

3.0 UTILIZATION AND AVAILABILITY ANALYSES

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On November 30, 2006, the City of San Antonio as representative of the Regional Disparity Study Consortium (Study Consortium) contracted MGT of America, Inc. (MGT), to conduct a Regional Business Disparity Causation Analyses Study for the Study Consortium. The Study Consortium consists of the City of San Antonio (COSA) a home rule city, municipal corporation and political subdivision of the State of Texas; Bexar County (County), a political subdivision of the State of Texas; San Antonio Water System (SAWS) a City of San Antonio municipally-owned water and wastewater utility and municipal agency; Edwards Aquifer Authority (EAA), a special conservation and reclamation district; San Antonio Housing Authority (SAHA), a political subdivision of the State of Texas; the Port Authority of San Antonio (Port), a special district and a political subdivision of the State of Texas; Brooks Development Authority (BDA), a special district and political subdivision of the State of Texas; CPS Energy (CPS), a City of San Antonio municipally-owned electric and gas utility and municipal agency; University Health System (UHS), a political subdivision of the State of Texas; and the Alamo Regional Mobility Authority (ARMA).¹

This chapter presents the results of MGT's analysis of the City of San Antonio (COSA) procurement activity occurring between September 2004 and December 2007. In this chapter MGT analyzes the utilization of firms by COSA in comparison to the availability of firms to do business with COSA. The results of the utilization and availability analyses ultimately determine whether minority-, woman-, or nonminority-owned businesses were underutilized or overutilized in these procurements.

This chapter consists of the following sections:

- 3.1 Methodology
- 3.2 Construction
- 3.3 Architecture and Engineering
- 3.4 Professional Services
- 3.5 Other Services
- 3.6 Goods and Supplies
- 3.7 Summary

3.1 Methodology

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

¹ CPS Energy and the Alamo Regional Mobility Authority (ARMA) are participating in this study solely for the purpose to obtain availability and vendor data. By letter dated February 27, 2009, Bexar County formally withdrew from the Study Consortium and the Study effort.

3.1.1 Business Categories

The City of San Antonio prime utilization and availability of M/WBEs 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 clean-up.

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 or unlicensed services

Goods and Supplies

This business category includes:

- Office goods.
- Medical supplies.
- Miscellaneous building materials.
- Equipment.
- Vehicles.
- 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.

Firms were assigned to a particular category based on the COSA's chart of account, as well as the COSA's financial management systems. However, based on feedback from the COSA, certain purchases were reclassified according to vendor name rather than the type of purchase and/or payment description.

3.1.2 M/WBE Classifications

In this study, businesses classified as M/WBEs 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/WBE determinations reflected in this report were based on the source data discussed below in **Section 3.1.3**. 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 COSA representatives to identify the proper business owner classification. Firms that were identified in the source data as non-M/WBEs and firms for which there was no indication of M/WBE classification in the source data were considered to be nonminority-owned firms in the analysis conducted for this study.

3.1.3 Collection and Management of Data

Electronic-copy procurement data within the study period for the business categories mentioned above were reviewed and collected.

Payment Data Collection

Using the electronic data provided by COSA and the additional data (such as subcontractor and bidder data) collected onsite (where available); MGT developed a master list of COSA's procurement activity during the study period. The master list was comprised of data sets obtained from COSA, and contained COSA payment data. These files were as follows:

- **SAP Accounts Payable Data:** files containing purchase orders and payments made to vendors during the study period.
- **Chart of Accounts:** a list of the COSA's accounts payable and title descriptions.
- **Building Permits and Reed Construction Data:** (RCD) from 2001 through 2006².

Data from the electronic file were combined to create the master file of COSA's procurement activity for the study period. The electronic list provided the following data that MGT used for analysis:

- Name of firm paid.
- Payment amount of the transaction.
- Payment post and close date of the purchase order and/or payment.

² Please refer to Chapter 6.0, Private Sector Analysis, for a detailed discussion of this dataset.

- A description of the purchase order and/or payment from which the business category of the procurement could be derived.

Once collected and 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 3-1**.

**EXHIBIT 3-1
CITY OF SAN ANTONIO
NUMBER OF ANALYZED RECORDS
WITHIN THE ELECTRONIC PROCUREMENT DATA
SEPTEMBER 2004 THROUGH DECEMBER 2007**

BUSINESS CATEGORY	# OF RECORDS
Construction	7,502
Architecture and Engineering	1,899
Professional Services	6,227
Other Services	15,796
Goods and Supplies	131,900

Source: Procurement activity compiled from COSA'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 COSA; (2) have bid on or been notified about prime contract work for COSA; or (3) have performed work or bid on work for one of members of the Consortium³. These firms are considered to be available because they have either performed or indicated their willingness to perform prime contract work for the local San Antonio market area.

