



***METROPOLITAN ST. LOUIS  
SEWER DISTRICT  
DISPARITY STUDY***

***Community Meeting Briefing***

**February 2013**

# ***DISCUSSION POINTS***

- **Study Objectives**
- **Research Method**
- **Statistical Findings**
- **Recommendations**



# ***MASON TILLMAN ASSOCIATES***

**Established in 1978**

**Public Policy Research and Marketing  
Professionals**

***Award Winning Company***

**Service Divisions**

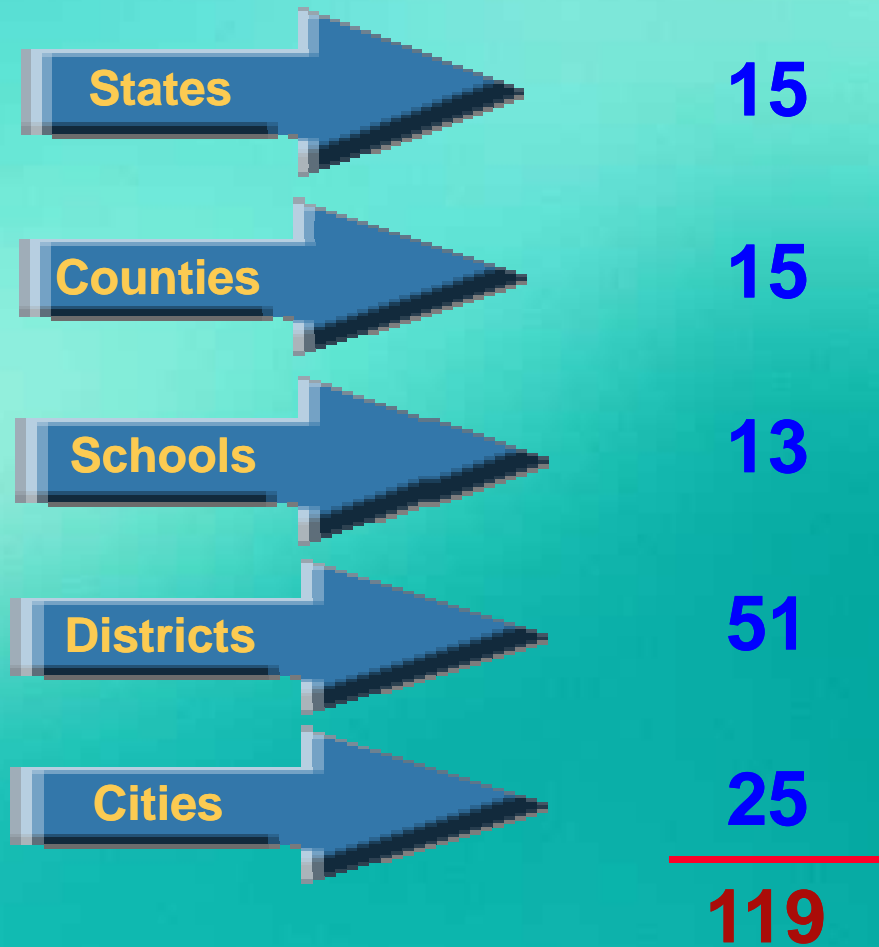
**Business Affirmative Action**

**Corporate Communications**



# ***DISPARITY STUDIES***

***One Hundred and Nineteen On Time & Unchallenged***





## **OBJECTIVES**

- Determine If Statistical Disparity Exists**
- Ascertain Practices Affecting Any Documented Disparity**
- Assess Effectiveness of Race and Gender Neutral Programs**
- Prepare a Legally Defensible Study**

# ***DISPARITY STUDY***

## **CHALLENGES**

- Outreach to an Ethnically Diverse Community**
- Identify All Prime and Subcontract Awards and Payments**
- Recommend Best Management Practices to Eliminate Barriers**





# ***DISPARITY STUDY TEAM MEMBERS***

<b>Prime Consultant</b>	<b>Ethnicity/Gender</b>
<b>Mason Tillman Associates, Ltd.</b>	<b>MWBE</b>
<b>Local Subconsultants</b>	<b>Ethnicity/Gender</b>
<b>ADE Consulting Services, Inc.</b>	<b>MBE</b>
<b>Davis Associates, Certified Public Accountants</b>	<b>MWBE</b>
<b>Project Controls Group, Inc.</b>	<b>MBE</b>

