICAN	YUMA, AZ	X
1370	PROFESSIONAL SERVICE INDUSTRIES INC	NONMINORITY	MARICOPA, AZ	X
1371	PROJECT DESIGN CONSULTANTS	NONMINORITY	MARICOPA, AZ	X
1381	PROJECT ENGINEERING CONSULTANTS LTD	NONMINORITY	MARICOPA, AZ	X
1382	PROPERTY SPECIALISTS INC	NONMINORITY WOMEN	MARICOPA, AZ	X
1459	Q K 4	NONMINORITY	MARICOPA, AZ	X
626	R A MILLER RG	NONMINORITY	MARICOPA, AZ	X
1387	R B F CONSULTING	NONMINORITY	MARICOPA, AZ	X
382	R C C DESIGN GROUP LLC	NONMINORITY WOMEN	MARICOPA, AZ	X
624	R CREATIONS INC	NONMINORITY	MARICOPA, AZ	X
1385	R J ENGINEERING LLC	NONMINORITY	MARICOPA, AZ	X
651	R K DESIGN	NONMINORITY	MARICOPA, AZ	X
1384	R S ENGINEERING INC	NONMINORITY	PIMA, AZ	X
1534	R S T LANDSCAPING INC	NONMINORITY	MARICOPA, AZ	X
1395	R W STAFFING SOLUTIONS LLC	NONMINORITY	MARICOPA, AZ	X
1386	RAY HARRIS CONSULTING LLC	NONMINORITY	PIMA, AZ	X
1388	RECON ENVIRONMENTAL INC	NONMINORITY WOMEN	PIMA, AZ	X
1389	RICK ENGINEERING CO	NONMINORITY	MARICOPA, AZ	X
1390	RICKER ATKINSON MCBEE & ASSOC INC	NONMINORITY	MARICOPA, AZ	X
1392	RIO SALADO ARCHAEOLOGY LLC	NONMINORITY	MARICOPA, AZ	X
1393	RITTOCH POWELL & ASSOC	NONMINORITY	MARICOPA, AZ	X
1477	RYDEN ARCHITECTS	NONMINORITY	MARICOPA, AZ	X
1456	S A & B ENVIRONMENTAL & CHEMICAL CONSULTANTS	NONMINORITY	MARICOPA, AZ	X
1396	S A F R DIG UTILITY SURVEYS INC	NONMINORITY	MARICOPA, AZ	X
1462	S V E R D R U P CIVIL INC	NONMINORITY	MARICOPA, AZ	X

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST	AE
324	S V R INC CONSULTING ENGINEERS	ASIAN AMERICAN	MARICOPA, AZ	X
1419	S W C A INC ENVIRONMENTAL CONSULTANTS	NONMINORITY	MARICOPA, AZ	X
1537	S W TRAFFIC ENGINEERING	NONMINORITY	MARICOPA, AZ	X
1397	SAGE ALLIANCE CORP	ASIAN AMERICAN	MARICOPA, AZ	X
384	SAGE LANDSCAPE ARCHITECTURE & ENVIRONMENT	NONMINORITY WOMEN	MARICOPA, AZ	X
1399	SAGUARO GEOSERVICES INC	NONMINORITY	PIMA, AZ	X
1400	SALABER ASSOC INC	NONMINORITY	MARICOPA, AZ	X
1542	SCHRANER ASSOC	NONMINORITY	YAVAPAI, AZ	X
319	SERAFINA TECHNICAL CONSULTING LLC	ASIAN AMERICAN	MARICOPA, AZ	X
674	SERBIN STUDIO INC	NONMINORITY	MARICOPA, AZ	X
1402	SHAW ENVIRONMENTAL INC	NONMINORITY	MARICOPA, AZ	X
1405	SHEPARD WESNITZER INC	NONMINORITY	COCONINO, AZ	X
1406	SHERMAN GROUP INC	NONMINORITY	MARICOPA, AZ	X
1501	SIEMENS ENERGY & AUTOMATION INC	NONMINORITY	PIMA, AZ	X
1407	SITETEK FINANCIAL ARTS INC	NONMINORITY	MARICOPA, AZ	X
682	SIXTY FIRST PLACE ARCHITECTS	NONMINORITY	MARICOPA, AZ	X
1409	SOUTHWEST TRAFFIC ENGINEERING	NONMINORITY	MARICOPA, AZ	X
1410	SPEEDIE & ASSOC INC	HISPANIC AMERICAN	MARICOPA, AZ	X
1411	STANLEY CONSULTANTS INC	NONMINORITY	MARICOPA, AZ	X
1412	STANTEC CONSULTING INC	NONMINORITY	MARICOPA, AZ	X
1426	STARTANGLE LLC	NONMINORITY WOMEN	COCONINO, AZ	X
220	STEVE CORRALES ENGINEERING CORP	HISPANIC AMERICAN	PIMA, AZ	X
1529	STEWART GEO TECHNOLOGIES INC	NONMINORITY	MARICOPA, AZ	X
322	STORMWATER PLANS LLC	ASIAN AMERICAN	MARICOPA, AZ	X
390	STRATEGIC SAFETY PLANNING INC	NONMINORITY WOMEN	MARICOPA, AZ	X
1415	STRUCTURAL CONCEPTS INC CONSULTING ENGINEERS	NONMINORITY	PIMA, AZ	X
1416	STRUCTURAL ENGINEERS LLC	NONMINORITY	MARICOPA, AZ	X
1417	STRUCTURAL GRACE	NONMINORITY WOMEN	MARICOPA, AZ	X
391	STRUCTURAL GRACE INC	NONMINORITY WOMEN	PIMA, AZ	X
323	SUNDARAM ENGINEERING INC	ASIAN AMERICAN	MARICOPA, AZ	X
1418	SUNRISE ENGINEERING INC	NONMINORITY	MARICOPA, AZ	X
1507	SVERDRUP CIVIL INC	NONMINORITY	MARICOPA, AZ	X
1373	T B E GROUP INC	NONMINORITY	MARICOPA, AZ	X
1420	T H WARD CO LLC	NONMINORITY	MARICOPA, AZ	X
756	T M V SYSTEMS ENGINEERING INC	NONMINORITY	MARICOPA, AZ	X
757	T N T TECHNOLOGY CO	NONMINORITY	MARICOPA, AZ	X
1372	T Y LIN INTERNATIONAL	NONMINORITY	MARICOPA, AZ	X
728	TAHERI ARCHITECTURE	NONMINORITY	PIMA, AZ	X
393	TALLPINES ENVIRONMENTAL CONSULTING CO	NONMINORITY WOMEN	COCONINO, AZ	X
1466	TASK ENGINEERING CO INC	NONMINORITY	MARICOPA, AZ	X
1374	TECH AID CRYSTAL INC DBA T A C WILDWOOD CO	NONMINORITY	MARICOPA, AZ	X
736	TECHNICAL CONTENT RESOURCE GROUP LLC	NONMINORITY	MARICOPA, AZ	X
1375	TELVENT FARRADYNE INC	NONMINORITY	MARICOPA, AZ	X
744	TEN EYCK LANDSCAPE ARCHITECTS INC	NONMINORITY WOMEN	MARICOPA, AZ	X
1377	TERRACON CONSULTANTS INC	NONMINORITY	MARICOPA, AZ	X
1378	TERRANCE ENGINEERING CORP	NONMINORITY	MARICOPA, AZ	X
746	TERRANEXT LLC	NONMINORITY	MARICOPA, AZ	X
1521	TERRASYSTEMS SOUTHWEST INC	NONMINORITY	PIMA, AZ	X
1379	TETRA TECH INC	NONMINORITY	MARICOPA, AZ	X
1322	THUNDERBIRD CONSULTING GROUP INC	NONMINORITY	MARICOPA, AZ	X
1493	THUNDERBOLT CONSTRUCTION	NONMINORITY	MOHAVE, AZ	X
752	TIERRA DYNAMIC CO LLC	NONMINORITY	MARICOPA, AZ	X
1323	TIERRA RIGHT OF WAY SERVICES LTD	NONMINORITY	MARICOPA, AZ	X
298	TONY VOYLES LC	NATIVE AMERICAN	MARICOPA, AZ	X
1327	TRAFFIC OPERATIONS ENGINEERING LLC	NONMINORITY	MARICOPA, AZ	X
396	TRAFFIC RESEARCH & ANALYSIS INC	NONMINORITY WOMEN	MARICOPA, AZ	X
1328	TRANSCON INFRASTRUCTURE INC	NONMINORITY	MARICOPA, AZ	X
1330	TRANSCORE I T S INC	NONMINORITY	MARICOPA, AZ	X
1331	TRANSPORTATION CONSULTANT ENGINEERS LLC	NONMINORITY	MARICOPA, AZ	X
1332	TRANSYSTEMS CORP	NONMINORITY	MARICOPA, AZ	X
1333	TRINITY ENGINEERING CORP	NONMINORITY	MARICOPA, AZ	X
1334	TRISTAR ENGINEERING & MANAGEMENT INC	HISPANIC AMERICAN	MARICOPA, AZ	X
1335	TRUELINE ENGINEERING INC	NONMINORITY	GRAHAM, AZ	X

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST	AE
1338	U R S CORP	NONMINORITY	MARICOPA, AZ	X
299	UNGER CONCRETE STRUCTURES LLC	NATIVE AMERICAN	PINAL, AZ	X
783	UNITED CIVIL GROUP CORP	NONMINORITY WOMEN	MARICOPA, AZ	X
1336	UNIVERSAL FIELD SERVICES INC	NONMINORITY	MARICOPA, AZ	X
1337	URBAN ENGINEERING INC	HISPANIC AMERICAN	MARICOPA, AZ	X
1339	V 3 LANDMARK ENGINEERING INC	NONMINORITY	MARICOPA, AZ	X
1443	V S I	NONMINORITY	MARICOPA, AZ	X
1346	V S I ENVIRONMENTAL	NONMINORITY	MARICOPA, AZ	X
1347	V T N NEVADA	NONMINORITY	MARICOPA, AZ	X
227	VALCO SURVEYING CORP	HISPANIC AMERICAN	MARICOPA, AZ	X
1340	VALENTINE ENVIRONMENTAL ENGINEERS LLC	NONMINORITY	MARICOPA, AZ	X
1341	VANIR CONSTRUCTION MANAGEMENT INC	NONMINORITY	MARICOPA, AZ	X
1345	VERTICAL MAPPING RESOURCES INC	NONMINORITY	MARICOPA, AZ	X
795	VISION LANDSCAPE ARCHITECTURE INC	NONMINORITY WOMEN	PIMA, AZ	X
3553	VISUS ENGINEERING CONSTRUCTION INC	NONMINORITY	MARICOPA, AZ	X
1350	W A S S GERKE & ASSOC INC	NONMINORITY	MARICOPA, AZ	X
1360	W L B GROUP INC	NONMINORITY	MARICOPA, AZ	X
1363	W R G DESIGN INC	NONMINORITY	MARICOPA, AZ	X
799	WAIBEL & ASSOC LANDSCAPE ARCHITECTURE	NONMINORITY	MARICOPA, AZ	X
1349	WASHINGTON GROUP INTERNATIONAL	NONMINORITY	MARICOPA, AZ	X
1351	WEST CONSULTANTS INC	NONMINORITY	MARICOPA, AZ	X
1352	WESTERN AIR MAPS INC	NONMINORITY	MARICOPA, AZ	X
1353	WESTERN TECHNOLOGIES INC	NONMINORITY	MARICOPA, AZ	X
378	WHEAT SCHARF ASSOC INC	NONMINORITY WOMEN	PIMA, AZ	X
1508	WHITMAN & CO	NONMINORITY	PIMA, AZ	X
1357	WILLDAN ASSOC	NONMINORITY	MARICOPA, AZ	X
1358	WILLIAM SELF ASSOC INC	NONMINORITY	PIMA, AZ	X
1359	WILSON & CO INC ENGINEERS & ARCHITECTS	NONMINORITY	MARICOPA, AZ	X
1361	WOOD PATEL & ASSOC INC	ASIAN AMERICAN	MARICOPA, AZ	X
1362	WOODSON ENGINEERING & SURVEYING INC	NONMINORITY	COCONINO, AZ	X
326	Y S MANTRI & ASSOC LLC	ASIAN AMERICAN	MARICOPA, AZ	X
1364	Z & H ENGINEERING INC	NONMINORITY	MARICOPA, AZ	X
821	ZAMIR HASAN & ASSOC INC	NONMINORITY	MARICOPA, AZ	X
823	ZEPHYR WINDOW COVERINGS	NONMINORITY WOMEN	PIMA, AZ	X

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MGT_VEN_NUM	SUB_NAME	SUB_ETHNICITY	SUB_COUNTY_ST
129	A C S CONAID INC	NONMINORITY WOMEN	MARICOPA, AZ
909	A DYE DESIGN INC	NONMINORITY WOMEN	MARICOPA, AZ
1460	A M CADD SERVICES INC	NONMINORITY	MARICOPA, AZ
1130	A M E C EARTH & ENVIRONMENTAL INC	NONMINORITY	MARICOPA, AZ
1131	A M E C INFRASTRUCTURE INC	NONMINORITY	MARICOPA, AZ
1478	A TEAM PROFESSIONAL ASSOC INC	HISPANIC AMERICAN	MARICOPA, AZ
1432	A Z T E C ENGINEERING	ASIAN AMERICAN	MARICOPA, AZ
1128	ACURA ENGINEERING INC	NONMINORITY	MARICOPA, AZ
308	ACURA TECHNICAL SERVICES LLC	ASIAN AMERICAN	MARICOPA, AZ
1438	AERIAL MAPPING CO INC	NONMINORITY	MARICOPA, AZ
1129	ALPHA ENGINEERING INC	ASIAN AMERICAN	MARICOPA, AZ
137	ANDES ENGINEERING LLC	HISPANIC AMERICAN	MARICOPA, AZ
1495	ANTHROPOLOGICAL RESEARCH	NONMINORITY	PIMA, AZ
1435	ANTIDOTE CREATIVE DESIGN	NONMINORITY	MARICOPA, AZ
1136	ARCADIS G & M INC	NONMINORITY	MARICOPA, AZ
149	ARCHAEOLOGICAL CONSULTING SERVICES LTD	NONMINORITY WOMEN	MARICOPA, AZ
1138	ARCHAEOLOGICAL RESEARCH SERVICES INC	NONMINORITY	MARICOPA, AZ
152	ARIZONA PRESERVATION CONSULTANTS	NONMINORITY WOMEN	COCONINO, AZ
1141	ASPEN CONSULTING ENGINEERS	NONMINORITY	MARICOPA, AZ
1498	AZTEC EMBROIDERY & SCREENPRINTING	NONMINORITY	PIMA, AZ
1145	AZTEC ENGINEERING	ASIAN AMERICAN	MARICOPA, AZ
1151	B J COMMUNICATIONS INC	NONMINORITY	MARICOPA, AZ
1451	B K S ENGINEERS INC	ASIAN AMERICAN	PIMA, AZ
1492	BARRICADE & LIGHT RENTAL	NONMINORITY	MARICOPA, AZ
140	BIOARCH LLC	HISPANIC AMERICAN	GILA, AZ
1434	BOLDUC SMILEY & ASSOC INC	NONMINORITY	MARICOPA, AZ
1540	BRIDGERS & PAXTON CONSULTING ENGINEERS	NONMINORITY	MARICOPA, AZ
1516	C E I CONSULTANT ENGINEERING INC	HISPANIC AMERICAN	MARICOPA, AZ
159	C F SHULER INC	NONMINORITY WOMEN	MARICOPA, AZ
1172	C K ENGINEERING INC	AFRICAN AMERICAN	MARICOPA, AZ
988	C K GROUP INC	AFRICAN AMERICAN	MARICOPA, AZ
1470	C M G DRAINAGE ENGINEERING	NONMINORITY	PIMA, AZ
1546	CALL NICHOLAS INC	NONMINORITY	PIMA, AZ
1429	CANNON & ASSOC TRANSYSTEMS	NONMINORITY	PIMA, AZ
1511	CARL KOMINSKY LANDSCAPE ARCHITECT INC	NONMINORITY	PIMA, AZ
1161	CARTER & BURGESS INC	NONMINORITY	MARICOPA, AZ
1564	CASE FOUNDATION CO	NONMINORITY	MARICOPA, AZ
1518	CASEYS BACKHOE SERVICE	NONMINORITY	MARICOPA, AZ
1162	CASTCATALRO ENGINEERING CORP	NONMINORITY	PIMA, AZ
1465	CATALINA ENGINEERING INC	ASIAN AMERICAN	PIMA, AZ
169	COMPASS ROSE TECHNICAL SERVICES	NONMINORITY WOMEN	YAVAPAI, AZ
1183	COOPER AERIAL SURVEYS CO	NONMINORITY	MARICOPA, AZ
1544	COOPERHEAT MQS INC	NONMINORITY	MARICOPA, AZ
1185	CORE ENGINEERING GROUP PLLC	NONMINORITY	YUMA, AZ
1436	CORNOYER HENDRICK	NONMINORITY	MARICOPA, AZ
178	CORRAL DYBAS GROUP INC	HISPANIC AMERICAN	MARICOPA, AZ
1198	D L R PROPERTY PROJECT MANAGEMENT LLC	NONMINORITY	MARICOPA, AZ
1201	D M J M HARRIS	NONMINORITY	MARICOPA, AZ
1437	DENNIS L LOPEZ & ASSOC LLC	HISPANIC AMERICAN	MARICOPA, AZ
1195	DESERT ARCHAEOLOGY INC	NONMINORITY	PIMA, AZ
1427	DESIERTO VERDE LLC	HISPANIC AMERICAN	MARICOPA, AZ
1196	DIBBLE & ASSOC CONSULTING ENGINEERS INC	NONMINORITY	MARICOPA, AZ
1197	DIGITAL MAPPING ASSOC INC	NONMINORITY WOMEN	MARICOPA, AZ
1217	E P S GROUP INC ENG PLINRS & SRVYRS	NONMINORITY	MARICOPA, AZ
1205	ECOPLAN ASSOC INC	NONMINORITY	MARICOPA, AZ
1209	ENGINEERING & ENVIRONMENTAL CONSULTING INC	NONMINORITY	PIMA, AZ
313	ENGINEERING ALLIANCE INC	ASIAN AMERICAN	MARICOPA, AZ
1523	ENGINEERING MAPPING SOLUTIONS	NONMINORITY	MARICOPA, AZ
1424	ENTRANCO ENGINEERS INC	NONMINORITY	MARICOPA, AZ
1455	ENVIRONMENTAL COMPLIANCE GROUP INC	NONMINORITY	MARICOPA, AZ
1439	ERNST & YOUNG	NONMINORITY	MARICOPA, AZ
356	FIBER SPECIALISTS INC	NONMINORITY WOMEN	MARICOPA, AZ
1226	GABOR LORANT ARCHITECTS INC	NONMINORITY	MARICOPA, AZ

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MGT_VEN_NUM	SUB_NAME	SUB_ETHNICITY	SUB_COUNTY_ST
1227	GANNETT FLEMING INC	NONMINORITY	MARICOPA, AZ
1228	GEOLOGICAL CONSULTANTS INC	NONMINORITY	MARICOPA, AZ
1486	GEOMECHANICS SOUTHWEST INC	NONMINORITY	MARICOPA, AZ
1229	GEOTECHNICAL & ENVIRONMENTAL CONSULTANTS	NONMINORITY	MARICOPA, AZ
1467	GERALD A DOYLE & ASSOC	NONMINORITY	MARICOPA, AZ
1444	GILA RIVER CULTURAL RESOURCE MANAGEMENT PROGRAM	NONMINORITY	MARICOPA, AZ
1232	GODEC RANDALL & ASSOC INC	NONMINORITY	MARICOPA, AZ
1488	GOLDER ASSOC INC	NONMINORITY	PIMA, AZ
353	GORDLEY DESIGN GROUP INC	NONMINORITY WOMEN	PIMA, AZ
351	GUNN COMMUNICATIONS INC	NONMINORITY WOMEN	MARICOPA, AZ
1239	H D R CONSTRUCTION CONTROL CORP	NONMINORITY	MARICOPA, AZ
1240	H D R ENGINEERING INC	NONMINORITY	MARICOPA, AZ
1242	H D R S R BEARD & ASSOC	NONMINORITY	MARICOPA, AZ
1243	H E C ENGINEERING LLC	NONMINORITY	MARICOPA, AZ
1440	HIGGINS & ASSOC	NONMINORITY	MARICOPA, AZ
1244	HOLBEN MARTIN & WHITE CONSULTING STRL	NONMINORITY	PIMA, AZ
314	HOQUE & ASSOC INC	ASIAN AMERICAN	MARICOPA, AZ
1246	HORIZON SURVEYING	NONMINORITY	MARICOPA, AZ
63	HUNTER CONTRACTING CO	NONMINORITY	MARICOPA, AZ
1469	INGRAM DESIGN & ASSOC	NONMINORITY	YUMA, AZ
288	INTRINSIC CONSULTING LLC	NATIVE AMERICAN	COCONINO, AZ
290	J 2 ENGINEERING & ENVIRONMENTAL DESIGN	NATIVE AMERICAN	MARICOPA, AZ
1265	J L K ENGINEERS	NONMINORITY	MARICOPA, AZ
1262	JAMES DAVEY & ASSOC INC	NONMINORITY	YUMA, AZ
1266	JOSHUA LAND SURVEYING INC	NONMINORITY	MARICOPA, AZ
1271	K J M & ASSOC	NONMINORITY	MARICOPA, AZ
1267	KANEEN ADVERTISING & PUBLIC RELATIONS	NONMINORITY	PIMA, AZ
1505	KELLEY WISE ENGINEERING	NONMINORITY	YAVAPAI, AZ
1268	KENNEY AERIAL MAPPING INC	NONMINORITY	MARICOPA, AZ
1269	KIMLEY HORN & ASSOC INC	NONMINORITY	MARICOPA, AZ
1272	KITTELSON & ASSOC INC	NONMINORITY	MARICOPA, AZ
1274	KLEINFELDER INC	NONMINORITY	PIMA, AZ
414	KRISTIN DARR & ASSOC LLC	NONMINORITY	MARICOPA, AZ
1280	LEE ENGINEERING LLC	NONMINORITY	MARICOPA, AZ
1284	LOGAN SIMPSON DESIGN INC	NONMINORITY	MARICOPA, AZ
1479	LVA URBAN DESIGN STUDIO LLC	NONMINORITY	MARICOPA, AZ
205	M R M CONSTRUCTION SERVICES INC	HISPANIC AMERICAN	MARICOPA, AZ
335	MACLAREN DESIGN	NONMINORITY WOMEN	MARICOPA, AZ
1292	MCGANN & ASSOC INC	NONMINORITY	PIMA, AZ
1294	MICHAEL BAKER JR INC	NONMINORITY	MARICOPA, AZ
494	MONRAD ENGINEERING INC	NONMINORITY	PIMA, AZ
331	MOUNTAIN GRAPHICS & DESIGN INC	NONMINORITY WOMEN	MARICOPA, AZ
316	N C S CONSULTANTS LLC	ASIAN AMERICAN	PIMA, AZ
1303	N F R A INC	NONMINORITY	MARICOPA, AZ
1496	NAVAJO NATION ARCHAEOLOGICAL DEPARTMENT	NONMINORITY	APACHE, AZ
1472	NES TRAFFIC SAFETY LP	NONMINORITY	MARICOPA, AZ
1305	NINYO & MOORE	NONMINORITY	MARICOPA, AZ
1307	NOISE & AIR SOLUTIONS INC	NONMINORITY WOMEN	MARICOPA, AZ
295	NORTHLAND EQUIPMENT RENTAL SERVICE	NATIVE AMERICAN	YAVAPAI, AZ
1475	NORTHLAND RESEARCH INC	NONMINORITY	MARICOPA, AZ
532	NOVAK ENVIRONMENTAL INC	NONMINORITY WOMEN	PIMA, AZ
1258	O R COLAN ASSOC INC	NONMINORITY	MARICOPA, AZ
1526	OLSSON ASSOC	NONMINORITY	MARICOPA, AZ
1314	P B AMERICAS	NONMINORITY	PIMA, AZ
1461	P B Q D INC	NONMINORITY	MARICOPA, AZ
1539	P H STRUCTURAL INC	NONMINORITY	MARICOPA, AZ
1365	P M A CONSULTANTS INC	NONMINORITY	MARICOPA, AZ
618	P S M SQUARED INC	NONMINORITY WOMEN	MARICOPA, AZ
1431	PARSONS BRINCKERHOFF QUADE & DOUGLAS INC	NONMINORITY	MARICOPA, AZ
1313	PARSONS TRANSPORTATION GROUP INC	NONMINORITY	MARICOPA, AZ
369	PARTNERS FOR STRATEGIC ACTION INC	NONMINORITY WOMEN	MARICOPA, AZ
1545	PATTISON EVANOFF ENGINEERING	NONMINORITY	PIMA, AZ
317	PREMIER ENGINEERING CORP	ASIAN AMERICAN	MARICOPA, AZ