In addition, MGT's subconsultants, Innovative Strategies, collected numerous lists from local area agencies (such as chambers of commerce, business development agencies)

³ This was based on electronic and/or hard copy data collected from BDA, EAA, SAHA, SAWS, and UHS.

to assist with the development of MGT's master list of firms. These lists were used to update and cross reference ethnic/gender/racial classification information.

This process generated a listing of 26,657 entries; however, a significant number of the entries were names of City employees, nonprofit organizations, governmental agencies, and duplicate entries. With the assistance from COSA representatives, employee names were identified and excluded from further analysis. We also excluded business listings for firms where there was incomplete data. As a result, our availability analyses were based on a pool of 8,452 firms.

3.1.4 Market Area Methodology

In order to establish the appropriate geographic boundaries for the statistical analysis, market areas were determined for each of the business categories included in the study. First, the overall market area was determined and then the relevant market area was established.

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

Relevant Market Area

Next, relevant market area was determined for each business category. The first step was to sum the dollars awarded in each of the counties included in COSA's procurement data. The counties were listed according to the number of firms awarded gross value dollars, and then by the dollar amounts paid. Succeeding counties were added, as needed, until at least 75 percent of the total dollars was included. This process was repeated for each business category.

The use of the *75 percent rule* for market area determination is generally accepted in antitrust cases. In another relevant case, the court accepted less than 100 percent of

data when it was reasonable to assume that the missing data would not significantly change the results of the analysis.⁴

The data used to determine the overall and relevant market areas for COSA 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; and
- percentage of total dollars.

3.1.5 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 COSA's financial management system for activity occurring between September 2004 and December 2007.

In addition to determining the relevant market area, MGT summed the dollars in each county according to business category within the San Antonio, Texas (MSA).⁵ The greater San Antonio area (officially San Antonio Metropolitan Statistical Area) is an eight-county metropolitan area in the South-Central region of Texas, within and surrounding the city of San Antonio. The San Antonio MSA is the third-largest metro area in the state of Texas, after Dallas-Fort Worth and Houston. The San Antonio MSA includes the following: Atascosa County, Texas; Bandera County, Texas; Bexar County, Texas; Comal County, Texas; Guadalupe County, Texas; Kendall County, Texas; Medina County, Texas; and Wilson County, Texas. Based on the relevant market area analyses⁶ conducted for each procurement category, MGT and COSA staff agreed that the defined market area for public and private sector activity would include these counties included in the MSA.

3.1.5 Availability Methodology

To evaluate disparate impact, if any, it is necessary to identify available M/WBEs in the local area for 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.

Several methodologies may be used to determine availability, including analysis of vendor data and bidder data. The use of vendor data is preferable to bidder data

⁴ *James C. Jones v. the New York County Human Resources Administration*, 528 F.2d 696 (F.2d Cir. 1976).

⁵ In 2000, the MSAs for large metro areas were divided into Primary Metropolitan Statistical Areas (e.g., Dallas) and Consolidated Metropolitan Statistical Areas (e.g., Dallas-Fort Worth).

⁶ Since, the relevant market area for construction, architecture and engineering services, professional services, and other services business category was determined to be Bexar County, Texas. Therefore, the utilization analyses were conducted on the San Antonio MSA.

because it considers firms that have expressed a readiness, willingness, and ability to provide goods and/or services to procuring entities, even when they have not been successful in doing so. Discriminatory barriers may, under certain circumstances, preclude such firms from submitting bids. For MGT's analysis, MGT used firms who bid on COSA projects in addition bidding on Consortium projects, and firms that performed work for COSA, as well as, for other members of the Consortium.

As indicated previously in this chapter, MGT utilized various sources to determine prime and subcontractor availability in order to develop the appropriate availability data within the metropolitan statistical area. All of the data were then compiled into the database (specific to each agency) for analysis.

3.2 Construction

This section presents MGT's analysis of COSA's utilization in the construction business category, as well as the utilization and availability of firms.

3.2.1 Utilization Analysis

For firms located in the San Antonio metropolitan statistical area (MSA), the following analysis was conducted:

- Utilization analysis of all M/WBE and non-M/WBE prime contractors' purchase orders by year for the study period.
- Utilization analysis of the number of purchase orders and the unique prime contractors paid those dollars, according to race/ethnicity/gender classifications.
- Utilization of M/WBE and non-M/WBE prime contractors' payments and number of purchase orders by dollar threshold range.
- Utilization analysis of all identified M/WBE and non-M/WBE subcontractors' awards for the study period.