# ***CROSON STANDARD***

**State/Local**  
***Richmond vs.  
Croson***

- **Compelling Purpose**
  - **Evidence of Systemic Racial Discrimination**
- **Narrowly Tailored**
  - **Remedy Documented Discrimination**
- **Update Periodically**
  - **Assess Effectiveness of Remedy**

**Federal**  
***Adarand vs.  
Pena***



# ***NARROWLY TAILORED REMEDY***

- **Disparity Findings are Ethnic, Gender, and Industry Specific**
- **Race and Gender Specific Goals are Limited to Disparity Findings**
- **Goals are Defined by Availability**



# ***KEY DISPARITY STUDY ELEMENTS***

- **Collection of Prime and Subcontracts**
- **Enumeration of Willing and Able Businesses**
- **Analysis of Prime and Sub Utilization**
- **Anecdotal Accounts of Businesses**
- **Recommendations to Eliminate Barriers to Contracting**



# ***INDUSTRY AND STUDY PERIOD***

**July 1, 2007 – January 31, 2012**

**Non-Building  
Sewer Construction**

**Building Construction**

**Engineering  
Professional Services**

**Non-Engineering  
Professional Services**

**Supplies &  
Contractual Services**



# *Prime Contract Utilization Analysis*



# **CONTRACTS STUDIED**

***July 1, 2007 – January 31, 2012***

<b>Industry</b>	<b>Total Prime Contracts</b>	<b>Total Prime Payments</b>
<b>Building Construction</b>	<b>27</b>	<b>265,714,726</b>
<b>Non-Building Construction</b>	<b>772</b>	<b>288,669,563</b>
<b>Engineering Professional Services</b>	<b>186</b>	<b>90,658,256</b>
<b>Non-Engineering Professional Services</b>	<b>337</b>	<b>59,704,115</b>
<b>Supplies and Contractual Services</b>	<b>39,546</b>	<b>210,142,214</b>
<b>TOTAL</b>	<b>40,868</b>	<b>\$914,888,875</b>



# ***TOTAL PRIME PAYMENTS***

***July 1, 2007 – January 31, 2012***

***Market Area: St. Louis and St. Louis County***

## **Total Dollars**

### **Within Market Area**

**\$655,712,590.52**

**71.67%**

### **Outside Market Area**

**\$259,176,284.16**

**28.33%**





# **PRIME CONTRACTS**

## **All Industries**

<b>Industry</b>	<b>Under \$25,000</b>	<b>Under \$100,000</b>	<b>Under \$500,000</b>	<b>\$500,000 and Over</b>
<b>Building Construction</b>	<b>7.41%</b>	<b>14.81%</b>	<b>51.85%</b>	<b>48.15%</b>
<b>Non-Building Construction</b>	<b>60.23%</b>	<b>74.61%</b>	<b>87.69%</b>	<b>12.31%</b>
<b>Engineering Professional Services</b>	<b>32.26%</b>	<b>45.16%</b>	<b>89.25%</b>	<b>10.75%</b>
<b>Non-Engineering Professional Services</b>	<b>73.00%</b>	<b>80.42%</b>	<b>92.28%</b>	<b>7.72%</b>
<b>Supplies and Contractual Services</b>	<b>97.89%</b>	<b>99.29%</b>	<b>99.87%</b>	<b>0.13%</b>



# ***DISTRIBUTION OF PRIME CONTRACT DOLLARS***

<b>Total Contracts</b>	<b>40,868</b>
<b>Number of Utilized Vendors</b>	<b>2,068</b>
<b>Total Expenditures</b>	<b>\$914,888,875</b>

	<b>Dollars</b>	<b>Percent of Dollars</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>
<b>9 Vendors Received</b>	<b>\$461,772,515</b>	<b>50%</b>	<b>87</b>	<b>0.21%</b>
<b>14 Vendors Received</b>	<b>\$556,491,357</b>	<b>61%</b>	<b>139</b>	<b>0.34%</b>
<b>23 Vendors Received</b>	<b>\$648,397,408</b>	<b>71%</b>	<b>666</b>	<b>1.63%</b>
<b>2,045 Vendors Received</b>	<b>\$266,491,466</b>	<b>29%</b>	<b>40,202</b>	<b>98.37%</b>
<b>2,068 Vendors Received</b>	<b>\$914,888,875</b>	<b>100%</b>	<b>40,868</b>	<b>100.00%</b>