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MGT_VEN_NUM	SUB_NAME	SUB_ETHNICITY	SUB_COUNTY_ST
268	PRESTIGE ENGINEERING CONSULTANT LLC	AFRICAN AMERICAN	MARICOPA, AZ
1367	PRIMATECH LLC	ASIAN AMERICAN	MARICOPA, AZ
318	PRINCIPLE ENGINEERING GROUP INC	ASIAN AMERICAN	YUMA, AZ
1381	PROJECT ENGINEERING CONSULTANTS LTD	NONMINORITY	MARICOPA, AZ
211	QUALITY TESTING LLC	HISPANIC AMERICAN	MARICOPA, AZ
212	R A ALCALA & ASSOC INC	HISPANIC AMERICAN	PIMA, AZ
1385	R J ENGINEERING LLC	NONMINORITY	MARICOPA, AZ
1390	RICKER ATKINSON MCBEE & ASSOC INC	NONMINORITY	MARICOPA, AZ
214	RIGHT CHOICE	HISPANIC AMERICAN	MARICOPA, AZ
1393	RITTOCH POWELL & ASSOC	NONMINORITY	MARICOPA, AZ
1477	RYDEN ARCHITECTS	NONMINORITY	MARICOPA, AZ
1456	S A & B ENVIRONMENTAL & CHEMICAL CONSULTANTS	NONMINORITY	MARICOPA, AZ
1398	SAGE LANDSCAPE ARCHITECTURE & ENVIRONMENT	NONMINORITY	MARICOPA, AZ
1398	SAGE LANDSCAPE ARCHITECTURE & ENVIRONMENT	NONMINORITY	PIMA, AZ
1399	SAGUARO GEOSERVICES INC	NONMINORITY	PIMA, AZ
1542	SCHRANER ASSOC	NONMINORITY	YAVAPAI, AZ
698	SOUTHWEST MAPPING TECHNOLOGIES INC	HISPANIC AMERICAN	MARICOPA, AZ
1409	SOUTHWEST TRAFFIC ENGINEERING	NONMINORITY	MARICOPA, AZ
1410	SPEEDIE & ASSOC INC	NONMINORITY WOMEN	MARICOPA, AZ
1411	STANLEY CONSULTANTS INC	NONMINORITY	MARICOPA, AZ
1412	STANTEC CONSULTING INC	NONMINORITY	MARICOPA, AZ
1426	STARTANGLE LLC	NONMINORITY WOMEN	COCONINO, AZ
391	STRUCTURAL GRACE INC	NONMINORITY WOMEN	PIMA, AZ
391	STRUCTURAL GRACE INC	NONMINORITY WOMEN	MARICOPA, AZ
713	SUN MAPPING LLC	NONMINORITY	PIMA, AZ
1373	T B E GROUP INC	NONMINORITY	MARICOPA, AZ
1372	T Y LIN INTERNATIONAL	NONMINORITY	MARICOPA, AZ
393	TALLPINES ENVIRONMENTAL CONSULTING CO	NONMINORITY WOMEN	MARICOPA, AZ
1376	TERRACON CONSULTANTS INC	NONMINORITY	PIMA, AZ
1379	TETRA TECH INC	NONMINORITY	MARICOPA, AZ
1323	TIERRA RIGHT OF WAY SERVICES LTD	NONMINORITY	MARICOPA, AZ
396	TRAFFIC RESEARCH & ANALYSIS INC	NONMINORITY WOMEN	MARICOPA, AZ
1329	TRANSCORE I T S INC	NONMINORITY	PIMA, AZ
1331	TRANSPORTATION CONSULTANT ENGINEERS LLC	NONMINORITY	MARICOPA, AZ
1332	TRANSYSTEMS CORP	NONMINORITY	MARICOPA, AZ
1334	TRISTAR ENGINEERING & MANAGEMENT INC	HISPANIC AMERICAN	MARICOPA, AZ
1338	U R S CORP	NONMINORITY	MARICOPA, AZ
783	UNITED CIVIL GROUP CORP	NONMINORITY WOMEN	MARICOPA, AZ
226	URBAN ENGINEERING INC	HISPANIC AMERICAN	PIMA, AZ
1443	V S I	NONMINORITY	MARICOPA, AZ
1346	V S I ENVIRONMENTAL	NONMINORITY	MARICOPA, AZ
1347	V T N NEVADA	NONMINORITY	MARICOPA, AZ
789	VALLEYWIDE FENCE CO	NONMINORITY WOMEN	MARICOPA, AZ
1345	VERTICAL MAPPING RESOURCES INC	NONMINORITY	MARICOPA, AZ
1351	WEST CONSULTANTS INC	NONMINORITY	MARICOPA, AZ
378	WHEAT SCHARF ASSOC INC	NONMINORITY WOMEN	PIMA, AZ
1358	WILLIAM SELF ASSOC INC	NONMINORITY	PIMA, AZ
1359	WILSON & CO INC ENGINEERS & ARCHITECTS	NONMINORITY	MARICOPA, AZ
1362	WOODSON ENGINEERING & SURVEYING INC	NONMINORITY	COCONINO, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
415	2 CATS CONSULTING LLC	NONMINORITY WOMEN	MARICOPA, AZ
1739	A B C INC	NONMINORITY	MARICOPA, AZ
129	A C S CONAID INC	NONMINORITY WOMEN	MARICOPA, AZ
1117	A S I MARKETING GROUP	NONMINORITY	MARICOPA, AZ
1108	A W T DESIGN CONSULTING LLC	NONMINORITY	MARICOPA, AZ
1064	ACHILLES SHIELD	NONMINORITY WOMEN	MARICOPA, AZ
1757	ACTION COMMUNICATIONS INC	NONMINORITY	PIMA, AZ
1088	ADDISYS	ASIAN AMERICAN	MARICOPA, AZ
1778	AFFILIATED APPRAISAL SERVICES	NONMINORITY	MARICOPA, AZ
1783	AIR BRAKE CONSULTANTS	NONMINORITY	MARICOPA, AZ
1784	AIR WEST INC	NONMINORITY	MARICOPA, AZ
1075	AKETI LLC	NONMINORITY	MARICOPA, AZ
133	ALEJANDRA TORRES	HISPANIC AMERICAN	MARICOPA, AZ
1076	ALEXANDER ENTERPRISES INC	NONMINORITY	PIMA, AZ
1788	ALFRED M BENSON CO INC	NONMINORITY	PIMA, AZ
1087	ALMS & HOSANNA CONSULTING	NONMINORITY	MARICOPA, AZ
1037	ALTERNATIVES IN ESPANOL	NONMINORITY	MARICOPA, AZ
1039	AMBA SOLUTIONS INC	ASIAN AMERICAN	MARICOPA, AZ
1803	AMEC EARTH & ENVIRONMENTAL INC	NONMINORITY	MARICOPA, AZ
1044	AMERICAN CONTRACTING SERVICE	NONMINORITY	MARICOPA, AZ
1828	ANDREW J BRIEFER REAL ESTATE ADVISORY SERVICES INC	NONMINORITY	PIMA, AZ
1841	APPRAISAL TECHNOLOGY INC	NONMINORITY	MARICOPA, AZ
1053	AQUAVIDA POOL SOLUTIONS LLC	NONMINORITY	MARICOPA, AZ
1847	ARCANUM INTERNATIONAL CORP	NONMINORITY	MARICOPA, AZ
1947	ARIZONA EQUIPMENT SAFETY PARTNERING ROADEO	NONMINORITY	PIMA, AZ
152	ARIZONA PRESERVATION CONSULTANTS	NONMINORITY WOMEN	COCONINO, AZ
1860	ARIZONA TRUCK CENTER INC	NONMINORITY	PIMA, AZ
1101	ART FAUX YOU LLC	NONMINORITY	MARICOPA, AZ
279	ARVISO BUSINESS CONSULTING INC	NATIVE AMERICAN	MARICOPA, AZ
1116	ARVIZU ADVERTISING & PROMOTIONS	NONMINORITY	MARICOPA, AZ
154	AVALON ACCOUNTING LLC	NONMINORITY WOMEN	MARICOPA, AZ
1098	AVIATION EDUCATION ADAPTIVE TRAINING SERVICES LLC	NONMINORITY	PIMA, AZ
1910	AXIOM FINANCIAL RESOURCES INC	NONMINORITY	MARICOPA, AZ
1109	AXIS POLITICAL CONSULTING	NONMINORITY	MARICOPA, AZ
1986	B 2 G NOW ASKREPLY INC	NONMINORITY	MARICOPA, AZ
912	B A M CONSULTING LLC	NONMINORITY	MARICOPA, AZ
1990	BAKER PETERSON BAKER & ASSOC INC	NONMINORITY	PIMA, AZ
927	BERRY REALTY	NONMINORITY	MARICOPA, AZ
222	BLAKE GROUP	HISPANIC AMERICAN	SANTA CRUZ, AZ
949	BODYLIFE DYNAMICS LLC	NONMINORITY	MARICOPA, AZ
950	BOND INVESTIGATIONS	NONMINORITY	MARICOPA, AZ
2044	BOWLING & WHYTE LLC	NONMINORITY	MARICOPA, AZ
2057	BRUCE D GREENBERG INC	NONMINORITY	PIMA, AZ
958	BRYDGES INVESTIGATIONS	NONMINORITY WOMEN	PIMA, AZ
2063	BULLHEAD LODGE ON THE RIVER	NONMINORITY	MOHAVE, AZ
2067	BURKE WEISSENBURN LLC	NONMINORITY	PIMA, AZ
963	BUZZ MARKETING	NONMINORITY	MARICOPA, AZ
2073	C & S SWEEPING SERVICES INC	NONMINORITY	MARICOPA, AZ
2075	C B CONTRACTING INC	NONMINORITY	MARICOPA, AZ
2105	C D I INFORMATION TECHNOLOGY SERVICES	NONMINORITY	MARICOPA, AZ
969	CAMPOS COMMUNICATIONS INTERNATIONAL C C I	NONMINORITY	MARICOPA, AZ
972	CANYON STATE REPORTING LTD	NONMINORITY	MARICOPA, AZ
2089	CAREER HORIZONS	NONMINORITY	PINAL, AZ
162	CARI ANDERSON CONSULTING	NONMINORITY WOMEN	MARICOPA, AZ
2091	CARLA CARTER & ASSOC INC	NONMINORITY	MARICOPA, AZ
973	CARMEL TRANSPORTATION SERVICES	NONMINORITY	MARICOPA, AZ
982	CHANDLER DRAFTING SERVICE	NONMINORITY WOMEN	MARICOPA, AZ
985	CHRISTIAN ENGINEERING & DESIGN LLC	NONMINORITY	MARICOPA, AZ
2127	CIERRA CONSULTING CO	NONMINORITY	MARICOPA, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
2163	CIVIL AIR PATROL	NONMINORITY	MARICOPA, AZ
2172	CLIFTON GUNDERSON LLP	NONMINORITY	MARICOPA, AZ
3371	COFFMAN CO INC	NONMINORITY	MARICOPA, AZ
2181	COLORADO CITY IMPROVEMENT ASSOC	NONMINORITY	MOHAVE, AZ
2182	COLORADO RIVER INDIAN TRIBES	NONMINORITY	LA PAZ, AZ
2186	COMFORCE TECHNICAL SERVICES INC	NONMINORITY	MARICOPA, AZ
1000	COMPETITIVE EDGE CONSULTING INC	HISPANIC AMERICAN	MARICOPA, AZ
2198	COMSYS INFORMATION TECHNOLOGY SERVICES	NONMINORITY	MARICOPA, AZ
2199	CONDEMNATION ANALYSTS LLC	NONMINORITY WOMEN	MARICOPA, AZ
1007	CONSULTANT SOURCING INC	NONMINORITY	MARICOPA, AZ
2205	CONSULTANTS IN DATA PROCESSING INC	NONMINORITY	MARICOPA, AZ
2206	CONTACT BEHAVIORAL HEALTH SERVICES	NONMINORITY	MOHAVE, AZ
1009	CONTRIVE DESIGN	NONMINORITY WOMEN	MARICOPA, AZ
249	CONVERSANTBT	AFRICAN AMERICAN	MARICOPA, AZ
1020	CORPORATE DESTINATION SERVICES OF ARIZONA INC	NONMINORITY WOMEN	MARICOPA, AZ
1021	CORPORTATE LANGUAGES LLC	NONMINORITY	MARICOPA, AZ
1030	CRICKET CONTRAST	NONMINORITY	MARICOPA, AZ
1031	CROCKETT COMMUNICATIONS	NONMINORITY	MARICOPA, AZ
2245	CURTIS GOODWIN SULLIVAN UDALL & SCHWAB PLC	NONMINORITY	MARICOPA, AZ
2259	DAN BOOZER ADJUSTMENT INC	NONMINORITY	MARICOPA, AZ
2260	DAN W MAHONEY INC	NONMINORITY	PIMA, AZ
2262	DANCES WITH OPPORTUNITY LC	NONMINORITY	PIMA, AZ
2267	DATA METHODS CORP	NONMINORITY	PIMA, AZ
2268	DATA SITE CONSORTIUM INC	NONMINORITY	MARICOPA, AZ
2270	DATALINK SOFTWARE CONSULTANTS	NONMINORITY WOMEN	MARICOPA, AZ
2271	DATAMA VENS INC	NONMINORITY	MARICOPA, AZ
2279	DAY & SONS LLC	NONMINORITY	NAVAJO, AZ
2284	DEBRA DRECKSEL LLC	NONMINORITY	MARICOPA, AZ
434	DEFINITIVE ENTERTAINMENT LLC	NONMINORITY	MARICOPA, AZ
448	DENISE MERIDITH CONSULTANTS INC	NONMINORITY	MARICOPA, AZ
464	DESERT MOON TECHNOLOGIES INC	NONMINORITY	MARICOPA, AZ
2298	DESIGN MODULARS INC	NONMINORITY	PIMA, AZ
487	DIVERSIFIED CLAIMS MANAGEMENT SYSTEMS INC	NONMINORITY	PIMA, AZ
2318	DONATO CONSULTING INC	HISPANIC AMERICAN	PIMA, AZ
2319	DOUBLETREE CUSTOM EXCAVATING	NONMINORITY	GILA, AZ
500	DRICKEY PROHOW JONES & ASSOC PC	NONMINORITY	PIMA, AZ
528	DYNAMIC PATHWAYS INC	NONMINORITY	PIMA, AZ
643	E T C COMPLIANCE SOLUTIONS INC	NONMINORITY	PIMA, AZ
2335	EAGLE PRINTING EQUIPMENT & GRIND	NONMINORITY	MARICOPA, AZ
2340	EASTERN ARIZONA COURIER THE COPPER ERA	NONMINORITY	GRAHAM, AZ
2342	EASTERN PRODUCTS FOUNDRY	NONMINORITY	MARICOPA, AZ
540	EDUCATION RESOURCES LLC	NONMINORITY	MARICOPA, AZ
587	ELEANOR URIAS INTERPRETER	NONMINORITY	MARICOPA, AZ
2357	ELIZABETH MAGOON & ASSOC	NONMINORITY	MARICOPA, AZ
2363	EMERLINGS OFFICE INTERIORS	NONMINORITY	MARICOPA, AZ
2365	EMPIRE MACHINERY	NONMINORITY	MARICOPA, AZ
2368	EMPLOYEE INVOLVEMENT SYSTEMS	NONMINORITY	MARICOPA, AZ
600	ENCORE PLANNING GROUP	NONMINORITY	PIMA, AZ
2375	ENVIRONMENTAL INFO ASSOC	NONMINORITY	MARICOPA, AZ
306	ENVIROSYSTEMS MANAGEMENT INC	NONMINORITY WOMEN	COCONINO, AZ
2381	ENVISION	NONMINORITY	PIMA, AZ
638	ESTUDIO FOR LEARNING INC	NONMINORITY	PIMA, AZ
644	EUMOTIF INC	NONMINORITY	MARICOPA, AZ
666	EXHIBIT EXPERTS INC	NONMINORITY	MARICOPA, AZ
673	EXTANT TRAINING GROUP	NONMINORITY	MARICOPA, AZ
2442	F M GROUP INC	NONMINORITY	MARICOPA, AZ
2444	F N T FIBER NETWORK TRAINING & CONSULTING SRRVICES	NONMINORITY	MARICOPA, AZ
2410	FIBERQUANT INC	NONMINORITY	MARICOPA, AZ
722	FINGER WORKS	NONMINORITY	MARICOPA, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
2419	FIRST EMPLOYMENT SERVICES INC	NONMINORITY	MARICOPA, AZ
827	FORM DESIGN STUDIO LTD	NONMINORITY	MARICOPA, AZ
830	FOUR THOUGHT GROUP INC	NONMINORITY	MARICOPA, AZ
2450	FOWLER APPRAISAL	NONMINORITY	PIMA, AZ
2451	FRAZER RYAN GOLDBERG ARNOLD & GITTLER LLP	NONMINORITY	MARICOPA, AZ
831	FUN CILITATORS	NONMINORITY	MARICOPA, AZ
2473	G E C S A & B	NONMINORITY	MARICOPA, AZ
844	G I S SOUTHWEST INC	NONMINORITY	MARICOPA, AZ
833	GALAXY PROMOTIONAL PRODUCTS	NONMINORITY	MARICOPA, AZ
2470	GALLAGHER & KENNEDY PA	NONMINORITY	MARICOPA, AZ
835	GATESIX INC	NONMINORITY	MARICOPA, AZ
2474	GENE D COX CO	NONMINORITY	PIMA, AZ
839	GENERAL BUSINESS RECOVERIES INC	NONMINORITY	PIMA, AZ
2475	GENERAL MODULAR SALES & LEASING INC	NONMINORITY	MARICOPA, AZ
2485	GILBERTSON ASSOC INC	NONMINORITY	MARICOPA, AZ
842	GILTEK SYSTEMS INTL INC	NONMINORITY	MARICOPA, AZ
847	GLOBAL INNOVATIONS U S A	NONMINORITY	PIMA, AZ
2497	GLOBAL SYSTEMS MODELING INC	NONMINORITY	PIMA, AZ
849	GLOBALSOFT CONSULTING INC	ASIAN AMERICAN	MARICOPA, AZ
2500	GLOTEL INC	NONMINORITY	MARICOPA, AZ
856	GRIFFIN & ASSOC	NONMINORITY	MARICOPA, AZ
351	GUNN COMMUNICATIONS INC	NONMINORITY WOMEN	MARICOPA, AZ
2542	HANRATTY INVESTIGATIONS & POLYGRAPH	NONMINORITY	MARICOPA, AZ
3375	HAVINS CO INC	NONMINORITY	PIMA, AZ
2551	HEADQUARTERS WEST LTD	NONMINORITY	MARICOPA, AZ
876	HIRE STANDARDS LLC	NONMINORITY	MARICOPA, AZ
2587	HULET & ASSOC INC	NONMINORITY	MARICOPA, AZ
194	I C A M SOLUTIONS LLC	HISPANIC AMERICAN	MARICOPA, AZ
2616	I N T TECHNOLOGIES LLC	NONMINORITY	MARICOPA, AZ
2593	I T CONNECTIONS INC	NONMINORITY	MARICOPA, AZ
898	I T PROFESSIONAL LLC	NONMINORITY	MARICOPA, AZ
901	I V A MANAGEMET CO INC	NONMINORITY	MARICOPA, AZ
888	IN PHASE INTERNATIONAL INC	NONMINORITY	MARICOPA, AZ
890	INNOVA ENVIRONMENTAL ENGINEERING LLC	NONMINORITY	PIMA, AZ
891	INROADS INFO INC	NONMINORITY	MARICOPA, AZ
2619	INTEGRATED INFORMATION SYSTEMS INC	NONMINORITY	MARICOPA, AZ
895	INTERFACE GURU	NONMINORITY	PIMA, AZ
2626	INTERNATIONAL BUSINESS MACHINE INC I B M	NONMINORITY	PIMA, AZ
2635	INTERWEST SAFETY SUPPLY INC	NONMINORITY	MARICOPA, AZ
288	INTRINSIC CONSULTING LLC	NATIVE AMERICAN	COCONINO, AZ
2647	J & A CONSULTING SERVICES	NONMINORITY	MARICOPA, AZ
1069	J R 2 BUSINESS SOLUTIONS LLC	NONMINORITY	MARICOPA, AZ
2656	JABER ENGINEERING	NONMINORITY	MARICOPA, AZ
2659	JACOBS ENGINEERING	NONMINORITY	MARICOPA, AZ
2662	JAN A SELL DBA SELL & ASSOC	NONMINORITY	NAVAJO, AZ
989	JENNIFER BUSINESS SOLUTIONS	NONMINORITY	MARICOPA, AZ
990	JERRED & JOHNSON INVESTIGATIONS LLC	NONMINORITY	PIMA, AZ
2678	JILLOTTI ELECTRICAL SERVICE CO INC	NONMINORITY	MARICOPA, AZ
992	JIMENEZ CONSULTING SOLUTIONS LLC	NONMINORITY	MARICOPA, AZ
2681	JOE E WOODS INC	NONMINORITY	MARICOPA, AZ
1002	JOHN E STITH & ASSOC	NONMINORITY	MARICOPA, AZ
2695	KALIL BOTTLING CO	NONMINORITY	PIMA, AZ
2697	KARL BALTUTAT VALUATION SERVICES LLC	NONMINORITY	MARICOPA, AZ
400	KATHERINE HALPIN & CO LLC	NONMINORITY	MARICOPA, AZ
2705	KEEGAN LINSKOTT & KENON PC	NONMINORITY	PIMA, AZ
2706	KEELE STREET LLC	NONMINORITY	MARICOPA, AZ
2718	KINGMAN AIRPORT AUTHORITY INC	NONMINORITY	MOHAVE, AZ
2721	KINGMAN DAILY MINER	NONMINORITY	MOHAVE, AZ
408	KIRKLANDISH	NONMINORITY	PIMA, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
414	KRISTIN DARR & ASSOC LLC	NONMINORITY	MARICOPA, AZ
199	KUNIKLO CORP	HISPANIC AMERICAN	MARICOPA, AZ
2742	L BARRIOS & ASSOC INC	NONMINORITY	MOHAVE, AZ
436	L G C ENTERPRISES LTD	NONMINORITY	MARICOPA, AZ
422	LADYBUG RESOURCES LLC	NONMINORITY	MARICOPA, AZ
426	LEE DAVIS & ASSOC INC	NONMINORITY	MARICOPA, AZ
429	LESIE CORP	NONMINORITY	MARICOPA, AZ
2766	LEWIN & ASSOC LLC	NONMINORITY	MARICOPA, AZ
2770	LIGHTING SCIENCES INC	NONMINORITY	MARICOPA, AZ
440	LINES & LIGHTS TECHNOLOGY	NONMINORITY	PIMA, AZ
2776	LITTLE AMERICA	NONMINORITY	COCONINO, AZ
444	LOCATION ROUTE SURVEYING	NONMINORITY	MARICOPA, AZ
445	LOGO LADY GRAPHICS & PRINTING	NONMINORITY	MARICOPA, AZ
446	LOPEZ TRANSLATIONS	NONMINORITY	MARICOPA, AZ
2787	LORENTINO FORENSIC POLYGRAPH LLC	NONMINORITY	MARICOPA, AZ
2791	LOUIS BERGER GRP	NONMINORITY	MARICOPA, AZ
2794	LUCID SOLUTIONS INC	NONMINORITY	MARICOPA, AZ
481	M F A S MARKETING & ASSOC	NONMINORITY	MARICOPA, AZ
2869	M J N ENTERPRISES INC	NONMINORITY	PIMA, AZ
458	MACK & JACKS MARKETING SOLUTIONS LLC	NONMINORITY	MARICOPA, AZ
335	MACLAREN DESIGN	NONMINORITY WOMEN	MARICOPA, AZ
3379	MAGUIRE CO	NONMINORITY	MARICOPA, AZ
466	MANAGEMENT TRAINING SYSTEMS INC	NONMINORITY	MARICOPA, AZ
2808	MARICOPA ASSOCIATION OF GOVERNMENTS	NONMINORITY	MARICOPA, AZ
2815	MARKETING INTELLIGENCE LLC	NONMINORITY	PIMA, AZ
2820	MATRIX RESOURCES INC	NONMINORITY	MARICOPA, AZ
2836	MEDIA BUYING SERVICES INC	NONMINORITY	MARICOPA, AZ
477	MEETINGS & CONCIERGES SOURCE LLC	NONMINORITY	MARICOPA, AZ
2844	MERRILL LYNCH PIERCE FENNER & SMITH INC	NONMINORITY	MARICOPA, AZ
484	MICROMILLENNIUM MANAGEMENT CONSULTING	AFRICAN AMERICAN	MARICOPA, AZ
2865	MIND MATRIX CONSULTING LLC	NONMINORITY	YAVAPAI, AZ
493	MOLERA ALVAREZ GROUP LLC	NONMINORITY	MARICOPA, AZ
2877	MONTANDON FARLEY VALUATION SERVICES	NONMINORITY	MARICOPA, AZ
503	MORRISON GROUP INC	NONMINORITY	MARICOPA, AZ
2886	MOSES ANSHELL ADVERTISING INC	NONMINORITY	MARICOPA, AZ
2890	MOUNTAIN STATES PRINTING INC	NONMINORITY	MARICOPA, AZ
504	MOUNTAIN VIEW MEDIA	NONMINORITY	MARICOPA, AZ
2898	NAGY PROPERTY CONSULTANTS INC	NONMINORITY	MARICOPA, AZ
509	NARASIMHAN CONSULTING SERVICES INC	ASIAN AMERICAN	MARICOPA, AZ
2912	NATURAL DATA INC	NONMINORITY	MARICOPA, AZ
517	NEWMAN TUCKER GROUP INC	NONMINORITY	MARICOPA, AZ
2940	NOGALES INTERNATIONAL	NONMINORITY	SANTA CRUZ, AZ
550	O Z ENGINEERING	NONMINORITY	MARICOPA, AZ
536	OLD PUEBLO COUNSELING INC	NONMINORITY	PIMA, AZ
542	ONSITE INSITE INC	NONMINORITY	MARICOPA, AZ
2963	ONWARDS & UPWARDS LLC	NONMINORITY	MARICOPA, AZ
544	OPTION II ADVISORS LLC	NONMINORITY	MARICOPA, AZ