# ***PRIME UTILIZATION***

<b>Ethnicity</b>	<b>Total Dollars</b>	<b>Percent of Dollars</b>	<b>Total Contracts</b>
<b>Non-Minority Males</b>	<b>\$752,293,193</b>	<b>82.23%</b>	<b>32,713</b>
<b>African Americans</b>	<b>\$33,633,461</b>	<b>3.68%</b>	<b>3,099</b>
<b>Asian Americans</b>	<b>\$621,749</b>	<b>0.07%</b>	<b>20</b>
<b>Caucasian Females</b>	<b>\$124,227,208</b>	<b>13.58%</b>	<b>4,931</b>
<b>Hispanic Americans</b>	<b>\$4,113,264</b>	<b>0.45%</b>	<b>105</b>
<b>Native Americans</b>	<b>\$0</b>	<b>0%</b>	<b>0</b>

**TOTAL**

**\$914,888,875**

**100%**

**40,868**



# LOCAL BUSINESS PROFILE

<b>Businesses</b>	<b>City of St. Louis</b>	<b>St. Louis County</b>	<b>State of Missouri</b>	<b>United States</b>
<b>Fewer Than 5 Employees</b>	<b>48.5 %</b>	<b>50.8 %</b>	<b>54.3 %</b>	<b>54.6 %</b>
<b>Fewer Than 10 Employees</b>	<b>66.1 %</b>	<b>69.1 %</b>	<b>72.9 %</b>	<b>73.5 %</b>
<b>Fewer Than 20 Employees</b>	<b>80.2 %</b>	<b>83.0 %</b>	<b>86.0 %</b>	<b>86.3 %</b>
<b>More Than 100 Employees</b>	<b>3.9 %</b>	<b>3.0 %</b>	<b>2.2 %</b>	<b>2.3 %</b>
<b>Minority-owned Businesses</b>	<b>27.9 %</b>	<b>15.5 %</b>	<b>8.5 %</b>	<b>21.2 %</b>
<b>Woman-owned Businesses</b>	<b>28.3 %</b>	<b>27.3 %</b>	<b>26.1 %</b>	<b>28.8 %</b>

U.S Census: County Business Patterns 2007

U.S Census: Survey of Business Owners 2002



# *Subcontract Analysis*





# ***SUBCONTRACT UTILIZATION BY ETHNICITY***

***All Industries***

<b>Ethnicity</b>	<b>Total Dollars</b>	<b>Percent of Dollars</b>	<b>Total Subcontracts</b>
<b>Non-Minority Males</b>	<b>\$108,230,105</b>	<b>75.63%</b>	<b>1,058</b>
<b>African Americans</b>	<b>\$14,509,232</b>	<b>10.14%</b>	<b>184</b>
<b>Asian Americans</b>	<b>\$482,553</b>	<b>0.34%</b>	<b>5</b>
<b>Caucasian Females</b>	<b>\$19,376,327</b>	<b>13.54%</b>	<b>238</b>
<b>Hispanic Americans</b>	<b>\$388,813</b>	<b>0.27%</b>	<b>3</b>
<b>Native Americans</b>	<b>\$112,443</b>	<b>0.08%</b>	<b>1</b>



# ***DISTRIBUTION OF SUBCONTRACT DOLLARS***

## ***Engineering Professional Services***

<b>Total Contracts</b>	<b>46</b>
<b>Number of Utilized Vendors</b>	<b>20</b>
<b>Total Expenditures</b>	<b>\$1,823,818</b>

	<b>Dollars</b>	<b>Percent of Dollars</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>
<b>4 Vendors Received</b>	<b>\$1,088,421</b>	<b>60%</b>	<b>22</b>	<b>47.83%</b>
<b>5 Vendors Received</b>	<b>\$1,260,661</b>	<b>69%</b>	<b>29</b>	<b>63.04%</b>
<b>6 Vendors Received</b>	<b>\$1,408,361</b>	<b>77%</b>	<b>30</b>	<b>65.22%</b>
<b>14 Vendors Received</b>	<b>\$415,456</b>	<b>23%</b>	<b>16</b>	<b>34.78%</b>
<b>20 Vendors Received</b>	<b>\$1,823,818</b>	<b>100%</b>	<b>46</b>	<b>100.00%</b>