2970	OUTBACK ADJUSTING & INVESTIGATIVE SERVICES	NONMINORITY	MARICOPA, AZ
562	P B & J LLC	NONMINORITY	MARICOPA, AZ
579	P L R SERVICES LLC	NONMINORITY	MARICOPA, AZ
558	PARIS AGENCY	NONMINORITY	MARICOPA, AZ
369	PARTNERS FOR STRATEGIC ACTION INC	NONMINORITY WOMEN	MARICOPA, AZ
2991	PASCUA YAQUI TRIBE	NONMINORITY	PIMA, AZ
560	PATTERSON & ASSOC PLLC	NONMINORITY	MARICOPA, AZ
3002	PEACOCK HISLOP STALEY & GIVEN INC	NONMINORITY	MARICOPA, AZ
371	PEOPLE BUILDERS	NONMINORITY WOMEN	MARICOPA, AZ
567	PERFORMANCE MEDIA	NONMINORITY	MARICOPA, AZ
570	PFAELZER JOHNS AMEN & DEAN	NONMINORITY	MARICOPA, AZ
3025	PHOENIX MARRIOTT MESA	NONMINORITY	MARICOPA, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
3026	PHOENIX MIDTOWN CENTER LP	NONMINORITY	MARICOPA, AZ
3046	PIPER JAFFRAY & CO	NONMINORITY	MARICOPA, AZ
577	PLAN IT OFFICE CONCEPTS INC	NONMINORITY	MARICOPA, AZ
3053	POLICY DEVELOPMENT GROUP INC	NONMINORITY	MARICOPA, AZ
3061	PRESCOTT ALTERNATIVE TRANSP	NONMINORITY	YAVAPAI, AZ
606	PROFIT ENHANCEMENT GROUP LLC	NONMINORITY WOMEN	PIMA, AZ
612	PROGRESSIVE TRAINING CONSULTANTS LLC	AFRICAN AMERICAN	MARICOPA, AZ
269	PROJECT INFORMATION ASSOC	AFRICAN AMERICAN	MARICOPA, AZ
3083	PROPERTY INVESTMENT GROUP INC	NONMINORITY	NAVAJO, AZ
3084	PROPHECY CONSULTING GROUP LLC	NONMINORITY	MARICOPA, AZ
379	QAMELEON TECHNOLOGY	NONMINORITY WOMEN	MARICOPA, AZ
3108	R & A CPAS	NONMINORITY	PIMA, AZ
3110	R & M MEDIA CONSULTING INC	NONMINORITY	MARICOPA, AZ
3111	R B BALCH & ASSOC	NONMINORITY	MARICOPA, AZ
3131	R B C DAIN RAUSCHER INC	NONMINORITY	MARICOPA, AZ
3117	R D O EQUIPMENT CO DBA AZ INDUSTRIAL MACHINERY	NONMINORITY	YUMA, AZ
641	R H & ASSOC INC	NONMINORITY	MARICOPA, AZ
3120	RADISSON SUITES TUCSON	NONMINORITY	PIMA, AZ
627	RAICES UNIDAS LLC	NONMINORITY	MARICOPA, AZ
3130	RAYMOND S JONES LLC	NONMINORITY	MARICOPA, AZ
637	RELIABLE HOME HEALTH LLC	NONMINORITY	PIMA, AZ
3145	RESOLUTION COPPER MINING LLC	NONMINORITY	PINAL, AZ
3146	RESOURCE MARKETING GROUP INC DBA REMAX	NONMINORITY	MARICOPA, AZ
3147	RETIC CONSULTING LLC	NONMINORITY	MARICOPA, AZ
648	RIVER LEE INTERNATIONAL INC	NONMINORITY WOMEN	MARICOPA, AZ
3177	RUBBER PAVEMENTS ASSN	NONMINORITY	MARICOPA, AZ
726	S Y CONSULTING SERVICES	NONMINORITY	MARICOPA, AZ
3184	SABH OF AZ INC DBA CONTACT BEHAVIORAL HEALTH SERVICES	NONMINORITY	MARICOPA, AZ
668	SANTRAC TECHNOLOGIES INC	NONMINORITY	MARICOPA, AZ
3207	SCIENTIFIC TECHNOLOGIES CORP	NONMINORITY	PIMA, AZ
274	SCOTT BUSINESS GROUP LLC	AFRICAN AMERICAN	MARICOPA, AZ
3226	SHANTI PROPERTIES LLC NORTH PHOENIX RV PARK	NONMINORITY	MARICOPA, AZ
3235	SIGNVALUE INC	NONMINORITY	MARICOPA, AZ
3238	SIMON CONSULTING LLC	NONMINORITY	MARICOPA, AZ
3243	SINGLETON & LEE	NONMINORITY	PIMA, AZ
386	SITEMADESIMPLE.COM	NONMINORITY WOMEN	MARICOPA, AZ
692	SOLOMON TECHNOLOGY SOLUTIONS INC	NONMINORITY	MARICOPA, AZ
3255	SONORAN EQUIPMENT SOLUTIONS	NONMINORITY	PIMA, AZ
698	SOUTHWEST MAPPING TECHNOLOGIES INC	HISPANIC AMERICAN	MARICOPA, AZ
3277	SOUTHWEST MODELING DESIGN & ANALYSIS INC	NONMINORITY	COCHISE, AZ
3280	SOUTHWEST SAFETY CONGRESS	NONMINORITY	MARICOPA, AZ
700	SOUTHWEST SOUL CIRCUIT LLC	AFRICAN AMERICAN	PIMA, AZ
3284	SOUTHWEST VEGETATION MANAGEMENT ASSN	NONMINORITY	MARICOPA, AZ
3293	SPARTACUS TECHNICAL SERVICES INC	NONMINORITY	MARICOPA, AZ
705	STARR ENTERPRISES INC	NONMINORITY	MARICOPA, AZ
3316	STONE & YOUNGBERG LLC	NONMINORITY	MARICOPA, AZ
713	SUN MAPPING LLC	NONMINORITY	PIMA, AZ
714	SUNRISE PROMOTIONS	NONMINORITY	MARICOPA, AZ
723	SUSAN POSADA AGENCY	NONMINORITY	MARICOPA, AZ
3343	SYSTEMS TECHNOLOGY GROUP INC	NONMINORITY	MARICOPA, AZ
754	T J R DESIGNS	NONMINORITY	MARICOPA, AZ
734	TECH ONE STAFFING LLC	NONMINORITY	MARICOPA, AZ
737	TECHNOLOGY PROVIDERS INC	NONMINORITY	MARICOPA, AZ
738	TEHAN DESIGN	NONMINORITY	MARICOPA, AZ
3355	TEMPE MISSION PALMS	NONMINORITY	MARICOPA, AZ
3357	TERRA SYSTEMS SOUTHWEST INC	NONMINORITY	PIMA, AZ
750	THINKING CAPS CREATIVE GRAPHIC DESIGN INC	NONMINORITY	MARICOPA, AZ
3398	THOMAS REPROGRAPHICS INC	NONMINORITY	PIMA, AZ
3401	THOR GROUP INC	NONMINORITY	MARICOPA, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
3402	THRACE TECHNOLOGIES INC	NONMINORITY	MARICOPA, AZ
3407	TIMMIS & ASSOC LTD	NONMINORITY	PIMA, AZ
758	TOP NOTCH THERAPY	NONMINORITY	MARICOPA, AZ
762	TOPETE STONEFIELD INC	NONMINORITY	MARICOPA, AZ
397	TRANSIT MARKETING LLC	NONMINORITY WOMEN	PIMA, AZ
773	TRIAD WEST INC	NONMINORITY	MARICOPA, AZ
779	TUCSON EMBEDDED SYSTEMS INC	NONMINORITY	PIMA, AZ
3549	VISCOUNT SUITE HOTEL	NONMINORITY	PIMA, AZ
3555	VOLT SERVICES GROUP	NONMINORITY	MARICOPA, AZ
365	WAGLEY CONSULTING INC	NONMINORITY WOMEN	YAVAPAI, AZ
3562	WALKER & ARMSTRONG LLP	NONMINORITY	MARICOPA, AZ
3611	WIN WIN CREATIONS	NONMINORITY	MARICOPA, AZ
3613	WOMENS TRANSPORTATION SEMINAR	NONMINORITY	MARICOPA, AZ
810	WORD COMMUNICATION INTERNATIONAL INC	NONMINORITY	MARICOPA, AZ
3617	WORKPLACE SAFETY SPECIALISTS	NONMINORITY	MARICOPA, AZ
3618	WORKS CONSULTING LLC	NONMINORITY	MARICOPA, AZ
3622	WUNDERLICH MALEC ENGINEERING SYSTEMS	NONMINORITY	MARICOPA, AZ
3625	X 2 PROFESSIONAL GROUP INC	NONMINORITY	MARICOPA, AZ
819	YURISH ASSOC INC	NONMINORITY	MARICOPA, AZ
822	ZELTZER CONSULTING	NONMINORITY	MARICOPA, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
141	A J O TRANSPORTATION	NONMINORITY WOMEN	PIMA, AZ
1050	A P L ACCESS & SECURITY	NONMINORITY	MARICOPA, AZ
1120	A TEAM SECURITY & EVENT SERVICES INC	NONMINORITY	PIMA, AZ
942	A V ASSOC	NONMINORITY	PIMA, AZ
953	ABOUT BLIND CLEANING INC	NONMINORITY	MARICOPA, AZ
1011	ACCURATE PLACEMENT LLC	NONMINORITY	MARICOPA, AZ
1089	ADVANCE QUALITY PAINTING LLC	HISPANIC AMERICAN	PIMA, AZ
1078	ALL ABOUT PEOPLE INC	NONMINORITY	MARICOPA, AZ
1789	ALL CLEAN SERVICES INC	NONMINORITY	YAVAPAI, AZ
1797	ALLIED WASTE INDUSTRIES	NONMINORITY	MARICOPA, AZ
1086	ALLSTAR EMBROIDERY	NONMINORITY	MARICOPA, AZ
1095	ALPHAGRAPHICS 213	NONMINORITY	MARICOPA, AZ
1812	AMERICAN INSPECTION & TEST INC	NONMINORITY	MARICOPA, AZ
1041	AMERICAN JANITORIAL SERVICE LLC	NONMINORITY	MARICOPA, AZ
1046	ANDREA JANITORIAL SERVICE	NONMINORITY	MARICOPA, AZ
1051	APPLIED DIVING SERVICES INC	NONMINORITY WOMEN	MARICOPA, AZ
1915	ARIZONA AUTOMOTIVE EQUIPMENT	NONMINORITY	PINAL, AZ
1916	ARIZONA BAG CO LLC	NONMINORITY	MARICOPA, AZ
1920	ARIZONA BUS SALES CORP	NONMINORITY	MARICOPA, AZ
1060	ARIZONA MEDICAL TRANSPORT LLC	NONMINORITY	PIMA, AZ
1963	ARIZONA PACIFIC MATERIALS LLC	NONMINORITY	MARICOPA, AZ
1099	ARKS INC	NONMINORITY	MARICOPA, AZ
1118	ASIAN AMERICAN TIMES	ASIAN AMERICAN	MARICOPA, AZ
1983	B & C CONTRACTORS INC	NONMINORITY	PIMA, AZ
1991	BALAR EQUIPMENT CORP	NONMINORITY	MARICOPA, AZ
1123	BALLOON PEOPLE	NONMINORITY WOMEN	MARICOPA, AZ
2001	BARNETT & SHORE CONTRACTORS LLC	NONMINORITY	PIMA, AZ
913	BARTHOLOMEW GRAPHICS	NONMINORITY	MARICOPA, AZ
2009	BEACON GROUP SOUTHWEST INC	NONMINORITY	PIMA, AZ
923	BEAMMING CLEANING JANITORIAL SERVICE	NONMINORITY	MARICOPA, AZ
924	BEIGE TECHNOLOGIES	NONMINORITY	MARICOPA, AZ
936	BEYOND CLEAN LLC	NONMINORITY WOMEN	PIMA, AZ
938	BIO JANITORIAL SERVICE INC	AFRICAN AMERICAN	MARICOPA, AZ
945	BLUE CACTUS TRANSPORTATION LLC	NONMINORITY	MARICOPA, AZ
2043	BOSS GRADING & CONSTRUCTION	NONMINORITY	MARICOPA, AZ
955	BOWEN POLES RECYCLING INC	NONMINORITY	COCHISE, AZ
2048	BREINHOLT CONTRACTING CO INC	NONMINORITY	MARICOPA, AZ
957	BRIO GROUP DESIGN	NONMINORITY	MARICOPA, AZ
2062	BUG SNUFFERS INC	NONMINORITY	NAVAJO, AZ
959	BUILDING MAINTENANCE SERVICES INC	NONMINORITY	MARICOPA, AZ
960	BUMBLE BEE PEDICAB	NONMINORITY	MARICOPA, AZ
962	BUSY 1 WINDOW CLEANING SERVICE	NONMINORITY	MARICOPA, AZ
2083	CAMARATA DISTRIBUTING	NONMINORITY	LA PAZ, AZ
2086	CAPITAL CLEANING CONTRACTORS	NONMINORITY	MARICOPA, AZ
2095	CARTER OIL CO	NONMINORITY	COCONINO, AZ
2101	CATCLAW CONTRACTORS	NONMINORITY	PIMA, AZ
2161	CITY WIDE PEST CONTROL INC	NONMINORITY	MARICOPA, AZ
2167	CLEAN TEAM JANITORIAL LLC	NONMINORITY	YAVAPAI, AZ
2174	CLUFFS JANITORIAL SERVICES INC	NONMINORITY	GRAHAM, AZ
166	COLOR REPRO CONSULTING INC	NONMINORITY WOMEN	MARICOPA, AZ
999	COMMER TECH	NONMINORITY	MARICOPA, AZ
1001	COMPLETE PRINT SHOP INC	ASIAN AMERICAN	MARICOPA, AZ
1015	CORBAN GROUP LLC	NONMINORITY	MARICOPA, AZ
2222	CORPORATE TECHNOLOGY SOLUTIONS	NONMINORITY	MARICOPA, AZ
2228	COUNTRY MOUNTAIN TREE SERVICES INC	NONMINORITY	MARICOPA, AZ
1023	COVENANT MOBILE CLEANERS LLC	NONMINORITY	MARICOPA, AZ
1026	CREATIVE HUMAN RESOURCES CONCEPTS	HISPANIC AMERICAN	MARICOPA, AZ
1034	CURVES GRAPHIC DESIGN	NONMINORITY	PIMA, AZ
2283	D C A PHOENIX GLOBE	NONMINORITY	GILA, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
2314	D M S FACILITY SERVICES	NONMINORITY	MARICOPA, AZ
450	DEPENDABLE PERSONNEL INC	NONMINORITY	PIMA, AZ
479	DIAMOND ROSE CREATIONS	NONMINORITY	MARICOPA, AZ
495	DIXON STUDIOS INC	NONMINORITY	PIMA, AZ
2317	DOEHRMAN CO INC	NONMINORITY	MARICOPA, AZ
498	DOT TO DOT	NONMINORITY	MARICOPA, AZ
2320	DOUGLAS ARC	NONMINORITY	COCHISE, AZ
304	DRIVEN INC	NONMINORITY WOMEN	COCONINO, AZ
539	ECLIPSE LIMOUSINES LLC	NONMINORITY	MARICOPA, AZ
660	EVE VRLA DESIGN	NONMINORITY	MARICOPA, AZ
661	EVENT CONCIERGE LLC	NONMINORITY	MARICOPA, AZ
663	EXCELLENCE BY DESIGN	NONMINORITY WOMEN	MARICOPA, AZ
2397	EXECUTIVE AIRCRAFT MAINTENANCE	NONMINORITY	MARICOPA, AZ
691	FABULOUS EVENTS	NONMINORITY	MARICOPA, AZ
721	FAST ANSWERING SERVICE	NONMINORITY	MARICOPA, AZ
357	FAYE STEWART TRANSPORTATION SERVICE LLC	NONMINORITY WOMEN	MARICOPA, AZ
741	FIVE CORNERS FILM & VIDEO CORP	NONMINORITY	MARICOPA, AZ
815	FOCUS COMPLETE SERVICES INC	NONMINORITY	MARICOPA, AZ
816	FOLKFUSION	NONMINORITY	MARICOPA, AZ
825	FORCE SOLUTION LLC	NONMINORITY	MARICOPA, AZ
828	FORTIS NETWORKS INC	HISPANIC AMERICAN	MARICOPA, AZ
829	FOUR SEASONS TRAVEL INC	NONMINORITY	MARICOPA, AZ
3373	GEOMETER INC DBA AZ ENGINEERING CO	NONMINORITY	COCONINO, AZ
841	GET ORGANIZED	NONMINORITY	MARICOPA, AZ
846	GISTIC RESEARCH	NONMINORITY	MARICOPA, AZ
2491	GLENN WEINBERGER TOPSOIL INC	NONMINORITY	MARICOPA, AZ
2493	GLOBAL DATA SPECIALISTS	NONMINORITY	MARICOPA, AZ
2504	GOODMAN ENTERPRISES INC DBA AZ PRODUCTS INDUSTRIES	NONMINORITY	COCHISE, AZ
353	GORDLEY DESIGN GROUP INC	NONMINORITY WOMEN	PIMA, AZ
853	GRAYS SECURITY & INVESTIGATION SERVICES	NONMINORITY	MARICOPA, AZ
863	H 2 O ON WHEELS LLC	NONMINORITY WOMEN	MARICOPA, AZ
2566	H M I COMMERCIAL LANDSCAPING INC	NONMINORITY	MARICOPA, AZ
2539	HANDYMAN MAINTENANCE INC	NONMINORITY	MARICOPA, AZ
866	HAROLD HOMES & ASSOC MANAGEMENT CONSULTING	NONMINORITY	MARICOPA, AZ
872	HERNANDEZ CREATIVE	NONMINORITY	MARICOPA, AZ
875	HIRE SOURCE STAFFING SOLUTOINS LLC	NONMINORITY	MARICOPA, AZ
3376	HOPI TRIBE	NONMINORITY	NAVAJO, AZ
2594	I 10 INTERNATIONAL	NONMINORITY	MARICOPA, AZ
887	IMPRESSIONS ADVERTISING SPECIALTIES	NONMINORITY	MARICOPA, AZ
889	INFORM COMMUNICATION & MARKETING	NONMINORITY	MARICOPA, AZ
900	ITS ALLGOOD ENTERPRISES LLC	NONMINORITY	MARICOPA, AZ
902	J & B RESOURCES INC	NONMINORITY	MARICOPA, AZ
903	J I T STAFFING	NONMINORITY	PIMA, AZ
198	J P JANITORIAL & MAINTENANCE	HISPANIC AMERICAN	PINAL, AZ
919	JAN CO JANITORIAL	NONMINORITY	PIMA, AZ
2665	JANI SERV INC	NONMINORITY	MARICOPA, AZ
991	JET JANITORIAL & MAINTENANCE CO	NONMINORITY	PIMA, AZ
405	KIM HERBST DESIGN	NONMINORITY	MARICOPA, AZ
411	KONTIKI ENTERPRISES LLC	NONMINORITY	MARICOPA, AZ
200	LANDCORP PROPERTY MAINTENANCE INC	HISPANIC AMERICAN	MARICOPA, AZ
424	LAW OFFICE OF CHRISTY M THOMPSON	NONMINORITY	MARICOPA, AZ
437	LINCOLN TRANSPORTATION	NONMINORITY	MARICOPA, AZ
442	LITAS JANITORIAL SERVICE	NONMINORITY	MARICOPA, AZ
449	LYONS CLEANING	NONMINORITY	MARICOPA, AZ
465	MALY & ASSOC INC	NONMINORITY	PIMA, AZ
261	MAX REPROGRAPHICS	AFRICAN AMERICAN	MARICOPA, AZ
472	MAXION SYSTEMS LLC	NONMINORITY	MARICOPA, AZ
2860	MILLENIUM AVIATION CORP	NONMINORITY	MARICOPA, AZ
2863	MILLER MINING INC SAN FRANCISCO PEAKS TRUCKING	NONMINORITY	COCONINO, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
2867	MISSION DISPOSAL & RECYCLING	NONMINORITY	YUMA, AZ
331	MOUNTAIN GRAPHICS & DESIGN INC	NONMINORITY WOMEN	MARICOPA, AZ
2889	MOUNTAIN MAN TREES	NONMINORITY	MARICOPA, AZ
506	MY BROTHERS KEEPER LIFELINE	NONMINORITY	MARICOPA, AZ
329	NATIONAL SECURITY PATROL INC	NONMINORITY WOMEN	YUMA, AZ
328	NEST ENERGY SYSTEMS	NONMINORITY WOMEN	YAVAPAI, AZ
515	NET MARKETING SOLUTIONS INC	NONMINORITY	MARICOPA, AZ
2927	NEUMANN HIGH COUNTRY DOORS	NONMINORITY	YAVAPAI, AZ
2954	OAKCREEK CONTRACTING INC	NONMINORITY	GREENLEE, AZ
2964	OPEN WORKS	NONMINORITY	MARICOPA, AZ
552	PALO VERDE EMBROIDERY	NONMINORITY	MARICOPA, AZ
2986	PARADISE WASTE SERVICES INC	NONMINORITY	MARICOPA, AZ
561	PATTI REZNIK PHOTOGRAPHY	NONMINORITY	MARICOPA, AZ
2997	PAVEX CORP	NONMINORITY	PIMA, AZ
3003	PEDUS SERVICE	NONMINORITY	PIMA, AZ
565	PEREZS BODY SHOP	NONMINORITY	MARICOPA, AZ
3011	PERKINS CINDERS INC	NONMINORITY	NAVAJO, AZ
3019	PHOENIX CEMENT CO	NONMINORITY	MARICOPA, AZ
3020	PHOENIX DEMOLITION CO & SALVAGE INC	NONMINORITY	MARICOPA, AZ
3029	PHOENIX TIRE INC DBA COYOTE TIRE	NONMINORITY	MARICOPA, AZ
3030	PHOENIX TREE SERVICE INC	NONMINORITY	MARICOPA, AZ
3381	PIGEON GUY	NONMINORITY	MARICOPA, AZ
575	PIPELINE VIDEO INSPECTION	NONMINORITY	MARICOPA, AZ
583	PREDIX LINK INC	NONMINORITY	MARICOPA, AZ
584	PREFERRED PRINTING & GRAPHICS INC	NONMINORITY	MARICOPA, AZ
596	PROFESSIONAL ALTERNATIVES OF ARIZONA LLC	NONMINORITY	MARICOPA, AZ
605	PROFESSIONAL MEDICAL MANAGEMENT INC	NONMINORITY	PIMA, AZ
607	PROGRESSIVE ENDEAVORS	NONMINORITY	PIMA, AZ
3087	PROSTAR CLEANING SPECIALIST	NONMINORITY	MARICOPA, AZ
3094	PURCELLS WESTERN STATES TIRE	NONMINORITY	PIMA, AZ
3103	QUALITY INTEGRATION SERVICES LLC	NONMINORITY	MARICOPA, AZ
635	R C D CLEANING SERVICE	NONMINORITY	MARICOPA, AZ
3113	R K SANDERS CO	NONMINORITY	MARICOPA, AZ
653	R N O PRINTING	NONMINORITY	MARICOPA, AZ
654	R N R EVENTS	NONMINORITY	MARICOPA, AZ
631	RAYS CLEANING SERVICES LLC	NONMINORITY	MARICOPA, AZ
3139	REGAN DISTRIBUTING INC	NONMINORITY	MOHAVE, AZ
645	RIGHT CHOICE III LLC	HISPANIC AMERICAN	MARICOPA, AZ
646	RILEY KRAUS GROUP LLC	NONMINORITY WOMEN	MARICOPA, AZ
647	RIPE CREATIVE	NONMINORITY	MARICOPA, AZ
664	S SARKISSIAN CO	NONMINORITY	MARICOPA, AZ
216	SCRUB N CLEAN LLC	HISPANIC AMERICAN	YUMA, AZ
671	SECUREMED CORP	NONMINORITY	PIMA, AZ
385	SHOTCRETE SPECIALTIES INC	NONMINORITY WOMEN	PINAL, AZ
3231	SHRADER & MARTINEZ CONSTRUCTION INC	NONMINORITY	COCONINO, AZ
685	SMALL FEAT PRODUCTIONS LTD	NONMINORITY	MARICOPA, AZ
686	SMART CARDS 4 U CORP	NONMINORITY	MARICOPA, AZ
687	SMART STAFF INC	NONMINORITY	MARICOPA, AZ
678	SNANNON S MARTIN CO INC	NONMINORITY	MARICOPA, AZ
694	SOMBODIEZ GOTTA DO IT LLC	NONMINORITY	PIMA, AZ
696	SONORAN SHREDDERS LLC	HISPANIC AMERICAN	MARICOPA, AZ
3282	SOUTHWEST SLURRY SEAL INC	NONMINORITY	MARICOPA, AZ
3285	SOUTHWESTERN BUILDING MAINTENANCE INC	NONMINORITY	PIMA, AZ
3289	SPARKLETTS BOTTLED WATER	NONMINORITY	YUMA, AZ
3291	SPARKLETTS OF NORTHERN AZ INC	NONMINORITY	COCONINO, AZ
701	SPECIALIZED MAINTENANCE SERVICES INC	NONMINORITY	MARICOPA, AZ
710	STREET POLICE INC	NONMINORITY	MARICOPA, AZ
716	SUNSHINE MOVING CO	NONMINORITY	MARICOPA, AZ
3327	SUNSTITES TRANSPORTATION INC	NONMINORITY	COCHISE, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
3330	SUNSTATE SWEEPING LLC	NONMINORITY	MARICOPA, AZ
3346	T & K COUNTRY LANDSCAPING LLC	NONMINORITY	PIMA, AZ
776	T R K ARCHITECTURE & FACILITIES MANAGEMENT	NONMINORITY	MARICOPA, AZ
731	TAYLOR MADE SECURITY & INVESTIGATIONS	NONMINORITY	MARICOPA, AZ
3354	TECHNICAL BUILDING SERVICES	NONMINORITY	PIMA, AZ
743	TELECOM RESOURCES INTERNATIONAL INC	NONMINORITY	MARICOPA, AZ
749	TEMP CONNECTION	NONMINORITY	PIMA, AZ
3356	TERMINIX	NONMINORITY	MARICOPA, AZ
751	TICO MUSIC INC	NONMINORITY	MARICOPA, AZ
753	TITAN TELCOM INC	NONMINORITY	MARICOPA, AZ
3387	TOWN OF MIAMI	NONMINORITY	GILA, AZ
766	TRAILSTONES HERITAGE ADVENTURES	NONMINORITY	PIMA, AZ
769	TRAVEL CREATIONS	NONMINORITY	MARICOPA, AZ
770	TRAX INTERNATIONAL INC	NONMINORITY	PIMA, AZ
3446	TREE CRAFTERS M K INC	NONMINORITY	GILA, AZ
3447	TREE PRO	NONMINORITY	GILA, AZ
3455	TRI CITY MAINTENANCE INC	NONMINORITY	MARICOPA, AZ
3451	TRI COUNTY BUILDING SERVICES LLC	NONMINORITY	MARICOPA, AZ
3459	TRU MAINTENANCE SERVICE LLC	NONMINORITY	MARICOPA, AZ
359	U S RECOVERIES WORLDWIDE LLC	NONMINORITY WOMEN	MARICOPA, AZ
3496	UNITED GRAPHIC EQUIPMENT INC	NONMINORITY	MARICOPA, AZ
3517	UPRIGHT INC	NONMINORITY	MARICOPA, AZ
786	URBAN TELECOMMUNICATIONS INC	NONMINORITY	MARICOPA, AZ
3527	UTILITY CRANE & EQUIPMENT	NONMINORITY	MARICOPA, AZ
798	W & W JANITORIAL SERVICE	AFRICAN AMERICAN	MARICOPA, AZ
300	WARRIORS PEST CONTROL	NATIVE AMERICAN	MARICOPA, AZ
3571	WATER & ENERGY SYSTEMS TECHNOLOGY INC	NONMINORITY	MARICOPA, AZ
3573	WATSON CHEVROLET	NONMINORITY	PIMA, AZ
3605	WHITERIVER CONSTRUCTION	NONMINORITY	NAVAJO, AZ
805	WILLIAMS SERVICES	AFRICAN AMERICAN	YAVAPAI, AZ
806	WILSON PRINTING CO	NONMINORITY	MARICOPA, AZ
3619	WORKS OF ART PAINTING	NONMINORITY	MARICOPA, AZ
818	YEUNG PHOTOGRAPHY	NONMINORITY	MARICOPA, AZ
824	ZOHAR PRODUCTIONS INC	NONMINORITY WOMEN	MARICOPA, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
1725	A & H CONTRACTING SERVICES	NONMINORITY	PINAL, AZ
1755	A C S STATE & LOCAL SOLUTIONS	NONMINORITY	MARICOPA, AZ
1905	A V R AUDIO VIDEO RESOURCES	NONMINORITY	MARICOPA, AZ
1110	A Z COMMERCIAL LIGHTING	NONMINORITY	PIMA, AZ
1738	ABATIX CORP	NONMINORITY	MARICOPA, AZ
1010	ABRACUS INDUSTRIAL SUPPLY	NONMINORITY	MARICOPA, AZ
1756	ACTION BARRICADE CO LLC	NONMINORITY	MARICOPA, AZ
1758	ACTION EQUIPMENT & SCAFFOLD CO INC	NONMINORITY	MARICOPA, AZ
1773	ADVANCED WATER SYSTEMS	NONMINORITY	MARICOPA, AZ
1774	ADVANTAGE PAPER INC	NONMINORITY	MARICOPA, AZ
1785	AIRPARK CHRYSLER JEEP	NONMINORITY	MARICOPA, AZ
135	AJAX BARRICADE	NONMINORITY WOMEN	PIMA, AZ
1790	ALL PURPOSE SIGNS LLC	NONMINORITY	MARICOPA, AZ
1082	ALL SIGN SYSTEMS INC	NONMINORITY	MARICOPA, AZ
1809	AMERICAN FILTER & EQUIPMENT CORP	NONMINORITY	MARICOPA, AZ
1810	AMERICAN FILTER & EQUIPMENT CORP	NONMINORITY	MARICOPA, AZ
1811	AMERICAN FIRE EQUIPMENT SALES & SERVICES CORP	NONMINORITY	MARICOPA, AZ
1813	AMERICAN LINEN	NONMINORITY	MARICOPA, AZ
1816	AMERICAN PLUMBING SUPPLY CO	NONMINORITY	MARICOPA, AZ
1043	AMERICAN WORDATA INC	NONMINORITY	MARICOPA, AZ
1819	AMERON INTERNATIONAL	NONMINORITY	MARICOPA, AZ
1052	APRILS IMAGES & PRODUCTIONS LLC	NONMINORITY WOMEN	MARICOPA, AZ
1850	ARID SOLUTIONS LLC	NONMINORITY	MARICOPA, AZ
278	ARIZONA BOILER CO INC	NATIVE AMERICAN	MARICOPA, AZ
1058	ARIZONA CONTRACT SERVICES INC	NONMINORITY	MARICOPA, AZ
1929	ARIZONA CULVERT CO	NONMINORITY	PINAL, AZ
1954	ARIZONA IMAGING SYSTEMS	NONMINORITY	MARICOPA, AZ
1957	ARIZONA INK LTD	NONMINORITY	PIMA, AZ
1958	ARIZONA JOBBERS SUPPLY	NONMINORITY	MARICOPA, AZ
1961	ARIZONA MACHINERY CO	NONMINORITY	MARICOPA, AZ
1962	ARIZONA OFFICE TECHNOLOGIES	NONMINORITY	MARICOPA, AZ
1964	ARIZONA PAVEMENT PROFILING INC	NONMINORITY	MARICOPA, AZ
1063	ARIZONA TEMPLATES INC	NONMINORITY	MARICOPA, AZ
1861	ARNOLD MACHINERY CO	NONMINORITY	MARICOPA, AZ
1102	ARTEMEUS DESIGN INC	NONMINORITY	PIMA, AZ
1119	ASKANTI	NONMINORITY	MARICOPA, AZ
1121	ATHENA EXPRESSIONS LLC	NONMINORITY	MARICOPA, AZ
1892	AUSTRALIAN OUTBACK PLANTATION	NONMINORITY	MARICOPA, AZ
1893	AUTO SAFETY HOUSE	NONMINORITY	MARICOPA, AZ
1906	AWARDS BY C & L	NONMINORITY	MARICOPA, AZ
1107	AWESOME ATOMS INC	NONMINORITY	MARICOPA, AZ
2028	B F S RETAIL & COMMERCIAL OPERATIONS LLC DBA G C R TIRE CENTERS	NONMINORITY	MARICOPA, AZ
948	B N S PROMOTIONS	NONMINORITY	MARICOPA, AZ
915	BATTERIES PLUS	NONMINORITY	PIMA, AZ
2010	BEAR CAT MANUFACTURING INC	NONMINORITY	MARICOPA, AZ
935	BETTY M & RAYMOND R CYBULSKI LLC	NONMINORITY	MARICOPA, AZ
2030	BIG TEX TRAILERS	NONMINORITY	MARICOPA, AZ
2033	BILL LUKE CHRYSLER JEEP & DODGE	NONMINORITY	MARICOPA, AZ
2034	BINGHAM EQUIPMENT CO	NONMINORITY	YUMA, AZ
2035	BINGHAM FORD NEW HOLLAND INC	NONMINORITY	MARICOPA, AZ
939	BIRDMAN III LLC	NONMINORITY	MARICOPA, AZ
940	BLACKHAWK METAL PRODUCTS INC	NONMINORITY	MARICOPA, AZ
2041	BORDER PRODUCTS CORP	NONMINORITY	MARICOPA, AZ
951	BORDERS TURF & TRACTOR INC	NONMINORITY WOMEN	MARICOPA, AZ
2046	BRADCO INC	NONMINORITY	NAVAJO, AZ
2047	BRANCO MACHINERY CO	NONMINORITY	MARICOPA, AZ
2049	BREWER COTE OF ARIZONA	NONMINORITY	MARICOPA, AZ
2050	BRIMHALL SAND ROCK & BUILDING MATERIALS	NONMINORITY	NAVAJO, AZ
142	BROWN & WHITE INC	HISPANIC AMERICAN	PIMA, AZ
2053	BROWN EVANS DISTRIBUTING CO	NONMINORITY	MARICOPA, AZ
2056	BROWNS PARTSMaster INC	NONMINORITY	MARICOPA, AZ
2069	BUSINESS IMAGING SYSTEMS	NONMINORITY	MARICOPA, AZ
2170	C L H INTERNATIONAL INC	NONMINORITY	MARICOPA, AZ
2076	C W CARTER CO	NONMINORITY	MARICOPA, AZ
2085	CANYON PIPE & SUPPLY	NONMINORITY	MARICOPA, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
3369	CARDI GROUP LTD	NONMINORITY	PIMA, AZ
2088	CARE FREE UNIFORMS INC	NONMINORITY	MARICOPA, AZ
2093	CARQUEST AUTO PART	NONMINORITY	MARICOPA, AZ
974	CARRSTAR INDUSTRIES	NONMINORITY	MARICOPA, AZ
975	CARTRIDGE GUY	NONMINORITY	MARICOPA, AZ
977	CAST & ASSOC INC	NONMINORITY	PIMA, AZ
2109	CENTERLINE SUPPLY WEST INC	NONMINORITY	MARICOPA, AZ
2119	CHAPMAN AUTO CENTER	NONMINORITY	GILA, AZ
2120	CHAPMAN CHEVROLET INC	NONMINORITY	MARICOPA, AZ
2124	CHOLLA READY MIX INC	NONMINORITY	NAVAJO, AZ
2189	COMMERCIAL VAN INTERIORS INC	NONMINORITY	MARICOPA, AZ
2201	CONSOLIDATED ELECTRICAL DISTRIBUTORS	NONMINORITY	MARICOPA, AZ
2204	CONSTRUCTION 70 INC	NONMINORITY	MARICOPA, AZ
1013	COOPER CLIMATE CONTROL LLC	NONMINORITY	MARICOPA, AZ
1014	COPPER STATE SUPPLY INC	NONMINORITY	MARICOPA, AZ
2215	COPPERSTATE TECHNOLOGIES INC	NONMINORITY	MARICOPA, AZ
2221	CORPORATE JETS INC	NONMINORITY	MARICOPA, AZ
2229	COURTESY CHEVROLET	NONMINORITY	MARICOPA, AZ
1024	COYOTE TARGETED PROMOTIONS INC	NONMINORITY	MARICOPA, AZ
2231	CRAFCO INC	NONMINORITY	MARICOPA, AZ
2240	CUMMINGS SOUTHWEST INC	NONMINORITY	PIMA, AZ
2244	CUNNINGHAM COMMERCIAL VEHICLES	NONMINORITY	MARICOPA, AZ
1033	CUPPS INDUSTRIAL SUPPLY	NONMINORITY	MARICOPA, AZ
1035	CYBERGEAR INC	NONMINORITY	MARICOPA, AZ
2315	D M S ROOFING INC	NONMINORITY	YUMA, AZ
180	DATS CONCRETE INC	HISPANIC AMERICAN	MARICOPA, AZ
430	DAVE SCOTT & ASSOC INC	NONMINORITY	MARICOPA, AZ
451	DESCALE IT PRODUCTS CO	NONMINORITY	PIMA, AZ
452	DESERT BARRICADES LLC	HISPANIC AMERICAN	PIMA, AZ
173	DESERT SHIELD INTERNATIONAL INC	NONMINORITY WOMEN	MARICOPA, AZ
471	DESIGNS OF TODAY	NONMINORITY	PINAL, AZ
2312	DISCOUNT PACKAGE SUPPLY INC	NONMINORITY	MARICOPA, AZ
491	DIVERSIFIED DIAMOND PRODUCTS	NONMINORITY	MARICOPA, AZ
499	DOUBLE T SIGNS INC	HISPANIC AMERICAN	PIMA, AZ
2322	DRAKE EQUIPMENT OF ARIZONA	NONMINORITY	MARICOPA, AZ
2324	DRAKE TRUCK & TRAILER	NONMINORITY	MARICOPA, AZ
2328	DUNLAP OIL CO INC	NONMINORITY	COCHISE, AZ
2330	DUST PRO INC	NONMINORITY	MARICOPA, AZ
2392	E T I ELECTRONIC TECHNOLOGY INNOVATIONS INC	NONMINORITY	MARICOPA, AZ
2394	E T W CORP	NONMINORITY	MARICOPA, AZ
2336	EARHARDT EQUIPMENT CORP	NONMINORITY	PIMA, AZ
2338	EARNHARDT CHRYSLER JEEP SUZUKI INC	NONMINORITY	MARICOPA, AZ
2349	ED MOSES DODGE INC	NONMINORITY	MARICOPA, AZ
602	ENVIRONMENTALLY SELECTED PRODUCTS	NONMINORITY	MARICOPA, AZ
719	FAMILY ENTERPRISE INC	AFRICAN AMERICAN	MARICOPA, AZ
720	FANNIEL FASHIONS	NONMINORITY	MARICOPA, AZ
183	FIELD LINING SYSTEMS INC	HISPANIC AMERICAN	MARICOPA, AZ
2423	FISHER CHEVROLET	NONMINORITY	YUMA, AZ
2425	FIVE STAR FORD	NONMINORITY	MARICOPA, AZ
742	FIVE STAR STUCCO LLC	NONMINORITY	PIMA, AZ
2427	FLAGSTAFF EQUIPMENT CO INC	NONMINORITY	COCONINO, AZ
2432	FLEET SERVICES	NONMINORITY	MARICOPA, AZ
223	FLOOR STUDIO INC	HISPANIC AMERICAN	MARICOPA, AZ
2446	FORD OF NORTH SCOTTSDALE	NONMINORITY	MARICOPA, AZ
2455	FREIGHTLINER AZ LTD	NONMINORITY	COCONINO, AZ
2456	FREIGHTLINER STERLING WESTERN STAR OF ARIZONA	NONMINORITY	MARICOPA, AZ
838	GEMINI READY MIX INC	NONMINORITY	MARICOPA, AZ
2479	GENUINE AUTO PARTS	NONMINORITY	MARICOPA, AZ
2480	GENUINE PARTS CO	NONMINORITY	MARICOPA, AZ
848	GLOBAL M D NETWORK LLC	ASIAN AMERICAN	MARICOPA, AZ
2522	GRO INDUSTRIES INC	NONMINORITY	MARICOPA, AZ
2550	HAYWARD CORP	NONMINORITY	PINAL, AZ
2554	HELENA CHEMICAL CO	NONMINORITY	MARICOPA, AZ
871	HENDERSON UTILITY EQUIPMENT CO	NONMINORITY	MARICOPA, AZ
877	HITEMP METALS	NONMINORITY	PIMA, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
2575	HOLMANS INC	NONMINORITY	PIMA, AZ
2579	HOME DEPOT SUPPLY	NONMINORITY	MARICOPA, AZ
2586	HUGHES CALIHAN CORP	NONMINORITY	MARICOPA, AZ
349	HYTEC INTERNATIONAL INC	NONMINORITY WOMEN	MARICOPA, AZ
2596	I 10 INTERNATIONAL TRUCKS	NONMINORITY	PIMA, AZ
2642	I T SYSTEMS	NONMINORITY	MARICOPA, AZ
885	IMPACT B D C	NONMINORITY	PIMA, AZ
2605	INDUSTRIAL AUTOMATION SERVICES INC	NONMINORITY	MARICOPA, AZ
2622	INTER AG SERVICES INC DBA IAS LABS	NONMINORITY	MARICOPA, AZ
896	INTERNATIONAL SELLING PROFESSIONALS	NONMINORITY WOMEN	PIMA, AZ
2639	IRRIGATION & SPRINKLER SUPPLY	NONMINORITY	PIMA, AZ
2648	J & M WHOLESALE	NONMINORITY	NAVAJO, AZ
2671	J C PRINTING JIFFY COPY	NONMINORITY	MARICOPA, AZ
2672	J D M SAND & ROCK	NONMINORITY	COCONINO, AZ
2679	JIM CLICK FORD	NONMINORITY	PIMA, AZ
2702	KAY AUTOMOTIVE DBA ONE SOURCE DISTRIBUTORS	NONMINORITY	MARICOPA, AZ
2741	L & M BLDG MATERIALS	NONMINORITY	MARICOPA, AZ
2752	LANE AWARD MANUFACTURING	NONMINORITY	MARICOPA, AZ
428	LEEO INDUSTRIES LLC	NONMINORITY	MARICOPA, AZ
438	LINDA PACHECO INTERIORS INC	NONMINORITY	MARICOPA, AZ
2775	LINDEN PEARCE CONSTRUCTION INC	NONMINORITY	NAVAJO, AZ
439	LINDSEY TRUCKING INC	NONMINORITY	MARICOPA, AZ
2779	LOCKHEED MARTIN CORP	NONMINORITY	MARICOPA, AZ
2782	LOFTIN EQUIPMENT CO	NONMINORITY	MARICOPA, AZ
2793	LUBRICATION EQUIPMENT & SUPPLY CO INC	NONMINORITY	MARICOPA, AZ
2798	MACDANIEL SIGNS INC	NONMINORITY	MARICOPA, AZ
2801	MADDUX & SONS INC	NONMINORITY	COCHISE, AZ
2807	MARDIAN EQUIPMENT CO	NONMINORITY	PIMA, AZ
2817	MARTIN SWANTY C P D J E	NONMINORITY	MOHAVE, AZ
469	MATRIX FLOORING LLC	NONMINORITY	MARICOPA, AZ
2841	MERLES AUTO SUPPLY	NONMINORITY	SANTA CRUZ, AZ
2848	METRO MATERIALS	NONMINORITY	YAVAPAI, AZ
483	MICRO SYMPLEX INC	NONMINORITY	MARICOPA, AZ
486	MILLENIUM SHUTTERS & BLINDS	NONMINORITY	MARICOPA, AZ
488	MISC T METALS LLC	NONMINORITY	MARICOPA, AZ
2874	MONEY HANDLING MACHINES INC	NONMINORITY	MARICOPA, AZ
502	MORENO WELDING INC	NONMINORITY	MARICOPA, AZ
2892	MOUNTAIN STATES WHOLESALE NURSERY	NONMINORITY	MARICOPA, AZ
2899	NAPA AUTO PARTS	NONMINORITY	MARICOPA, AZ
511	NATIVE TELE DATA SOLUTIONS INC	NATIVE AMERICAN	PIMA, AZ
2913	NAUGHTON PLUMBING SALES	NONMINORITY	PIMA, AZ
2914	NAUMANN HOBBS MATERIAL HANDLING	NONMINORITY	MARICOPA, AZ
2925	NETSIAN TECHNOLOGIES GROUP	NONMINORITY	MARICOPA, AZ
516	NETSIS LLC	NONMINORITY	MARICOPA, AZ
2930	NEW WEST MATERIALS LLC	NONMINORITY	MARICOPA, AZ
294	NORKEM DISTRIBUTOR	NATIVE AMERICAN	APACHE, AZ
2944	NORTH STAR ICE INC	NONMINORITY	MOHAVE, AZ
2951	NORWOOD EQUIPMENT INC	NONMINORITY	MARICOPA, AZ
2952	NU TECH DIVERSIFIED	NONMINORITY	MARICOPA, AZ
535	O C H O A ENTERPRISE INC	NONMINORITY	MARICOPA, AZ
2953	O C TANNER RECOGNITION CO	NONMINORITY	MARICOPA, AZ
546	ORIGINAL OINK LLC	NONMINORITY	MARICOPA, AZ
582	P P F CORP	NONMINORITY	MARICOPA, AZ
2990	PARTNERS IN BRAINSTORMS INC	NONMINORITY	MARICOPA, AZ
2998	PAYSON CONCRETE & MATERIALS INC	NONMINORITY	GILA, AZ
2999	PAYSON ICE & FUEL	NONMINORITY	GILA, AZ
566	PERFECT PROMO	NONMINORITY	MARICOPA, AZ
568	PERPETUAL MARKETING	NONMINORITY	MARICOPA, AZ
3024	PHOENIX INSTRUMENTATION INC	NONMINORITY	MARICOPA, AZ
3018	PHOTOMARK INDUSTRIAL MARKOW PHOTO PROPERTIES	NONMINORITY	MARICOPA, AZ
574	PIMA AWARDS & PROMOTIONAL PRODUCTS	NONMINORITY	MARICOPA, AZ
3042	PINNACLE PRINTS & EMBROIDERY	NONMINORITY	MARICOPA, AZ
3044	PIONEER SAND CO	NONMINORITY	MARICOPA, AZ
581	POSTNET	NONMINORITY	PIMA, AZ
3057	POWER CHEVROLET ON CAMELBACK	NONMINORITY	MARICOPA, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
592	PREMISE ONE INC	NONMINORITY	MARICOPA, AZ
3063	PRESENTA PLAQUE	NONMINORITY	MARICOPA, AZ
593	PRIMO PROMOS	NONMINORITY	MARICOPA, AZ
3070	PRO PETROLEUM INC	NONMINORITY	MARICOPA, AZ
3071	PROCESS DYNAMICS	NONMINORITY	MARICOPA, AZ
3073	PRODIGY OFFICE SUPPLIES INC	NONMINORITY	MARICOPA, AZ
597	PROFESSIONAL IMPRESSIONS INC	NONMINORITY	PIMA, AZ
3100	QUALEX CONSTRUCTION INC	NONMINORITY	MARICOPA, AZ
3101	QUALITY BUMPER	NONMINORITY	PIMA, AZ
623	QUALITY VANS	NONMINORITY	MARICOPA, AZ
3109	R & J TROPHIES	NONMINORITY	MARICOPA, AZ
629	RAM INDUSTRIAL SUPPLY	NONMINORITY	PIMA, AZ
3137	RED MOUNTAIN MINING INC	NONMINORITY	MARICOPA, AZ
3142	RENTAL SERVICES CORP	NONMINORITY	MARICOPA, AZ
3149	REW MATERIALS	NONMINORITY	MARICOPA, AZ
3152	RINKER MATERIALS	NONMINORITY	YAVAPAI, AZ
655	ROBINET INC DBA ARIZONA INK	NONMINORITY	PIMA, AZ
670	S C MADERA INC	NONMINORITY	MARICOPA, AZ
704	S Q P CONSTRUCTION & MANAGEMENT	NONMINORITY	MARICOPA, AZ
3190	SAFFORD TITLE AGENCY INC	NONMINORITY	GRAHAM, AZ
3197	SANDPIPER RENTALS INC	NONMINORITY	MARICOPA, AZ
3199	SANDS MOTOR CO	NONMINORITY	MARICOPA, AZ
3203	SCALE CENTER OF ARIZONA	NONMINORITY	MARICOPA, AZ
676	SERVICE WEST DELIVERY EXPRESS	NONMINORITY	MARICOPA, AZ
3223	SEXAUER	NONMINORITY	MARICOPA, AZ
3225	SHANNON CONSTRUCTION LLC	NONMINORITY	MARICOPA, AZ
3248	SMITH PRE CAST INC	NONMINORITY	MARICOPA, AZ
3252	SNYDER PROMOTIONAL PRODUCTS	NONMINORITY	MARICOPA, AZ
3268	SOUTHERN TRUCK EQUIPMENT INC	NONMINORITY	MARICOPA, AZ
3278	SOUTHWEST PRODUCTS CORP	NONMINORITY	MARICOPA, AZ
3283	SOUTHWEST TRAFFIC SYSTEMS INC	NONMINORITY	MARICOPA, AZ
3286	SOUTHWESTERN BUSINESS FORMS CO	NONMINORITY	MARICOPA, AZ
3287	SOUTHWESTERN RESOURCES LLC	NONMINORITY	MARICOPA, AZ
3288	SOUTHWESTERN SCALE CO INC	NONMINORITY	MARICOPA, AZ
3294	SPECIALTY LOADERS LLC	NONMINORITY	MARICOPA, AZ
3305	STABILIZER SOLUTIONS INC	NONMINORITY	MARICOPA, AZ
3320	SUN WEST AVIATION INC	NONMINORITY	PIMA, AZ
3321	SUN WEST CONTAINER CO	NONMINORITY	MARICOPA, AZ
3328	SUNSTATE EQUIPMENT CO LLC	NONMINORITY	MARICOPA, AZ
717	SUNSTATE INSTALLATIONS INC	NONMINORITY	MARICOPA, AZ
3331	SUPERIOR CLEANING EQUIPMENT	NONMINORITY	MARICOPA, AZ
3334	SUPERIOR SUPPLY INC	NONMINORITY	MARICOPA, AZ
3335	SUPERSTITION TRAILERS LLC	NONMINORITY	MARICOPA, AZ
3336	SUPREME OIL CO	NONMINORITY	MARICOPA, AZ
724	SWABS AZ INC	NONMINORITY	MARICOPA, AZ
747	T F VALDEZ CONSTRUCTION SUPPLY CO INC	HISPANIC AMERICAN	MARICOPA, AZ
3411	T L L ELECTRIC INC	NONMINORITY	GILA, AZ
394	THERESA ROBERTS INC	NONMINORITY WOMEN	MARICOPA, AZ
3397	THOMAS PIPE & SUPPLY CO	NONMINORITY	MARICOPA, AZ
3429	TRACTOR PARTS & SERVICES	NONMINORITY	MARICOPA, AZ
3453	TRI COUNTY MATERIALS INC	NONMINORITY	GRAHAM, AZ
3460	TRUCK WORKS INC	NONMINORITY	MARICOPA, AZ
3465	TUBE SERVICE CO	NONMINORITY	MARICOPA, AZ
3466	TUBELITE CO INC	NONMINORITY	MARICOPA, AZ
3468	TUCSON DODGE	NONMINORITY	PIMA, AZ
3469	TUCSON READY MIX INC	NONMINORITY	PIMA, AZ
3470	TUCSON TRACTOR CO	NONMINORITY	PIMA, AZ
3491	UNION DISTRIBUTING CO	NONMINORITY	PIMA, AZ
791	VENTURE ENTERPRISES	NONMINORITY	MARICOPA, AZ
3542	VERMEER SALES SOUTHWEST INC	NONMINORITY	MARICOPA, AZ
3546	VICTORY STEEL SUPPLY INC	NONMINORITY	MARICOPA, AZ
1715	W A MORRIS SAND & GRAVEL CO	NONMINORITY	GRAHAM, AZ
3565	WALSH BROTHERS	NONMINORITY	PIMA, AZ
3593	WESTERN STATES PETROLEUM	NONMINORITY	MARICOPA, AZ