# ***HIGHLY USED SUBCONTRACTORS***

***Engineering Professional Services***



## ***Top 6 Vendors***

<b>Ethnicity &amp; Gender</b>	<b>Total Award Dollars</b>	<b>Percent of \$1,408,361</b>	<b>Total Subcontracts</b>	<b>Percent of 30 Contracts</b>
<b>Non-Minority Males</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>
<b>African Americans</b>	<b>\$628,351</b>	<b>44.62%</b>	<b>18</b>	<b>60.00%</b>
<b>Asian Americans</b>	<b>\$371,690</b>	<b>26.39%</b>	<b>5</b>	<b>16.67%</b>
<b>Caucasian Females</b>	<b>\$260,620</b>	<b>18.51%</b>	<b>6</b>	<b>20.00%</b>
<b>Hispanic Americans</b>	<b>\$147,700</b>	<b>10.49%</b>	<b>1</b>	<b>3.33%</b>
<b>Native Americans</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL</b>	<b>\$1,408,361</b>	<b>100%</b>	<b>30</b>	<b>100%</b>

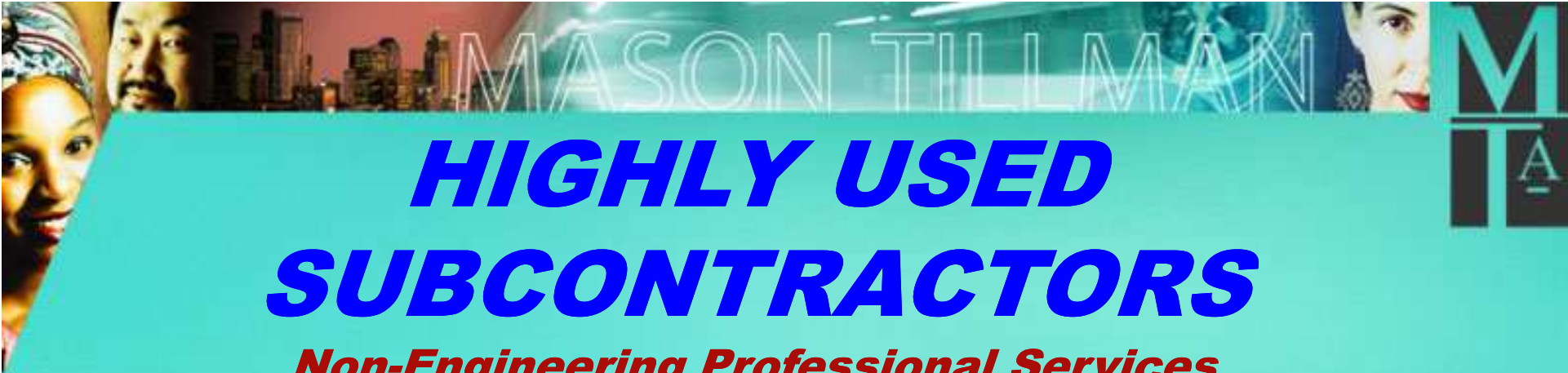


# ***DISTRIBUTION OF SUBCONTRACT DOLLARS***

## ***Non-Engineering Professional Services***

<b>Total Contracts</b>	<b>16</b>
<b>Number of Utilized Vendors</b>	<b>9</b>
<b>Total Expenditures</b>	<b>\$1,003,115</b>

	<b>Dollars</b>	<b>Percent of Dollars</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>
<b>1 Vendors Received</b>	<b>\$377,123</b>	<b>38%</b>	<b>3</b>	<b>18.75%</b>
<b>2 Vendors Received</b>	<b>\$687,534</b>	<b>69%</b>	<b>7</b>	<b>43.75%</b>
<b>3 Vendors Received</b>	<b>\$909,108</b>	<b>91%</b>	<b>9</b>	<b>56.25%</b>
<b>6 Vendors Received</b>	<b>\$94,007</b>	<b>9%</b>	<b>7</b>	<b>43.75%</b>
<b>9 Vendors Received</b>	<b>\$1,003,115</b>	<b>100%</b>	<b>16</b>	<b>100.00%</b>



# ***HIGHLY USED SUBCONTRACTORS***

***Non-Engineering Professional Services***



## ***Top 3 Vendors***

<b>Ethnicity &amp; Gender</b>	<b>Total Award Dollars</b>	<b>Percent of \$909,108</b>	<b>Total Subcontracts</b>	<b>Percent of 9 Contracts</b>
<b>Non-Minority Males</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>
<b>African Americans</b>	<b>\$531,985</b>	<b>58.52%</b>	<b>6</b>	<b>66.67%</b>
<b>Asian Americans</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>
<b>Caucasian Females</b>	<b>\$377,123</b>	<b>41.48%</b>	<b>3</b>	<b>33.33%</b>
<b>Hispanic Americans</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>
<b>Native Americans</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL</b>	<b>\$909,108</b>	<b>100%</b>	<b>9</b>	<b>100%</b>





# ***SUBCONTRACT UTILIZATION BY ETHNICITY***

## ***Building Construction***

<b>Ethnicity</b>	<b>Total Dollars</b>	<b>Percent of Dollars</b>	<b>Total Subcontracts</b>
<b>Non-Minority Males</b>	<b>\$77,177,024</b>	<b>79.47%</b>	<b>307</b>
<b>African Americans</b>	<b>\$7,805,102</b>	<b>8.04%</b>	<b>33</b>
<b>Asian Americans</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>
<b>Caucasian Females</b>	<b>\$12,000,905</b>	<b>12.37%</b>	<b>48</b>
<b>Hispanic Americans</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>
<b>Native Americans</b>	<b>\$112,443</b>	<b>0.12%</b>	<b>1</b>



# ***SUBCONTRACT UTILIZATION BY ETHNICITY***

## ***Non-Building Construction***

<b>Ethnicity</b>	<b>Total Dollars</b>	<b>Percent of Dollars</b>	<b>Total Subcontracts</b>
<b>Non-Minority Males</b>	<b>\$30,691,762</b>	<b>72.41%</b>	<b>740</b>
<b>African Americans</b>	<b>\$5,073,322</b>	<b>11.97%</b>	<b>117</b>
<b>Asian Americans</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>
<b>Caucasian Females</b>	<b>\$6,377,218</b>	<b>15.05%</b>	<b>172</b>
<b>Hispanic Americans</b>	<b>\$241,113</b>	<b>0.57%</b>	<b>2</b>
<b>Native Americans</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>



# ***SUBCONTRACT UTILIZATION BY ETHNICITY***

***Engineering Professional Services***

<b>Ethnicity</b>	<b>Total Dollars</b>	<b>Percent of Dollars</b>	<b>Total Subcontracts</b>
<b>Non-Minority Males</b>	<b>\$400,228</b>	<b>15.98%</b>	<b>9</b>
<b>African Americans</b>	<b>\$935,115</b>	<b>37.33%</b>	<b>26</b>
<b>Asian Americans</b>	<b>\$482,553</b>	<b>19.26%</b>	<b>5</b>
<b>Caucasian Females</b>	<b>\$539,522</b>	<b>21.54%</b>	<b>10</b>
<b>Hispanic Americans</b>	<b>\$147,700</b>	<b>5.90%</b>	<b>1</b>
<b>Native Americans</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>



# ***SUBCONTRACT UTILIZATION BY ETHNICITY***

***Non-Engineering Professional Services***

<b>Ethnicity</b>	<b>Total Dollars</b>	<b>Percent of Dollars</b>	<b>Total Subcontracts</b>
<b>Non-Minority Males</b>	<b>\$21,091</b>	<b>1.79%</b>	<b>2</b>
<b>African Americans</b>	<b>\$695,693</b>	<b>59.18%</b>	<b>8</b>
<b>Asian Americans</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>
<b>Caucasian Females</b>	<b>\$458,681</b>	<b>39.02%</b>	<b>8</b>
<b>Hispanic Americans</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>
<b>Native Americans</b>	<b>\$0</b>	<b>0.00%</b>	<b>0</b>