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ID	CLEAN NAME	ETHNICITY	COUNTY_ST
3602	WHITE MOUNTAIN READY MIX LLC	NONMINORITY	NAVAJO, AZ
3603	WHITE MOUNTAIN ROCK PRODUCTS	NONMINORITY	NAVAJO, AZ
3606	WILBUR ELLIS CO	NONMINORITY	MARICOPA, AZ
804	WILLIAMS GROUP	NONMINORITY	PIMA, AZ
3614	WOODRUFF CONSTRUCTION	NONMINORITY	MARICOPA, AZ
812	WRIGHT CHOICE PROMOTIONS	NONMINORITY	MARICOPA, AZ
3629	XPEDX	NONMINORITY	MARICOPA, AZ
813	YALE ELECTRIC WEST INC	NONMINORITY	MARICOPA, AZ
3636	YORK DISTRIBUTORS	NONMINORITY	MARICOPA, AZ
3637	YORK MOTORS INC	NONMINORITY	YAVAPAI, AZ

APPENDIX C:
REGRESSION ANALYSIS

APPENDIX C: REGRESSION ANALYSIS

Whereas **Sections 5.1** and **5.2** reported findings of disparity and nondisparity related to the utilization of vendors in the state of Arizona procurement activities according to selected race, ethnicity, and gender categories, this section reports findings from a telephone survey of a sample of 524¹ firms representative of the state of Arizona vendors examined in the study to assess race, ethnicity, and gender effects on vendor revenue during the 2007 tax year. To determine these effects, MGT applied a multivariate regression model to survey findings.

There are two key questions for consideration in this analysis. Do minority and woman-owned firms tend to earn significantly less revenue than firms owned by nonminority males? If “yes,” are their lower revenues due to race or gender status or to other factors?

Case law and social science research provide some guidance for addressing these questions. From research literature, it is known that in addition to race and gender, factors such as firm capacity, owner experience, and education bear a relation to a firm’s gross revenues. When multiple factors come into play, sometimes a multivariate statistical analysis can improve our understanding of more complex relationships among factors affecting company earnings. In this study, MGT employed linear regression to analyze variables, including race and gender, which can affect a firm’s success.

C.1 An Overview of Multivariate Regression and Description of Analytical Model

Multivariate regression was employed to examine the influence of selected company and business characteristics—especially owner race and gender—on 2007 gross revenues reported by 524 companies participating in a telephone survey administered from May 23 to June 27 2008. For this analysis, gross revenue was the dependent variable, or the variable to be explained by the presence, absence, or strength of “selected characteristics” variables, known as “independent” or “explanatory” variables.

Since disparity analysis is an established domain of research, the independent company characteristics variables selected for this study an extensive review of disparity study research literature. Most economic studies of discrimination are based on the seminal work of Nobel Prize recipient Gary Becker, “*The Economics of Discrimination*.”² Becker was the first to define discrimination in financial and economic terms. Since Becker, labor economists and statistical researchers have adopted a standard in disparity study research of using company earnings, or revenue, as the dependent variable in race and gender discrimination analysis.³ Comparable worth studies have also proposed regression models using gross revenue as the dependent variable for policy analysis,⁴

¹ In order to provide an accurate and complete regression analysis some responses had to be removed. For example if a person surveyed did not answer the revenue or race question, this response was removed. This number reflects those changes.

² Becker, Gary. 1971, second edition. “*The Economics of Discrimination*.” The University of Chicago Press, Chicago, p. 167.

³ “Race and Gender Discrimination Across Urban Labor Markets,” 1996. Ed. Susan Schmitz. Garland Publishers, New York, New York, p. 184.

⁴ Gunderson, Morley. 1994. “Male-Female Wage Differentials and Policy Responses.” In “Equal Employment Opportunity: Labor Market Discrimination and Public Policy,” pp.207-227.

and the U.S. Department of Commerce employs regression analysis (included in 48 CFR 19) to establish price evaluation adjustments for small disadvantaged businesses in federal procurement programs.⁵

The Regression Model Variables

Timothy Bates⁶ used at least five general determinants, including firm capacity, managerial ability, manager/owner experience, and demographic characteristics such as race and gender, to explain statistical variations in firm gross revenues. These are elaborated below in terms of the dependent/independent variable relationship regression seeks to resolve.

Dependent Variable

For this analysis, the dependent variable (the variable to be explained by the independent variables in the model) was defined operationally as “firm 2007 gross revenues.” Ideally, this variable is measured as the exact dollar figure for gross revenues. However, years of experience in conducting information and opinion surveys with companies have shown us that firms tend to be reluctant to release precise dollar figures, but more responsive when inquiries about earnings are presented as a dollar range. Accordingly, to encourage greater participation in this study’s telephone survey, nine company gross revenue categories were defined, ranging from Category 1, “Up to \$50,000” to Category 9, “More than \$10 million.”

Independent Variables

The independent (i.e., explanatory) variables were those characteristics hypothesized as contributing to the variation in the dependent variable (2007 gross revenues). For this study, independent variables included:

- *Number of full-time employees*—The more employees a company has, the greater product volume it is likely to have to generate higher revenues.
- *Owner’s years of experience*—The longer a company owner has been in a particular business, the more likely it is that the owner has knowledge of how to acquire contracts and the skills and experience to succeed in that business.
- *Owner’s level of education*—The research literature consistently reports a positive relationship between education and level of income.
- *Age of company*—It is argued that a company’s longevity is an indicator of both success and owner managerial ability.
- *Race/Ethnic group/gender of firm owners*—The proposition to be tested was whether there is a statistically significant relationship between race/ethnicity/gender of minority firm owners and firm revenue. In the analysis,

⁵“Federal Acquisition Regulations for Small Disadvantaged Businesses; Notice and Rules.” June 30, 1998. Memorandum for Office of Federal Procurement Policy, Economic and Statistics Administration, Department of Commerce.

⁶Bates, Timothy. “The Declining Status of Minorities in the New York City Construction Industry.” Reprinted from *Economic Development Quarterly*, Vol. 12., No. 1, February 1998, pp. 88-100.

the category “Non-M/WBE” served as a reference group against which all other race and gender groups were compared.