# *Disparity Analysis*



# PRIME CONTRACT DISPARITY FINDINGS

## Under \$500,000

Ethnic/ Gender Groups	Building Construction		Non-Building Construction		Engineering Professional Services		Non-Engineering Professional Services		Contractual and Supplies	
	Availability Percentage	Utilization Percentage	Availability Percentage	Utilization Percentage	Availability Percentage	Utilization Percentage	Availability Percentage	Utilization Percentage	Availability Percentage	Utilization Percentage
African Americans	23.86%	11.38%	14.75%	13.10%	15.43%	10.63%	22.58%	0.06%	6.65%	4.26%
Asian Americans	1.14%	0.00%	1.64%	0.11%	4.94%	1.59%	4.15%	0.00%	1.08%	0.19%
Hispanic Americans	1.89%	0.00%	0.82%	0.00%	3.09%	3.39%	3.23%	0.00%	0.87%	1.54%
Native Americans	0.38%	0.00%	0.00%	0.00%	0.62%	0.00%	0.46%	0.00%	0.14%	0.00%
MBEs	27.27%	11.38%	17.21%	13.22%	24.07%	15.62%	30.41%	0.06%	8.74%	5.99%
WBEs	10.98%	30.23%	9.84%	17.62%	14.81%	7.50%	23.96%	0.00%	9.90%	7.95%
M/WBEs	38.26%	41.61%	27.05%	30.83%	38.89%	23.11%	54.38%	0.06%	18.64%	13.94%

Red = Statistically Significant Underutilization



# ***SUBCONTRACT DISPARITY FINDINGS***

## ***May 1, 2010 – January 31, 2012***

<b>Ethnic/Gender Groups</b>	<b>Building Construction</b>		<b>Non-Building Construction</b>		<b>Engineering Professional Services</b>		<b>Non-Engineering Professional Services</b>	
	<b>Availability Percentage</b>	<b>Utilization Percentage</b>	<b>Availability Percentage</b>	<b>Utilization Percentage</b>	<b>Availability Percentage</b>	<b>Utilization Percentage</b>	<b>Availability Percentage</b>	<b>Utilization Percentage</b>
<b>African Americans</b>	<b>28.50%</b>	<b>8.04%</b>	<b>17.30%</b>	<b>11.97%</b>	<b>17.99%</b>	<b>37.33%</b>	<b>26.44%</b>	<b>59.18%</b>
<b>Asian Americans</b>	<b>0.72%</b>	<b>0.00%</b>	<b>0.63%</b>	<b>0.00%</b>	<b>5.29%</b>	<b>19.26%</b>	<b>4.98%</b>	<b>0.00%</b>
<b>Hispanic Americans</b>	<b>1.21%</b>	<b>0.00%</b>	<b>0.63%</b>	<b>0.57%</b>	<b>2.65%</b>	<b>5.90%</b>	<b>2.68%</b>	<b>0.00%</b>
<b>Native Americans</b>	<b>0.24%</b>	<b>0.12%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>1.06%</b>	<b>0.00%</b>	<b>0.38%</b>	<b>0.00%</b>
<b>MBEs</b>	<b>30.68%</b>	<b>8.16%</b>	<b>18.55%</b>	<b>12.54%</b>	<b>26.98%</b>	<b>62.49%</b>	<b>34.48%</b>	<b>59.18%</b>
<b>WBEs</b>	<b>10.87%</b>	<b>12.37%</b>	<b>11.95%</b>	<b>15.05%</b>	<b>19.05%</b>	<b>21.54%</b>	<b>27.20%</b>	<b>39.02%</b>
<b>M/WBEs</b>	<b>41.55%</b>	<b>20.53%</b>	<b>30.50%</b>	<b>27.59%</b>	<b>46.03%</b>	<b>84.02%</b>	<b>61.69%</b>	<b>98.21%</b>

**Red = Statistically Significant Underutilization**



# *Program Recommendations*

The top of the slide features a banner with the text "MASON TILLMAN" in a light, outlined font. To the left is a partial image of a woman's face, and to the right is a partial image of a man's face. On the far right is a logo consisting of a large "M" above a smaller "T" with a scale of justice symbol below it.

# ***RACE AND GENDER CONSCIOUS REMEDIES***

## **PRIME CONTRACTS:**

- **Establish Contract Incentives**
  - **Engineering Professional Services Contracts**
  - **Non-Engineering Professional Services Contracts**
    - **Ten Percent Evaluation Points**



# ***RACE AND GENDER CONSCIOUS REMEDIES***

## **SUBCONTRACTS**

- **Set Overall MBE Subcontracting Goals**
- **Limit Goals to Groups with Disparity**
- **Enforce Commercially Useful Function**
- **Conduct Goal Attainment Reviews**
- **Track All Utilized Subcontractors**
- **Enforce Substitution Standards**



The top of the slide features a banner with the name 'MASON TILLMAN' in a light, outlined font. To the left, there are partial images of a woman's face and a man's face. To the right, there is a logo consisting of a large 'M' above a smaller 'T' with a scale of justice symbol. The background of the banner shows a city skyline at night.