Finally, since companies tend to be organized around a business concentration (for example, Professional Services, Goods and Supplies, and Other Services), type of business was introduced as a moderator variable to determine if the model, given adequate sample size, behaved differently as a predictor of gross revenue when respondents’ line of business was considered.

Participants’ responses to the survey provided the data to examine the relative importance of these factors. The operational relationship between these constructs (i.e., firm capacity, capability, experience, race, and gender) and measures derived from survey items is presented in **Exhibit C-1**.

**EXHIBIT C-1
MODEL CONSTRUCTS, VARIABLES, AND MEASURES**

Model Constructs	Variables	Measures
<i>Capacity</i>	Number of Employees	Number of Full-time and Part-time Employees Reported
	Private Contracting	% Total Revenue from Private Sources
<i>Owner's Managerial Ability</i>	Owner's Education	Level of Education (From “Some High School” to “Postgraduate Degree”)
	Owner's Experience	Years of Experience
	Company Age	2003 Minus Reported “Year Of Establishment”
<i>Demographics</i>	Business Owner Groups	African American, Hispanic American, Asian American, Native American, Nonminority Woman, and Non-M/WBE Firms
	Sex of Company Owner	Sex of Company Majority Owner or Shareholder

Source: OOCEA, Telephone Survey Data methodology.

Exploring Variable Relationships: How Regression Analysis Works

Multiple regression analysis permits simultaneous examination not only of the effects on the dependent variable of all independent variables in the multivariate model, but also the effect of each unique variable (i.e., controlling for the effects of the other independent variables in the equation). The effect of each predictor (independent) variable on the dependent variable is expressed as the magnitude of the change in the dependent variable (Y) for each unit change in the independent variable (X) plus an error term, ϵ . Since the independent variable is never a perfect predictor of the dependent variable—that is, X is expressed as an imperfect predictor of Y such that one unit change in X never leads to one unit change in Y— ϵ is postulated to acknowledge the residual change in the value of Y that X cannot explain.

The goal in sound regression modeling, therefore, is to minimize residual values associated with the independent variables and to maximize their explanatory power. In other words, a good model that seeks to explain what causes revenue earnings, in this case, will hypothesize a combination of independent variables based on solid research findings having sufficient explanatory power to account for case-by-case differences in

company revenue, while minimizing that portion of variation in revenue values that the independent variable cannot explain (i.e., minimizing the difference between Y values predicted by the X's in the model and *actual* Y values).

C.2 Assessing Variables in the Model

As suggested earlier, in a model with multiple independent, or predictor, variables, the effect of each individual independent variable is expressed as the expected change in the dependent variable (Y) for each unit change in the independent variable (X), holding constant, or controlling for, the values of all the other independent variables (the effect on Y of the other X's in the equation). When X and Y values are plotted on a graph, linear regression attempts to find a straight line of best fit (also known as the least-squares line) that minimizes the differences between actual Y and predicted Y values as a function of X. The slope of this line represents the statistical relationship between the predicted values of Y based on X. The point at which this regression line crosses the Y axis (otherwise known as the constant) represents the predicted value of Y when X = 0. If the effect of X on Y is determined to be statistically significant (e.g., a significance level of $p < 0.05$ asserts that the calculated relationship between X and Y could occur due to chance only 5 times in 100), it can be asserted that X may indeed play a role in determining the value of Y (in the case of this study, company revenues). For example, if the slope coefficient of the variable representing one of the specific racial groups is determined to be statistically significant, then, all other things being equal, the hypothesis that race of the owner of a firm affects the annual revenue of the firm has only a 5 percent chance of being false. In disparity research, theory asserts that the negative effect of race on revenue earnings associated with being a minority-owned business is likely a product of discrimination.

Multivariate Regression Model

Mathematically, the multivariate linear regression model is expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \dots + \varepsilon$$

- Where:
- Y = annual firm gross revenues
 - β_0 = the constant, representing the value of Y when $X_i = 0$
 - β_i = coefficient representing the magnitude of X_i 's effect on Y
 - X_i = the independent variables, such as capacity, experience, managerial ability, race, and gender.
 - ε = the error term, representing the variance in Y unexplained by X_i

This equation describes the hypothesized relationship between the dependent variable and the independent variables and was used to test the hypothesis that there is no difference in 2007 revenue earnings for MBE firms when compared with non-M/WBE firms. Traditionally, the hypothesis of no difference (known as the null hypothesis) is represented as: $H_0 : Y_1 = Y_2$

We can reject the null hypothesis if the analysis indicates that race and gender have been found to affect firm revenue (i.e., $H_1 : Y_1 \neq Y_2$, the alternate hypothesis). Results are statistically significant if it is determined that the probability of achieving this difference due to chance was less than 5 in 100 (i.e., $p < .05$).

Multivariate Regression Model Results

The regression model tested the effects of selected demographic and business characteristic variables on revenue earnings elicited from firms participating in the study, according to the following categories:⁷

1 = Up to \$50,000	4 = \$300,001 to \$500,000	7 = \$3,000,001 to \$5,000,000
2 = \$50,001 to \$100,000	5 = \$500,001 to \$1 million	8 = \$5,000,001 to \$10 million
3 = \$100,001 to \$300,000	6 = \$1,000,001 to \$3 million	9 = Over \$10 million

The tests for multicollinearity among independent variables and variance inflation due to outlier observations revealed no substantive problems with the data.⁸ Initial analyses also determined that one independent variable, *Percentage of Business in the Private Sector*, made no substantive contribution to the model, and was, therefore, removed. These adjustments yielded values for the variables listed in **Exhibit C-2**.

⁷ Despite the ordinal nature of the dependent variable, findings are reported based on a linear regression analysis; specifically, OLS. Menard (1995) notes this as an acceptable and common practice, “particularly when the dependent variable has five or more [ordered] categories. Since this [OLS] is probably the easiest approach for readers to understand, sometimes other approaches are tried, just to confirm that the use of OLS does not...distort the findings.” In this case, the nine categories of revenue were also analyzed using ordered Logit (SPSS 11.5), with nearly identical findings to those achieved with OLS with respect to magnitude of effect of the independent variables and both sign and significance. For further discussion, see Menard, S., “Applied logistic regression analysis,” (*Sage university papers series. Quantitative applications in the social sciences*; no. 07-106), Thousand Oaks, Calif.: Sage Publications, 1995.

⁸ Multicollinearity refers to excessive intercorrelation among the independent variables in a multiple regression model, which obscures the effect of each on the dependent variable to the extent that they behave as one variable and may measure two highly correlated components of the same theoretical factor. Outliers are observations in a data set that are substantially different from the bulk of the data, perhaps because of a data entry error or some other cause that would reasonable explain a data anomaly.

**EXHIBIT C-2
THE STATE OF ARIZONA TELEPHONE SURVEY DATA
RESULTS OF REGRESSION ANALYSIS**

Coefficients			
	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	5.322	0.537	
African Americans (n=51)	-1.485	0.423	-0.197
Hispanic Americans (n=106)	-0.923	0.349	-0.168
Asian Americans (n=29)	-0.862	0.472	-0.093
Native Americans (n=24)	-0.826	0.522	-0.079
Nonminority Females (n=155)	-1.387	0.296	-0.282
Company Age	0.051	0.009	0.301
Number of Employees	0.001	0.000	0.154
High School	0.010	0.507	0.001
Some College	-0.214	0.326	-0.037
College Degree	-0.200	0.255	-0.043
Owner's Years of Experience	0.008	0.012	0.031
Special Trade	-0.027	0.420	-0.004
Professional Services	-0.768	0.321	-0.168
General/Personal Services	-0.897	0.412	-0.126
Supplies and Equipment	-0.220	0.469	-0.026

Source: The state of Arizona telephone survey.
Bold type indicates statistically significant results ($p \leq .05$).

Results

- The model testing the effects of the variables listed in **Exhibit 5-14** on revenue reported by companies participating in the telephone survey explained 19.0 percent of the variance of the revenue variable ($R^2_j = 0.285$, $F = 9.056$, $df = 15,341$, $p \leq .000$).
- When controlling for the effects of variables related to company demographics (i.e., company capacity, ownership level of education and experience), M/WBE status had a negative effect on 2007 company earnings of all minority groups.
- Among the company characteristics variables, other than M/WBE status revenue for all groups increased as a function of owner's experience and number of employees.
- Industry type of firm ownership had no significant impact on company revenues, except in professional services and general/personal services.

Deriving Predicted Revenue for Race/Gender/Ethnicity Categories

To derive predicted revenue categories for each race/ethnicity/gender group, values from **C-2** were inserted into the regression model. The following equation illustrates how

predicted revenue would be calculated for an African American in the Professional Services business category⁹

Gross Revenues = 5.322 – 1.485 African American + 0.051 Company Age + 0.001 Number of Employees + 0.010 High School - 0.0214 Some College - 0.200 College Degree + 0.008 Owner’s Experience – 0.768 Professional Services.

For instance, using **Exhibit C-3** below to interpret the effect of race/ethnicity/gender on predicted gross revenue for an African American in the Professional Services, holding all other variables constant, we would add the value of the constant (5.322) to the coefficient value for an African American (–1.485) and the Professional Services business category (-0.768) to obtain a predicted revenue value of 3.070 (rounded to 3, representing the category “\$100,001 to \$300,000”). Similarly, to derive the effect of race/ethnicity/gender on predicted gross revenue for an African American in the Supplies and Equipment Services, holding all other variables constant, we would simply note the value of the constant (3.617, rounded to 4, representing the category “\$300,001 to \$500,000”).

**EXHIBIT C-3
GROSS REVENUE CATEGORIES FROM TELEPHONE SURVEY**

Race/Ethnicity/Gender	Overall	Building Construction	Special Trade	Professional Services	General/Personal Services	Supplies and Equipment
Nonminority Males (n=127)	4	5	5	5	4	5
African Americans (n=51)	3	4	4	3	3	4
Hispanic Americans (n=106)	4	4	4	4	4	4
Asian Americans (n=29)	4	4	4	4	4	4
Native Americans (n=24)	4	4	4	4	4	4
Nonminority Females (n=155)	3	4	4	3	3	4

Gross Revenue Categories:		
1 = Up to \$50,000	4 = \$300,001 to \$500,000	7 = \$3,000,001 to \$5 million
2 = \$50,001 to \$100,000	5 = \$500,001 to \$1 million	8 = \$5,000,001 to \$10 million
3 = \$100,001 to \$300,000	6 = \$1,000,001 to \$3 million	9 = Over \$10 million

Summary of Survey Findings

With regard to the positive significant effects of the non-race/ethnicity/gender variables-- company age and number of employees—it would be expected that a firm’s revenue might be positively related to its size and age, supporting the logical conclusion that larger, more established firms tend to do more business. However, even when these impacts were considered, M/WBE firms responding to the telephone survey earned significantly less revenue in 2007 than did their non-M/WBE counterparts, supporting the conclusion that M/WBE status is negatively related to earnings when compared with earnings for non-M/WBEs.

⁹ To derive coefficients for the race, ethnicity, and gender categories, the “Non-M/WBE” category was used as the reference variable, coded as value “0.”

APPENDIX D:
PUMS REGRESSION ANALYSIS

APPENDIX D STATE OF ARIZONA PUMS REGRESSION ANALYSIS

EXHIBIT D-a RESULTS OF LOGISTIC REGRESSION EXPLANATION OF RESULTS AND VARIABLES

Logistic Regression Output

Below, variable names and operational definitions are provided. When interpreting **Exhibits D-1 to D-5**, the third column— Exp (B) — is the most informative index with regard to the influence of the independent variables on the likelihood of being self-employed. From the inverse of this value, we can interpret a likelihood value of its effect on self-employment. For example the Exp (B) for an African American is .405, from **Exhibit D-1**, the inverse of this is 2.47. This means that a nonminority male is 2.47 times more likely to be self-employed than an African American. Columns A and B are reported as a matter of convention to give the reader another indicator of both the magnitude of the variable's effect and the direction of the effect (“-“ suggests the greater the negative B value the more it depresses the likelihood of being self-employed, and vice versa for a positive B value. It is noteworthy that theoretically “race-neutral” variables (e.g., marital status) tend to impact the likelihood of self-employment positively and that the race/ethnicity/gender variables, in general, tend to have a negative effect on self-employment.

Variables

Race, ethnicity, and gender indicator variables:

- African American
- Asian American
- Hispanic American
- Native American
- Sex: Nonminority woman or not

Other indicator variables:

- Marital Status: Married or not
- Age
- Age²: age squared. Used to acknowledge the positive, curvilinear relationship between each year of age and self-employment.
- Disability: Individuals self-reported health-related disabilities.
- Tenure: Owns their own home
- Value: Household property value.
- Mortgage: Monthly total mortgage payments.
- Unearn: Unearned income, such as interests and dividends.
- Resdinc: Household income less individuals personal income.
- P65: Number of individuals over the age of 65 living in the household.
- P18: Number of children under the age of 18 living in the household.
- Some College: Some college education
- College Graduate: College degree
- More than College: Professional or graduate degree

EXHIBIT D-1
RESULTS OF LOGISTIC REGRESSION
OVERALL

State of Arizona			
	B	Sig.	Exp (B)
African American	-0.905	0.000	0.405
Hispanic American	-0.755	0.000	0.470
Asian American	-0.293	0.001	0.746
Native American	-1.263	0.000	0.283
Sex (1=Female)	-0.836	0.000	0.434
Marital Status (1=Married)	0.088	0.006	1.092
Age	0.105	0.000	1.111
Age ²	-0.001	0.000	0.999
Disability (1=Yes)	0.010	0.794	1.010
Tenure (1=Yes)	0.294	0.000	1.342
Value	0.037	0.000	1.038
Mortgage	0.000	0.000	1.000
Unearn	0.000	0.003	1.000
Resdinc	0.000	0.246	1.000
P65	-0.112	0.019	0.894
P18	0.062	0.000	1.064
Some College (1=Yes)	0.006	0.863	1.006
College Graduate (1=Yes)	-0.052	0.200	0.950
More than College (1=Yes)	0.136	0.003	1.146
Number of Observations	62822		
Chi-squared statistic (df=19)	3170.498		
Log Likelihood	-40214.6		

Note: **BOLD** Statistically significant at p < .05.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

EXHIBIT D-2
RESULTS OF LOGISTIC REGRESSION
CONSTRUCTION

State of Arizona			
	B	Sig.	Exp (B)
African American	-0.668	0.021	0.512
Hispanic American	-0.779	0.000	0.459
Asian American	-0.586	0.139	0.557
Native American	-1.144	0.000	0.318
Sex (1=Female)	-0.640	0.000	0.527
Marital Status (1=Married)	0.209	0.004	1.233
Age	0.151	0.000	1.163
Age ²	-0.001	0.000	0.999
Disability (1=Yes)	-0.092	0.252	0.912
Tenure (1=Yes)	0.294	0.005	1.342
Value	0.043	0.000	1.044
Mortgage	0.000	0.276	1.000
Uearn	0.000	0.911	1.000
Resdinc	0.000	0.853	1.000
P65	-0.145	0.243	0.865
P18	0.046	0.055	1.047
Some College (1=Yes)	0.175	0.010	1.191
College Graduate (1=Yes)	-0.025	0.802	0.975
More than College (1=Yes)	0.251	0.108	1.285
Number of Observations	8904		
Chi-squared statistic (df=19)	701.0326		
Log Likelihood	-7329		

Note: **BOLD** Statistically significant at p < .05.
 Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.
 Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

**EXHIBIT D-3
RESULTS OF LOGISTIC REGRESSION
PROFESSIONAL SERVICES**

State of Arizona			
	B	Sig.	Exp (B)
African American	-1.329	0.000	0.265
Hispanic American	-1.407	0.000	0.245
Asian American	-0.799	0.000	0.450
Native American	-1.852	0.000	0.157
Sex (1=Female)	-1.519	0.000	0.219
Marital Status (1=Married)	-0.189	0.012	0.828
Age	0.088	0.003	1.092
Age ²	-0.001	0.054	0.999
Disability (1=Yes)	0.057	0.567	1.058
Tenure (1=Yes)	0.396	0.001	1.486
Value	0.031	0.000	1.031
Mortgage	0.000	0.000	1.000
Unearn	0.000	0.294	1.000
Resdinc	0.000	0.153	1.000
P65	0.015	0.890	1.015
P18	0.101	0.000	1.106
Some College (1=Yes)	0.222	0.078	1.248
College Graduate (1=Yes)	0.537	0.000	1.711
More than College (1=Yes)	1.180	0.000	3.256
Number of Observations	18656		
Chi-squared statistic (df=19)	1665.91		
Log Likelihood	-7983.46		

Note: **BOLD** Statistically significant at p < .05.
 Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.
 Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

EXHIBIT D-4
RESULTS OF LOGISTIC REGRESSION
OTHER SERVICES

State of Arizona			
	B	Sig.	Exp (B)
African American	-0.514	0.000	0.598
Hispanic American	-0.425	0.000	0.654
Asian American	0.074	0.548	1.077
Native American	-1.071	0.000	0.343
Sex (1=Female)	-0.183	0.000	0.832
Marital Status (1=Married)	0.159	0.001	1.173
Age	0.104	0.000	1.110
Age ²	-0.001	0.000	0.999
Disability (1=Yes)	0.012	0.825	1.012
Tenure (1=Yes)	0.094	0.223	1.099
Value	0.047	0.000	1.049
Mortgage	0.000	0.056	1.000
Unearn	0.000	0.141	1.000
Resdinc	0.000	0.579	1.000
P65	-0.112	0.115	0.894
P18	0.045	0.012	1.046
Some College (1=Yes)	0.092	0.060	1.097
College Graduate (1=Yes)	0.040	0.526	1.040
More than College (1=Yes)	-0.270	0.001	0.763
Number of Observations	21114		
Chi-squared statistic (df=19)	1043.439		
Log Likelihood	-16119.1		

Note: **BOLD** Statistically significant at p < .05.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

EXHIBIT D-5
RESULTS OF LOGISTIC REGRESSION
GOODS AND SUPPLIES

State of Arizona			
	B	Sig.	Exp (B)
African American	-0.835	0.005	0.434
Hispanic American	-0.534	0.000	0.586
Asian American	-0.022	0.918	0.978
Native American	-0.498	0.078	0.608
Sex (1=Female)	-0.390	0.000	0.677
Marital Status (1=Married)	0.090	0.257	1.094
Age	0.082	0.004	1.086
Age ²	-0.001	0.104	0.999
Disability (1=Yes)	-0.013	0.892	0.987
Tenure (1=Yes)	0.444	0.000	1.559
Value	0.043	0.000	1.044
Mortgage	0.000	0.058	1.000
Unearn	0.000	0.057	1.000
Resdinc	0.000	0.081	1.000
P65	-0.193	0.108	0.824
P18	0.023	0.448	1.024
Some College (1=Yes)	0.177	0.026	1.194
College Graduate (1=Yes)	0.407	0.000	1.502
More than College (1=Yes)	0.396	0.008	1.486
Number of Observations	14148		
Chi-squared statistic (df=19)	536.6585		
Log Likelihood	-7060.61		

Note: **BOLD** Statistically significant at p < .05.
 Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.
 Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

**EXHIBIT D-b
RESULTS OF LINEAR REGRESSION
EXPLANATION OF RESULTS AND VARIABLES**

Linear Regression Output

Below, variable names and operational definitions are provided. When interpreting the linear regression **Exhibits D-6 to D-10**, the first column— Unstandardized B — is the most informative index with regard to the influence of the independent variables on the earnings of a self-employed individual. Each number in this column represents a percent change in earnings. For example the corresponding number for an African American is -.413, from **Exhibit D-6**, meaning that an African American will earn 41.3 percent less than a nonminority male. The other four columns are reported in order to give the reader another indicator of both the magnitude of the variable's effect and the direction of the effect. Std. Error reports the standard deviation in the sampling distribution. Standardized B reports the standard deviation change in the dependent variable from on standard deviation increase in the independent variable. The t and Sig. columns simply report the level and strength of a variable's significance.

Variables

Race, ethnicity and gender indicator variables:

- African American
- Asian American
- Hispanic American
- Native American
- Nonminority Woman

Other indicator variables:

- Marital Status: Married or not
- Disability: Individuals self-reported health-related disabilities.
- Age
- Age²: age squared. Used to acknowledge the positive, curvilinear relationship between each year of age and self-employment.
- Speaks English Well: Person's ability to speak english if not a native speaker.
- Some College: Some college education
- College Graduate: College degree
- More than College: Professional or graduate degree

EXHIBIT D-6
RESULTS OF LINEAR REGRESSION
OVERALL

State of Arizona					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-0.413	0.084	-0.055	-4.946	0.000
Hispanic American	-0.356	0.038	-0.128	-9.351	0.000
Asian American	-0.250	0.070	-0.041	-3.548	0.000
Native American	-0.456	0.085	-0.060	-5.342	0.000
Nonminority Women (1=Female)	-0.358	0.025	-0.165	-14.344	0.000
Marital Status (1=Married)	0.179	0.023	0.087	7.741	0.000
Disability (1=Yes)	-0.071	0.029	-0.028	-2.450	0.014
Age	0.060	0.009	0.628	6.520	0.000
Age ²	-0.001	0.000	-0.604	-6.283	0.000
Speaks English Well (1=Yes)	-0.038	0.034	-0.015	-1.129	0.259
Some College (1=Yes)	0.164	0.026	0.085	6.424	0.000
College Graduate (1=Yes)	0.444	0.030	0.191	14.738	0.000
More than College (1=Yes)	0.779	0.033	0.302	23.740	0.000
Constant	8.944	0.200		44.693	0.000

Note: **BOLD** Statistically significant at p < .05.
Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

**EXHIBIT D-7
RESULTS OF LINEAR REGRESSION
CONSTRUCTION**

State of Arizona					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-0.529	0.211	-0.063	-2.503	0.012
Hispanic American	-0.161	0.072	-0.071	-2.243	0.025
Asian American	-0.115	0.283	-0.010	-0.407	0.684
Native American	-0.165	0.149	-0.028	-1.107	0.268
Nonminority Women (1=Female)	-0.219	0.078	-0.071	-2.805	0.005
Marital Status (1=Married)	0.174	0.048	0.091	3.600	0.000
Disability (1=Yes)	-0.154	0.057	-0.069	-2.716	0.007
Age	0.043	0.018	0.488	2.329	0.020
Age ²	0.000	0.000	-0.434	-2.072	0.038
Speaks English Well (1=Yes)	-0.068	0.072	-0.029	-0.936	0.349
Some College (1=Yes)	0.103	0.046	0.062	2.251	0.025
College Graduate (1=Yes)	0.401	0.065	0.166	6.145	0.000
More than College (1=Yes)	0.472	0.100	0.124	4.732	0.000
Constant	9.281	0.404		22.964	0.000

Note: **BOLD** Statistically significant at p < .05.
 Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

**EXHIBIT D-8
RESULTS OF LINEAR REGRESSION
PROFESSIONAL SERVICES**

State of Arizona					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-0.564	0.200	-0.070	-2.813	0.005
Hispanic American	-0.341	0.121	-0.079	-2.812	0.005
Native American	0.174	0.161	0.028	1.080	0.280
Asian American	-0.312	0.241	-0.032	-1.294	0.196
Nonminority Women (1=Female)	-0.478	0.059	-0.210	-8.140	0.000
Marital Status (1=Married)	0.255	0.056	0.114	4.521	0.000
Disability (1=Yes)	-0.126	0.081	-0.039	-1.553	0.121
Age	0.118	0.023	1.111	5.038	0.000
Age ²	-0.001	0.000	-1.099	-4.992	0.000
Speaks English Well (1=Yes)	-0.040	0.087	-0.013	-0.467	0.640
Some College (1=Yes)	0.121	0.106	0.048	1.141	0.254
College Graduate (1=Yes)	0.441	0.104	0.195	4.234	0.000
More than College (1=Yes)	0.743	0.099	0.378	7.479	0.000
Constant	7.846	0.526		14.914	0.000

Note: **BOLD** Statistically significant at p < .05.
 Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

**EXHIBIT D-9
RESULTS OF LINEAR REGRESSION
OTHER SERVICES**

State of Arizona					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-0.287	0.110	-0.046	-2.606	0.009
Hispanic American	-0.410	0.055	-0.167	-7.480	0.000
Asian American	-0.353	0.093	-0.070	-3.792	0.000
Native American	-0.672	0.127	-0.094	-5.300	0.000
Nonminority Women (1=Female)	-0.298	0.035	-0.157	-8.502	0.000
Marital Status (1=Married)	0.131	0.033	0.069	3.912	0.000
Disability (1=Yes)	0.006	0.041	0.003	0.150	0.881
Age	0.053	0.013	0.609	4.004	0.000
Age ²	-0.001	0.000	-0.580	-3.820	0.000
Speaks English Well (1=Yes)	-0.040	0.050	-0.017	-0.811	0.417
Some College (1=Yes)	0.197	0.036	0.111	5.487	0.000
College Graduate (1=Yes)	0.412	0.044	0.184	9.266	0.000
More than College (1=Yes)	0.386	0.061	0.119	6.336	0.000
Constant	9.027	0.288		31.378	0.000

Note: **BOLD** Statistically significant at p < .05.
 Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

**EXHIBIT D-10
RESULTS OF LINEAR REGRESSION
GOODS AND SUPPLIES**

State of Arizona					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-0.456	0.246	-0.055	-1.858	0.063
Hispanic American	-0.413	0.094	-0.150	-4.398	0.000
Asian American	-0.467	0.173	-0.083	-2.700	0.007
Native American	-0.439	0.228	-0.057	-1.927	0.054
Nonminority Women (1=Female)	-0.386	0.062	-0.190	-6.273	0.000
Marital Status (1=Married)	0.147	0.059	0.075	2.503	0.012
Disability (1=Yes)	-0.078	0.074	-0.032	-1.053	0.292
Age	0.015	0.023	0.168	0.636	0.525
Age ²	0.000	0.000	-0.155	-0.589	0.556
Speaks English Well (1=Yes)	0.033	0.080	0.013	0.411	0.682
Some College (1=Yes)	0.110	0.063	0.062	1.767	0.078
College Graduate (1=Yes)	0.277	0.073	0.134	3.820	0.000
More than College (1=Yes)	0.450	0.112	0.126	4.012	0.000
Constant	10.039	0.515		19.498	0.000

Note: **BOLD** Statistically significant at p < .05.
 Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

APPENDIX E:
TELEPHONE SURVEY OF AREA
BUSINESSES

**APPENDIX E
TELEPHONE SURVEY OF AREA BUSINESSES
FOR THE
ARIZONA DEPARTMENT OF TRANSPORTATION
DISPARITY STUDY**

INTERVIEW STATS

Interviewer ID _____	Date of Interview _____
Time Started _____	Time Ended _____
Name of Contact _____ Owner _____ Manager _____ Other _____	

INTRODUCTION/SCREENER

Hello. My name is _____ from _____, an opinion research firm based in _____. We are conducting a survey to determine the business climate in the State of Arizona' Department of Transportation. Is this _____ (Company's name)?

IF YES, CONTINUE. IF NO, THANK AND HANG UP.

May I speak with the owner please?

IF OWNER IS PUT ON THE LINE:
⇒ CONTINUE WITH INTRODUCTION

IF TRANSFERRED TO ANOTHER PARTY:
⇒ DETERMINE IF PARTY CAN ANSWER QUESTIONS CONCERNING OWNERSHIP. IF SO, CONTINUE WITH INTRODUCTION. IF NOT, MAKE ARRANGEMENTS TO CALL BACK WHEN THE OWNER MAY BE AVAILABLE AND LEAVE TELEPHONE NUMBER.

IF NOBODY IS AVAILABLE TO ANSWER QUESTIONS:
⇒ SCHEDULE CALL BACK DATE AND TIME

We have been asked by ADOT to contact area businesses to get their opinions about the business climate in Arizona. Your company's name and phone number has been provided to us by ADOT, and through our research, to help ADOT learn more about local businesses so they can better respond to local business needs. Your responses will be kept confidential and tabulated in combination with the results of other businesses. I wonder if I might ask you a few questions. It will only take 5 to 10 minutes.

IF NO: SCHEDULE CALLBACK APPOINTMENT IF POSSIBLE

IF YES: THANK THEM FOR THEIR TIME AND BEGIN WITH Q1

CALL BACK AT: _____ AM/PM DATE: _____

BEGIN QUESTIONS

BUSINESS PROFILE

Q1. Which ONE of the following is your company's primary line of business?

READ LIST

- ¹ Construction (general contractor) – Specify _____
- ² Special Trade Contractor (electrical, painting, heavy construction, etc.) – Specify _____
- ³ Professional Services – Specify _____
- ⁴ General/Personal Services (security, training, maintenance, etc.) – Specify _____
- ⁵ Supplies and Equipment (small procurement items) Specify _____
- ⁻⁹ No Response _____

Q2. In what year was your company established? _____
If DK, Code as 9999

Q3. Excluding yourself (if owner), on average, how many employees does your company keep on the payroll, including full-time and part-time staff?
If DK, Code as 999999
6 digits
_____ Number of Employees

Q4. Excluding yourself (if owner), on average, how many minority employees does your company keep on the payroll, including full-time and part-time staff?
If DK, Code as 999999
6 digits
_____ Number of Employees

Q5. Is more than 51 percent of your company owned and controlled by a woman or women?
_____ ¹ Yes _____ ² No _____ ⁻⁹ No Response

Q6. Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:
NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.
READ LIST

- ⁰ Caucasian
- ¹ African American
- ² Asian or Pacific Islander
- ³ Hispanic American
- ⁴ Native American/Alaskan Native
- ⁻⁹ No Response

Q7. What is the highest level of education completed by the owner of your company? Would you say:

READ LIST

- | | |
|--|--|
| <input type="checkbox"/> ¹ Some high school | <input type="checkbox"/> ⁴ Some college |
| <input type="checkbox"/> ² High school graduate | <input type="checkbox"/> ⁵ College degree |
| <input type="checkbox"/> ³ Trade or technical education | <input type="checkbox"/> ⁶ Post graduate degree |
| | <input type="checkbox"/> ⁹ No response |

Q8. How many years of experience in your company's business line does the primary owner of your firm have?

2 digits

99 For DK

_____ Years

Q9. Which of the following categories best approximates your company's gross revenues for calendar year 2006?

READ LIST

- | | | |
|---|--|---|
| <input type="checkbox"/> ¹ Up to \$50,000? | <input type="checkbox"/> ⁵ \$500,001 to \$1,000,000? | <input type="checkbox"/> ¹⁰ Over \$10 million? |
| <input type="checkbox"/> ² \$50,001 to \$100,000? | <input type="checkbox"/> ⁶ \$1,000,001 to \$3,000,000? | <input type="checkbox"/> ⁹ No Response |
| <input type="checkbox"/> ³ \$100,001 to \$300,000? | <input type="checkbox"/> ⁷ \$3,000,001 to \$5,000,000? | |
| <input type="checkbox"/> ⁴ \$300,001 to \$500,000? | <input type="checkbox"/> ⁸ \$5,000,001 to \$10,000,000? | |

Q10. Are you required to have bonding for the type of work your company bids?

- Yes No, Skip to Q11 DK, Skip to Q11

Q10a. What is your current aggregate bonding limit?

- () Below \$100,000
- () \$100,001 to \$500,000
- () \$500,001 to \$1,000,000
- () \$1,000,001 to \$1,500,000
- () Over \$1,500,000
- () Not Applicable
- () None

Q10b. What is your current single project bonding limit?

- () Below \$100,000
- () \$100,001 to \$500,000
- () \$500,001 to \$1,000,000
- () \$1,000,001 to \$1,500,000
- () Over \$1,500,000
- () Not Applicable
- () None

CONDUCTING BUSINESS AS A PRIME CONTRACTOR OR VENDOR

Q11. Since July 1, 2002, how many times has your company, submitted bids or proposals for construction work as a prime to the ADOT?

Q12. Since July 1, 2002 have you had any contracts with ADOT as a prime contractor?

- Yes No, Skip to 12a ⁹DK, Skip to 12a

Q12a. Does your company bid or perform as a subcontractor in either the public sector or private sector?

- Yes No, Skip to 13 ⁹DK, Skip to 13

Q13. Since July 1, 2002, how many times in the public sector (government) and private sector has your company:

READ LIST

- _____ (# of times) bid as a businesses regularly bid with other public agencies, but not with ADOT and if so, Why?
 _____ (# of times) asked to be a subcontractor by a prime contractor or prime consultant?
 _____ (# of times) hired as a subcontractor by a prime?

Q14. Since July 1, 2002, has your company used a sub contractor or sub-consultant on a projects in the public (governments, schools, etc.) or private sector?

- ¹ Yes
 ² No
 ⁹ No Response

IF "NO," SKIP TO Q17. OTHERWISE, PROCEED TO Q15.

Q15. How frequently do you use minority or women-owned subcontractors or subconsultants on the following types of projects? Would you say you use them very often, sometimes, seldom, or never?

	¹ Very <u>Often</u>	³ <u>Sometimes</u>	⁵ <u>Seldom</u>	⁷ <u>Never</u>	⁹ <u>No Response</u>
a. State of Arizona DOT projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Private projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IF NEVER, SKIP TO Q17.

Q16. Since July 1, 2002, on average, how would you rate your experience with subcontractor firms owned by minority men or women, non-minority women, non-minority men? Would you rate them excellent, good, fair, or poor?

- | | | | | | |
|---------------------------|------------------------------------|-------------------------------|-------------------------------|-------------------------------|--------------------------------------|
| | 1 | 3 | 5 | 7 | -9 |
| a. Minority men and women | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor | <input type="checkbox"/> No Response |
| b. White women | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor | <input type="checkbox"/> No Response |
| c. White men | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor | <input type="checkbox"/> No Response |

Q17. What is the amount of time that it typically takes to receive payment for your services on:

2 questions

17a. ADOT Projects

17b. Private Projects

Less than 30 days

Less than 30 days

30 - 60 days

30 - 60 days

60 - 90 days

60 - 90 days

90 - 120 days

90 - 120 days

Over 120 days

Over 120 days

CONDUCTING BUSINESS WITH ADOT AS A SUBCONTRACTOR

Q18. Are you a registered subcontractor with ADOT?

- Yes No, Skip to 21 DK, Skip to 21

Q19. Have you ever served as a subcontractor on an ADOT project?

- Yes No, Skip to 21 DK, Skip to 21

Q20. How often have you served as a subcontractor on an ADOT project?

1-10 ____ 11-25 ____ 26-50 ____ 51-100 ____ Over 100 ____

Q21. Have you ever been informed that you were the low bidder for ADOT project or services, were awarded a contract, and then found out that another subcontractor or the prime was performing the work? Yes ____ No ____

21a. If yes, can you explain the circumstances of the situation? _____

21b. What action did you take? _____

Q22. Do you think prime contractors show any favoritism toward particular subcontractors when it comes to procuring services and products for ADOT projects? Yes ____ No ____

22a. If yes, can you explain how they show favoritism? _____

Q23. Has your firm performed subcontracts with the same prime contractor on both federally funded ADOT projects and state funded ADOT projects?

Yes ____ No ____

Q23a Has your firm performed subcontracts with the same prime on both federally funded ADOT projects and private sector commercial projects?

Yes ____ No ____

Q24. If you have been a subcontractor any time since July 1, 2002, how would you rate your experience with the prime contractor(s)?

READ CHOICES

¹ Excellent ³ Good ⁵ Fair ⁷ Poor ⁹ No Response/Don't Know

Q25. I will now read you a list of business practices that sometimes occur while serving as a subcontractor. Please indicate which if any of these practices you have encountered with a prime since July 1, 2002.

READ LIST

¹Yes ²No ⁹No Response

- | | | | |
|--------------------------|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Provided a bid and/or quote, but the prime contractor and/or consultant never responded |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Was asked to be a front for a non-minority firm |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Pressured to lower quote on a bid |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Was paid less than the negotiated amount in the contract |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Dropped from the project after prime was awarded the contract |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Completed the job and payment was substantially delayed |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Completed the job and never received payment |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Did different and less work than specified in the contract |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Was held to higher standards than other subs on the job |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Was not paid as specified in the contract or payment schedule |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Untimely release of retainage |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Other Experiences: _____ |

ALL:

Q26. I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following items been a barrier to obtaining work on ADOT projects ?

READ LIST

Have:	¹ Yes	² No	⁻⁹ No Response	
a. Pre-qualification requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b. Performance bond requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. Bid bond requirements?				
d. Financing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e. Insurance requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f. Bid specifications too rigid?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
g. Limited time given to prepare bid package or quote?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
h. Limited information received on pending projects?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
i. Limited knowledge of purchasing/contracting policies and procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
j. Lack of experience?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
k. Lack of personnel?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
l. Contract too large?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
m. Contract too expensive to bid?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Q27. Is your company listed as a DBE (disadvantaged) business with The State of Arizona?

¹ _____ Yes ² _____ No ⁻⁹ _____ No Response/Don't Know

Q 27a.

EXPERIENCE IN THE PRIVATE SECTOR

Q28. Please indicate your agreement or disagreement with the following question: "There is an informal network of prime and subcontractors that has excluded my company from doing business on State of Arizona private sector commercial projects."

- | | |
|--|---|
| _____ ¹ Strongly Agree | _____ ⁴ Disagree |
| _____ ² Agree | _____ ⁵ Strongly Disagree |
| _____ ³ Neither Agree or Disagree | _____ ⁹ No Answer/Don't Know |

FINANCING

Q30. How many times have you applied for a commercial bank loan over the past three years? _____ If never, skip to Q27.

Q31. How many times have you been denied a commercial bank loan over the past three years? _____

Q32. Since July 1, 2002, has your company applied, been approved, or denied for any of the following items?

READ LIST. FOR EACH ITEM WHERE RESPONDENT DID APPLY, ASK IF THEY WERE APPROVED OR DENIED. IF THE INTERVIEWEE WAS DENIED FOR ANY OF THE FOLLOWING ITEMS CIRCLE THEIR REASON FOR DENIAL WHETHER IT WAS:

- *INSUFFICIENT DOCUMENTATION (ID),*
- *INSUFFICIENT BUSINESS HISTORY (IBH),*
- *CONFUSION ABOUT PROCESS (C),*
- *RACE OR ETHNIC ORIGIN (RE),*
- *GENDER OF OWNER (G),*
- *OTHER, (O) AND PLEASE SPECIFY IN THE LAST COLUMN,*
- *OR NO RESPONSE (NR).*

Did you apply for:

	Applied		Approved or Denied			Why do you feel your company was denied? (see descriptions above and circle each response)						
	Yes ¹	No ²	Approved ¹	Denied ²	N/A ⁰	ID	IBH	C	RE	G	O	NR
a. Business start-up loan?												
b. Operating capital loan?												
c. Performance bond?												
d. Bid bond?												
e. Equipment loan?												
f. Commercial liability insurance?												
g. Professional liability insurance?												

MINORITY AND WOMAN-OWNED BUSINESSES

33. For the following statement, please indicate the extent to which you agree.

From July 1, 2002 to the present, our company experienced discrimination due to the race, ethnicity, or gender of your company's owner(s)?

READ LIST

- ¹ Yes, very often ³ Yes, but seldom ⁻⁹ No Response/Don't Know
² Yes, sometimes ⁴ Never

IF RESPONDENT ANSWERED NEVER OR NO RESPONSE/DON'T KNOW SKIP TO Q35.

ASK THE FOLLOWING QUESTION TO THOSE WHO ANSWERED YES TO Q33.

34. If you feel your company has experienced specific instances of discrimination by the ADOT since July 1, 2002, what type of occurrence was it? Was it due to the owner's (meaning you) race, sex, or time in business? Did the discrimination occur before or after contract award?

NOTE: IF THEY ANSWERED "NEVER" or "NO RESPONSE" TO Q33 THEN PUT -9 IN ALL BOXES.

USE BOX BELOW TO GUIDE INTERVIEW SEQUENCE

List Occurrence: e.g., "verbal comment," "written statement," or "actions taken against us"	Basis for Discrimination			When Instance Occurred	
	Owner's Race or Ethnicity	Owner's Sex	Time in Business	Before-Contract Award	After Contract Award
a. <input type="checkbox"/> ¹ verbal <input type="checkbox"/> ³ written <input type="checkbox"/> ⁵ actions	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer
b. <input type="checkbox"/> ¹ verbal <input type="checkbox"/> ³ written <input type="checkbox"/> ⁵ actions	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer
c. <input type="checkbox"/> ¹ verbal <input type="checkbox"/> ³ written <input type="checkbox"/> ⁵ actions	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer
d. <input type="checkbox"/> ¹ verbal <input type="checkbox"/> ³ written <input type="checkbox"/> ⁵ actions	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer
e. <input type="checkbox"/> ¹ verbal <input type="checkbox"/> ³ written <input type="checkbox"/> ⁵ actions	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer
f. <input type="checkbox"/> ¹ verbal <input type="checkbox"/> ³ written <input type="checkbox"/> ⁵ actions	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁻⁹ No Answer

For the following questions, please indicate whether you Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, or Strongly Disagree.

Q35. There is an informal network of prime and subcontractors in Arizona.

- | | |
|------------------------------------|-------------------------------|
| _____ 1 Strongly Agree | _____ 4 Disagree |
| _____ 2 Agree | _____ 5 Strongly Disagree |
| _____ 3 Neither Agree Nor Disagree | _____ -9 No Answer/Don't Know |

Q36. Exclusion from this network has kept my company from bidding or has interfered with our ability to contract in the public (government) or private sector.

- | | |
|------------------------------------|-------------------------------|
| _____ 1 Strongly Agree | _____ 4 Disagree |
| _____ 2 Agree | _____ 5 Strongly Disagree |
| _____ 3 Neither Agree Nor Disagree | _____ -9 No Answer/Don't Know |

Q37. Although exclusion from this informal network adversely affects a majority of small businesses, the adverse impact is probably felt the greatest among women and minority -owned businesses.

- | | |
|------------------------------------|-------------------------------|
| _____ 1 Strongly Agree | _____ 4 Disagree |
| _____ 2 Agree | _____ 5 Strongly Disagree |
| _____ 3 Neither Agree Nor Disagree | _____ -9 No Answer/Don't Know |

Q38. Double standards in qualifications and performance make it more difficult for minority and women-owned businesses to win bids and contracts.

- | | |
|------------------------------------|-------------------------------|
| _____ 1 Strongly Agree | _____ 4 Disagree |
| _____ 2 Agree | _____ 5 Strongly Disagree |
| _____ 3 Neither Agree Nor Disagree | _____ -9 No Answer/Don't Know |

Q39. Sometimes, a prime contractor will include a minority or woman subcontractor on a bid to meet the "good faith effort" requirement, then drop that company as a subcontractor after winning the award.

- | | |
|------------------------------------|-------------------------------|
| _____ 1 Strongly Agree | _____ 4 Disagree |
| _____ 2 Agree | _____ 5 Strongly Disagree |
| _____ 3 Neither Agree Nor Disagree | _____ -9 No Answer/Don't Know |

Q40. In general, minority and women-owned businesses tend to be viewed by the general public as less competent than non-minority businesses.

- | | |
|------------------------------------|-------------------------------|
| _____ 1 Strongly Agree | _____ 4 Disagree |
| _____ 2 Agree | _____ 5 Strongly Disagree |
| _____ 3 Neither Agree Nor Disagree | _____ -9 No Answer/Don't Know |

Q41. Some non-minority prime contractors change their bidding procedures when they are not required to hire minority and women-owned businesses as subcontractors.

- | | |
|------------------------------------|-------------------------------|
| _____ 1 Strongly Agree | _____ 4 Disagree |
| _____ 2 Agree | _____ 5 Strongly Disagree |
| _____ 3 Neither Agree Nor Disagree | _____ -9 No Answer/Don't Know |

Q.42 Do you feel that there is favoritism or disparate treatment in the certification process? ***What certification process is this?*******

_____ Yes _____ No _____ Don't Know

Q43. Have you experienced discriminatory behavior from ADOT in the past?