# ***RACE AND GENDER NEUTRAL REMEDIES***

- **Pay Mobilization to Subcontractors**
- **Institute a Payment Verification Program**
- **Develop an Expedited Payment Program**
- **Publish Prime Contractor Payments**
- **Expand Unbundling Policy**
- **Promote Diversity in Distributorships**
- **Advertise Small Contracts Bond Provisions**



# ***RACE AND GENDER NEUTRAL REMEDIES***

- **Review the Pre-qualification Application for Construction, Architectural, Engineering and Surveying Contracts**
- **Publish Pre-qualification Evaluation Standards**
- **Support a Training Program to Pre-qualify Businesses for Sewer Construction Work**



# ***RACE AND GENDER NEUTRAL REMEDIES***

- **Advertise CIRP Project Opportunities on Website**
- **Publicize the Entire Scope of MSD's Diversity Program on Website**
- **Post Bidding History on Contracts over \$50,000**
- **Optimize Website for Mobile Devices**
- **Set Up a Twitter Feed**



# ***RACE AND GENDER NEUTRAL REMEDIES***

- **Enhance MWBE Outreach Program**
- **Expand MWBE Diversity Program Staff**
- **Appoint MWBE Ombudsperson**
- **Expand Trade Association Partnerships**



# *Workforce Study*





# **LEGAL STANDARDS**

## ***Executive Order 11246***

### **Construction**

***41 CFR Part  
60-4.6***

- **Numerical Goals for Minority and Female Utilization**
  - **Based on Appropriate Workforce, Demographic and Relevant Data**
  - **Not Intended to Create Set-asides**
  - **Measures the Effectiveness of Discrimination Prevention Efforts**

### **Professional Services**

***41 CFR Part  
60-2.11***

- **Numerical Goals Based on Minority and Female Availability**
  - **Use Best Available Data**
  - **Not a Quota, Does Not Permit Hiring Unqualified Persons**
  - **Goals Established to Achieve Parity with Availability**



# ***METHODOLOGY***

## ***Construction***

- **Availability Analysis**
  - **MSD Identified Relevant Trades**
  - **Data Sources – 2010 U.S. Census Bureau American Community Survey**
    - **Civilian Labor Force**
    - **Residents in Construction Industry**
    - **Residents with H.S. Diploma**

## ***Professional Services***

- **Availability Analysis**
  - **MSD Identified Relevant Job Categories**
  - **Data Sources – 2010 U.S. Census Bureau American Community Survey EEO Job Group Tabulation**
    - **Officials and Managers**
    - **Technicians**
    - **Professionals**



# EMPLOYMENT GOALS

**Construction**

<b>Minority</b>	<b>30%</b>
<b>Female</b>	<b>7%</b>
<b>Local Resident<sup>+</sup></b>	<b>30%</b>
<b>Apprentice<sup>*</sup></b>	<b>40%</b>

(+) The Local Resident construction goal is race and gender-neutral, applies to all residents of the service area.  
 (\* )The Apprentice goal only applies to contractors who utilize apprentice labor.

**Professional Services**

<b>Minority<sup>++</sup></b>	<b>18%</b>
<b>Female<sup>**</sup></b>	<b>32%</b>

(++) The Minority professional service goal includes current minority males and females workforce in local office.  
 (\*\* )The Female professional service goal only applies to non-minority current females workforce in local office.



# ***IMPLEMENTATION***

## ***Construction***

**Local, Minority and Female Utilization As A Percent of the Total Project Work Hours Performed on the Contract Shall Equal or Exceed the Goals**

## ***Professional Services***

**Evaluation Points Shall Be Awarded Based on the Level of Minority and Female Utilization in the Prime's Local Office at Time of Award or the Workforce of a Sub consultant**



Who We Are  
Services & Capabilities  
Achievements  
Awards & Commendations  
Newsletter

**THANK YOU!**

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