_____ Yes _____ No _____ Don't Know

Q43a. If yes, how was the discrimination expressed to you: (READ LIST)

- ¹Verbal comment
- ³Written statement
- ⁵Action taken against company

Q43b. Do you feel that the discrimination was due to: (READ LIST)

- ¹Owner's race or ethnicity
- ²Owner's sex
- ³Time in business

Q43c. When did discrimination occur: (READ LIST)

- ¹During bidding process
- ²After contract awarded
- ⁹No answer

Q43d. What action did you take?

- ¹Filed a complaint
- ²No action taken

If compliant filed, find out where.

Q44. Have you experienced discriminatory behavior from the private sector in the past?

_____ Yes _____ No _____ Don't Know

Q44a. If yes, how was the discrimination expressed to you: (READ LIST)

- ¹Verbal comment
- ³Written statement
- ⁵Action taken against company

Q44b. Do you feel that the discrimination was due to: (READ LIST)

- ¹Owner's race or ethnicity
- ²Owner's sex
- ³Time in business

Q44c. When did discrimination occur: (READ LIST)

- ¹During bidding process
- ²After contract awarded
- ⁹No answer/DK

Q44d. What action did you take?

¹Filed a complaint

²No action taken

If compliant filed, find out where.

ALL BUSINESSES

Q45. Is there anything that we have not covered that you feel will be helpful to this study?

Do you have any addition comments that you feel will be helpful to this study?

Yes No

Q45a. If yes, What are your comments? _____

Q46. What is your title?

Owner / CEO / President

Manager / Financial Officer

Q47. May I have your name or initials just in case we have any further questions?

That completes the interview. Thank you for your time and help. Have a nice day.

APPENDIX F:
ANECDOTAL/PERSONAL
INTERVIEWS GUIDE

**APPENDIX F:
ARIZONA DEPARTMENT OF TRANSPORTATION
DISPARITY STUDY
ANECDOTAL/PERSONAL INTERVIEWS GUIDE**

INTERVIEWER: _____ DATE: _____ TIME: _____

PLACE: _____

CONTACT NAME: _____		
CONTACT TITLE: _____		
NAME OF COMPANY: _____		
ADDRESS: _____		
CITY: _____	STATE: _____	ZIP: _____
TELEPHONE: _____	FAX: _____	
E-MAIL: _____	BUSINESS HOURS: _____	

CONFIDENTIALITY STATEMENT

Please read the following to interviewee.

This interview is on behalf of the Arizona Department of Transportation (ADOT). This interview is part of a comprehensive study of ADOT's procurement of services and products. ADOT is committed to improving business with all their vendors. The questions we ask and your responses on your firm and industry are designed to provide us with information that can be used to improve business relationships with all vendors including small, minority, women, and non-minority businesses. Please understand that participation in this interview will not affect current or future contracts with ADOT.

Responses to this questionnaire will be held in strict confidence, and will not be distributed to any other firm or person with your firm's identity revealed. However, in the case of a court order, all documentation will be turned over to the court.

ARIZONA DEPARTMENT OF TRANSPORTATION
DISPARITY STUDY
INTERVIEW GUIDE

BUSINESS PROFILE

1. What is your company's primary line of business? [Try to get a good feel for what this company does.]

Construction Services (bridge, road, building, general contractor, etc.) (Specify)

Architecture/Engineering Professional Services (architecture, engineering, accountant, legal, etc.) (Specify)

Equipment and Supply (Specify)

Operational Services (Specify)

Other (specify) _____

1.a Are you in the same line of business as when you established your business? Yes _____ No _____
(Explain.)

2. What is the race or ethnic background of the owner/controlling party? [Get as much detail as possible.]

- | | |
|---|--|
| <input type="checkbox"/> White | <input type="checkbox"/> Native American |
| <input type="checkbox"/> African American (Black) | <input type="checkbox"/> Asian American |
| <input type="checkbox"/> Hispanic American | <input type="checkbox"/> Other _____ |

3. What is the gender of the owner/controlling party?

Male _____ Female _____ Joint male and female (50/50) _____

4. In what year was your business established or purchased from the most recent owner?

5. Is your company sole proprietor, partnership or corporation?

- | | |
|--|--|
| <input type="checkbox"/> Sole proprietor | <input type="checkbox"/> Partnership |
| <input type="checkbox"/> Corporation | <input type="checkbox"/> Non-profit organization |
| <input type="checkbox"/> Other (Specify) _____ | |

5.a Does the company or do the owners maintain any special licensing? Yes _____ No _____ If so, specify.

6. Excluding owners, how many full-time and how many part-time employees does this firm have?

_____ Full-time _____ Part-time/cyclical

7. Excluding yourself, (if owner), on average, how many minority employees does your company have on the payroll, including full-time and part-time staff?

_____ Full-time _____ Part-time/cyclical

Provide minority employees by work classification

Clerical/administrative _____ Professional _____ Managerial _____

Technical _____ Laborer _____

8. Excluding yourself, (if owner), on average, how many male and female employees does your company keep on the payroll, including full-time and part-time staff?

Male

_____ Full-time _____ Part-time/cyclical

Female

_____ Full-time _____ Part-time/cyclical

Provide male/female employees by work classification

Male

Clerical/administrative _____ Professional _____ Managerial _____

Technical _____ Laborer _____

Female

Clerical/administrative _____ Professional _____ Managerial _____

Technical _____ Laborer _____

9. What was your company's approximate gross revenue for calendar year 2006? \$ _____

If respondent does not provide an answer, then read following ranges for respondent to select one.

- | | | |
|---|---|--|
| <input type="checkbox"/> Less than \$25,000 | <input type="checkbox"/> \$300,001 to \$500,000 | <input type="checkbox"/> \$3,000,001 to \$5,000,000 |
| <input type="checkbox"/> \$25,001 to \$50,000 | <input type="checkbox"/> \$500,001 to \$1,000,000 | <input type="checkbox"/> \$5,000,001 to \$10,000,000 |
| <input type="checkbox"/> \$50,001 to \$100,000 | <input type="checkbox"/> \$1,000,001 to \$3,000,000 | <input type="checkbox"/> over \$10,000,000 |
| <input type="checkbox"/> \$100,001 to \$300,000 | | <input type="checkbox"/> No Response |

10. What percentage of these gross revenues were earned from the private sector and the public (government) sector? (Must total 100%)

_____% Private sector
 _____% Public (government) sector
 _____ Don't Know

11. What is the highest level of education completed by the owner of your company?

- Some high school
- High school graduate
- Some college
- College graduate
- Post graduate degree
- Trade or technical education
- No Response

12. How many years of direct experience does the primary owner of your firm have in the firm's line of business?

_____ Years No Response

READ: This study is to capture information from fiscal years 1999 through 2006. The next set of questions I will ask refer to those time frames and concern your company's attempts to do business with ADOT.

CONDUCTING BUSINESS WITH ADOT AS A PRIME CONTRACTOR OR VENDOR

13. Have you ever bid on an ADOT project or provided a quote to ADOT for goods, services, equipment?

Yes ___ No ___ (skip to 15)

13a. If prime has bid on a project: How many times have you bid as a prime?

1-10 ___ 11-25 ___ 26-50 ___ 51-100 ___ Over 100 ___

13b. If prime has provided quotes: How many times have you provided quotes?

1-10 ___ 11-25 ___ 26-50 ___ 51-100 ___ Over 100 ___

14. What percentage of the time that you have bid on projects or provided quotes to ADOT have you been awarded a contract or a purchase order by ADOT?

14a. _____% (Should be between 0 and 100%) - Bids

14b. _____% (Should be between 0 and 100%) – Quotes

15. Are there any factors (such as prequalification, insurance bonding requirements, size of project) that have interfered with your ability to bid or provide a quote on ADOT procurements?

Yes ___ No ___

If yes, please provide as much detail as possible.

16. Does ADOT have any practices or procedures that have prevented you from bidding or receiving any contracts or purchase orders? Yes ___ No ___

[Get details.]

17. Has ADOT made any attempts to encourage you to bid on their procurements? Yes ___ No ___

If 'yes': describe their outreach efforts.

If 'no': please indicate any outreach efforts you would like to see implemented.

18. Has ADOT been helpful when you have questions or need information about the procurement process? Yes _____ No _____ Not Applicable _____
[Get details.]

18a. If yes, has the information provided by ADOT been timely and accurate?
Yes _____ No _____ [Get details.]

19. Generally, are ADOT personnel courteous and responsive when you interact with them? (Probe for examples depending upon response.)

20. Has your company ever been treated unfairly in the selection process? Yes ___ No _____

[If yes, get examples!]

20a. Do you think ADOT favors some companies over others? Yes ___ No _____

[If yes, find out why!]

21. Generally, how fair do you think ADOT selection process is?

22. To the best of your knowledge, have you ever been the low bidder on ADOT project and not been awarded the contract or purchase order? Yes ___ No _____

[If yes, get details.]

23. What factors would you say most frequently prevent you from winning ADOT contracts or purchase orders?

[Get details.]

24. Have you ever appealed a contract or purchase order award with ADOT? Yes ____ No ____

[If yes, get details.]

25. Do you think your company will be retaliated against if you lodge a complaint with ADOT?

Yes ____ No ____

25a. If so, why?

26. What can ADOT do to improve the procurement and selection process?

READ: The next questions are designed for firms that have served as a subcontractor to a prime contractor.

27. Have you ever served as a subcontractor on any ADOT projects? Yes ____ No ____

(If respondent answers NO, ask Question 27a and then skip to Question 29.)

27a. Are there any factors (such as bonding, insurance, subcontractor registration, lack of information or financing) that prevent your firm from serving as a subcontractor on ADOT projects? Yes ____ No ____

[Get details.]

CONDUCTING BUSINESS WITH ADOT AS A SUBCONTRACTOR

28. How many times have you served as a subcontractor on an ADOT project?

1-10 ____ 11-25 ____ 26-50 ____ 51-100 ____ Over 100 ____

29. Have you ever been informed that you were low bidder, awarded a contract, and then found out that another subcontractor or the prime was performing the work? Yes ____ No ____

29a. If yes, explain.

29b. What action did you take?

30. Do prime contractors show any favoritism toward particular subcontractors when it comes to procuring services and products for an ADOT project? Yes ____ No ____

30a. If yes, explain.

The next set of questions are designed for firms that are minority or woman-owned. If the respondent is not an M/WBE, skip to Question 41.

MINORITY AND WOMAN-OWNED BUSINESSES

31. Are you certified as a small, minority-, woman-, disadvantaged- owned business?

If yes, with whom?

32. Do you think certification has an effect on the ability of your company to compete with other businesses? Why or why not?

33. Are you aware of any practices that prime contractors use to get around having to use small, minority, woman-owned or disadvantaged businesses? Describe.
34. Do you notice any difference in the willingness of primes to use small, minority, woman-owned or disadvantaged businesses? Describe.
35. Do you notice any differences in the willingness of primes to use small, minority, or woman-owned businesses in the public and private sector? If so, explain the differences.
36. Do you think primes would use small, minority, woman-owned or disadvantaged businesses if there were no DBE or M/WBE goals?
- Why or why not?
37. What are the biggest obstacles faced by small, minority, or woman-owned businesses? Elaborate.

38. Have you experienced discriminatory behavior from ADOT in the past five years?

- Yes No skip to 39 DK skip to 39

38a. If yes, how was the discrimination expressed to you: (READ LIST)

- ¹Verbal comment
- ³Written statement
- ⁵Action taken against company

38b. Do you feel that the discrimination was due to: (READ LIST)

- ¹Owner's race or ethnicity
- ²Owner's sex
- ³Time in business

38c. When did discrimination occur: (READ LIST)

- ¹During bidding process
- ²After contract awarded
- ⁹No answer

38d. What action did you take?

- ¹Filed a complaint
- ²No action taken

If complaint filed, find out where

39. Have you experienced discriminatory behavior from other public organizations in the past five years? Elaborate.

40. Have you experienced discriminatory behavior from the private sector in the past five years?

- Yes No skip to 41 DK skip to 41

40a. If yes, how was the discrimination expressed to you: (READ LIST)

- ¹Verbal comment
- ³Written statement
- ⁵Action taken against company

40b. Do you feel that the discrimination was due to: (READ LIST)

- ¹Owner's race or ethnicity
- ²Owner's sex
- ³Time in business

40c. When did discrimination occur: (READ LIST)

- ¹During bidding process
- ²After contract awarded
- ⁹No answer/DK

40d. What action did you take?

- ¹Filed a complaint
- ²No action taken

If complaint filed, find out where

The next set of questions is designed for non-minority male-owned businesses. (If respondent is not a white male, skip to Question #47)

NON-MINORITY MALE-OWNED BUSINESSES

41. Do you think your company has ever suffered from reverse discrimination? If so, can you provide any details?

42. Do you think the ability of small, minority, woman-owned or disadvantaged businesses to get certified by ADOT gives them a competitive advantage? Why or why not?

43. Are you aware of any practices that prime contractors use to get around having to use small, minority, woman-owned or disadvantaged businesses? Describe.

44. Do you notice any differences in the willingness of primes to use small, minority, or woman-owned businesses in the public and private sector? If so, explain the differences.

45. What are the biggest obstacles faced by your firm in conducting business with ADOT?

46. Do you think small, minority, woman-owned or disadvantaged businesses face challenges not faced by white male-owned businesses? If so, what.

The final two questions are designed for each business owner.

FINAL QUESTIONS – ALL FIRMS

47. Do you feel there is an informal network that gives an advantage to select businesses?

Yes No

If yes, how does it operate in ADOT?

48. Is there anything that we have not covered that you feel will be helpful to this study?

Yes No

If yes, ask what?

AFFIDAVIT

_____ **HEREBY ACKNOWLEDGE**
THAT THE TESTIMONY I GAVE IS TRUE AND AN ACCURATE REFLECTION OF
MY PAST EXPERIENCES IN PROCUREMENT AND BUSINESS OPPORTUNITIES
WITH THE STATE OF ARIZONA.

ADDITIONALLY, THIS TESTIMONY WAS GIVEN FREELY AND I HAVE NOT
BEEN COERCED OR RECEIVED ANY REMUNERATION FOR MY COMMENTS.

SIGNATURE

DATE

SIGNATURE OF INTERVIEWER AS WITNESS

DATE

APPENDIX G:
FOCUS GROUP GUIDE

APPENDIX G:
State of Arizona Department of Transportation
Disparity Study

Focus Group Guide

Interviewer: _____ Date: _____ Time: _____

Place: _____

Group: _____

Hello and thank you for coming to this focus group to provide input that will be used as a part of a comprehensive study of ADOT's procurement of services and products.

My name is _____ and I am a local subconsultant hired by MGT of America, Inc. We have been asked to gather opinions from business owners about the business climate in the State of Arizona. We are looking to obtain information on your experiences if any, when attempting to do business ADOT.

I thought we might begin with introductions. Why don't you start and we will work around the room (name, what kind of work you do, and anything else you'd like us to know about you).

We are very glad that you are all here and appreciate you taking time out of your busy day to participate in this meeting.

We are going to be taking notes throughout the session. In addition, we would like to record this session if there are no objections. Responses to this questionnaire will be held in strict confidence, and will not be distributed to any other firm or person with your firm's identity revealed. However, in the case of a court order, all documentation will be turned over to the court.

The Process

The recordings and notes of these focus groups will only be reviewed by _____ and MGT staff. We will use the information to summarize the discussions that took place during these focus groups. Individual names will not be identified nor will remarks or comments be attributed to a specific individual. Once all of the analysis for the focus groups is completed, the results will be aggregated and will be incorporated with other data from this phase of the study. These findings will be used in reviewing ADOT's procurement practices and the procurement environment of ADOT. We hope that everyone feels free to participate and to add as much insight as possible. We have ample time, so feel free to contribute to the discussion as we go along.

A. Welcome and brief background about the purpose of focus groups (see above).

- Introductions – have each participant state:
 - Name
 - Company's primary line of business
 - Certification status (if applicable)
 - Years in business

**Be sure to note ethnic group, gender, and certification status (if applicable).
This can be noted on the sign-in sheet.**

B. Key Point to Discuss

- This is an open discussion involving all to participate. Goal is to have everyone participate in the discussion.
- Encourage participants to express thoughts and opinions freely.
- Stress that the intent is to focus on issues related to contracting (such as construction, construction related services – architecture, engineering, professional services, operational services, and goods) and the business climate in the State of Arizona.
- Individuals and participants will not be identified by name when providing feedback and findings to ADOT staff.

B. Facilitation Logistics

- **Facilitators:** The facilitator has primary responsibility for working with the group to solicit responses to questions.
- **Facilitation Time:** Approximately 1½ hours.
- **Major Issues** will be recorded by tape recorder (if there are no objections), personal notes, and flipchart pages.
- **Date, Time, and Location:** To be determined
- **Materials Needed:**
 1. Flip Chart or Easel Paper
 2. Focus Group Guide (attached)
 3. List of Participants (sign-in sheet to be provided)
 4. Markers
 5. Audio Recorder

C. Discussion

- **Establish Scope:** We are going to discuss several items at this point. Our primary goal is to discuss your (local area business owners) opinions about the business climate in the State of Arizona.

1. Please discuss how you get information about ADOT procurement opportunities (such as, ADOT's website, govcontracts.com, networking/word-of-mouth, etc). Is this information helpful?
2. If you have been awarded a contract with ADOT, on a scale from 1 to 5 (*1 being Extremely Positive to 2 being Extremely Negative*), rate your experience in doing business with the ADOT as a contractor. *Be sure that the responses identify their experience (such as the name of the project, type of project, type of contractor (prime, subcontractor) etc.). Also, be sure that the respondent explains the reason for his/her rating.*
3. How could ADOT improve its procurement system to enable businesses to participate more effectively on ADOT federal and state funded projects ? *Be sure to specify ADOT federally or state-funded projects.*
4. On a scale from 1 to 5 (*1 being Extremely Positive to 2 being Extremely Negative*), rate your experience in doing business as a contractor, vendor as a subcontractor on ADOT projects. *Be sure that the responses identify whether they are referring to a contractor or first tier subcontractor, also request specifics about the project (project name, type of project, time period of project). Also, be sure that the respondent explains the reason for his/her rating.*
5. On a scale from 1 to 5 (*1 being Extremely Positive to 2 being Extremely Negative*), rate your experience in contracting with other local government agencies or the private sector. *Be sure that the responses identify their experience (such as the name of the entity, type of project, etc.). Also, be sure that the respondent explains the reason for his/her rating.*
6. In the past five years, how much of your contracts have come from ADOT federally- or state-funded projects? General Contractors? Other Public Entities? From your own networks?
7. What do you feel most interferes with your ability to do business with the ADOT on ADOT federal and ADOT state-funded projects (barriers of doing business, such as prequalification, licensing, labor agreements, financing, bond requirements, etc.)? *Be sure that they specify ADOT federally-funded projects or ADOT state-funded projects.*
8. What policies or practices do you think the ADOT should adopt to assist a company with doing more business with the ADOT (ADOT federally-funded projects) ADOT's state-funded projects)?
9. Please discuss your understanding of the Disadvantaged Business Enterprise (DBE). Do you feel the services provided by the ADOT through this Program to be helpful? Please explain.
10. Please provide your opinion on the certification process. How could the certification process for doing business with the ADOT be improved?
11. In the past five (5) years, what have been some of the important partnerships that you have had with contractors or subcontractors on public and private projects?
12. What business assistance services provided by the ADOT have you used? Did you find them helpful? Please explain.

APPENDIX H:
PUBLIC HEARING
ADVERTISEMENT

**APPENDIX H:
ARIZONA DEPARTMENT OF TRANSPORTATION
DISPARITY STUDY
ARIZONA PUBLIC HEARING ADVERTISEMENT**

PUBLIC HEARING

The Arizona Department of Transportation (DOT) announces a Public Hearing to be held in:

Phoenix
Day, Date
Location

The public is invited to attend and participate by giving testimony. If you are a business owner and have tried to contract with the Arizona DOT or a prime contractor working on behalf of the Arizona DOT in the last six years, the Arizona DOT would like to know about your experiences. Personal testimony will be limited to five minutes.

If you need a special accommodation, please notify _____ at _____ (phone), at least 72 hours prior to the date of the hearing.

APPENDIX I:

***PUBLIC HEARING OVERVIEW
FORMAT***

APPENDIX I:

PUBLIC HEARING OVERVIEW FORMAT

The following provides an overview of the format which will be followed for the public hearing.

- The major purpose hearing is to give individuals an opportunity to provide public testimony regarding their experiences in doing business with the Arizona Department of Transportation. Persons providing testimony need to be very specific and descriptive about what they have experienced.
- The moderator, _____, a subcontractor to MGT of America, Inc. (MGT), will formally open the public hearing by stating for the record something similar to the following:

This public hearing is being conducted on behalf _____. _____ is soliciting public testimony related to experiences attempting to do, and conducting, business with the any of the departments of _____. This public hearing is in conjunction with the business utilization study being conducted by _____.

- The moderator, _____, a subcontractor to MGT, will formally open the public hearing by stating for the record something similar to the following:
- _____ (moderator) will introduce herself and indicate her role, and then introduce the hearing panel (which will be provided).
- The moderator will remind all those attending to sign the sign-in sheet if they have not done so. For those persons providing testimony, the moderator will remind them to fill out a testimony card at the reception desk and return to one of the hostesses. The card will then be handed to the moderator.
- Individuals should state their name, the name of their business, how long they have been in business, and if they are certified with any agency.
- No more than five (5) minutes per person will be allowed for each testimony. No more than another five (5) minutes for questions and answers will be allowed after each testimony is given.
- For those persons who feel they have additional comments they wish to address, the moderator will encourage them to provide something in writing or contact the study team.
- With respect to questions, the moderator will ask questions specific to situations and issues that particular contractors or vendors have raised. In general, the kinds of questions which will be asked will be forthcoming.