The utilization analysis of prime construction contractors in the COSA's MSA is shown in **Exhibit 3-2**. M/WBEs were paid close to 26 percent (25.9%) of the total prime construction dollars expended by COSA during the review period. COSA paid \$475.5 million for construction services during the study period. Hispanic American-owned firms received over \$106.7 million, accounting for 22.4 percent of the 25.9 percent paid to M/WBEs. Among M/WBEs, nonminority women and Asian Americans had the next highest share, receiving \$15.7 million and \$932,942 of the overall prime construction dollars, respectively.

**EXHIBIT 3-2
CITY OF SAN ANTONIO
CONSTRUCTION
UTILIZATION ANALYSIS OF PRIME CONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2004	\$0.00	0.00%	\$16,505,914.17	42.57%	\$414,233.27	1.07%	\$0.00	0.00%	\$4,381,597.75	11.30%	\$21,301,745.19	54.94%	\$17,472,622.07	45.06%	\$0.00	0.00%	\$38,774,367.26
2005	\$0.00	0.00%	\$19,838,051.92	24.31%	\$231,737.23	0.28%	\$1,655.00	0.00%	\$198,145.73	0.24%	\$20,269,589.88	24.84%	\$61,345,155.92	75.16%	\$0.00	0.00%	\$81,614,745.80
2006	\$1,950.00	0.00%	\$25,343,150.07	12.24%	\$30,298.01	0.01%	\$18,360.00	0.01%	\$2,578,815.59	1.25%	\$27,972,573.67	13.51%	\$179,080,563.91	86.46%	\$66,961.87	0.03%	\$207,120,099.45
2007	\$1,325.00	0.00%	\$45,010,931.18	30.41%	\$256,673.60	0.17%	\$1,200.00	0.00%	\$8,590,256.88	5.80%	\$53,860,386.66	36.39%	\$94,152,732.00	63.61%	\$7,708.00	0.01%	\$148,020,826.66
Total	\$3,275.00	0.00%	\$106,698,047.34	22.44%	\$932,942.11	0.20%	\$21,215.00	0.00%	\$15,748,815.95	3.31%	\$123,404,295.40	25.95%	\$352,051,073.90	74.03%	\$74,669.87	0.02%	\$475,530,039.17

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percent of total dollars paid annually to prime contractors.

In 2004, M/WBEs, as a whole, received their greatest percentage (54.9%) of COSA's total prime contract payments. In terms of absolute dollars paid, M/WBEs were most successful as prime contractors in the year 2007, generating over \$53.9 million in payments from COSA's construction payments.

Exhibits 3-3 and **3-4** show the number of purchase orders and prime construction firms utilized over the entire the study period. In **Exhibit 3-3**, MGT shows that 6,258 purchase orders were received in the San Antonio MSA, with 64.3 percent of those purchase orders going to non-M/WBE firms, whereas M/WBEs received 35.5 percent of the purchase order dollars—2,221 of the 6,258 purchase orders. In **Exhibit 3-4**, MGT shows that 220 M/WBE firms (35.6%) were paid for construction projects at the prime contractor level. In comparison, 395 non-M/WBEs were paid during the same period.

**EXHIBIT 3-3
CITY OF SAN ANTONIO
CONSTRUCTION
PRIME PAYMENTS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Purchase Orders
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2004	0	0.00%	103	28.45%	9	2.49%	0	0.00%	12	3.31%	124	34.25%	238	65.75%	0	0.00%	362
2005	0	0.00%	338	16.70%	10	0.49%	1	0.05%	49	2.42%	398	19.66%	1,626	80.34%	0	0.00%	2,024
2006	1	0.05%	534	28.12%	4	0.21%	6	0.32%	71	3.74%	616	32.44%	1,277	67.25%	6	0.32%	1,899
2007	2	0.10%	664	33.65%	6	0.30%	1	0.05%	410	20.78%	1,083	54.89%	884	44.80%	6	0.30%	1,973
Total Purchase Orders	3	0.05%	1,639	26.19%	29	0.46%	8	0.13%	542	8.66%	2,221	35.49%	4,025	64.32%	12	0.19%	6,258

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percentage of total payments.

**EXHIBIT 3-4
CITY OF SAN ANTONIO
CONSTRUCTION
NUMBER OF UTILIZED UNIQUE PRIME CONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Unique Vendors
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2004	0	0.00%	22	31.88%	1	1.45%	0	0.00%	6	8.70%	29	42.03%	40	57.97%	0	0.00%	69
2005	0	0.00%	64	31.07%	1	0.49%	1	0.49%	14	6.80%	80	38.83%	126	61.17%	0	0.00%	206
2006	1	0.32%	92	29.68%	1	0.32%	1	0.32%	24	7.74%	119	38.39%	189	60.97%	2	0.65%	310
2007	2	0.58%	84	24.28%	2	0.58%	1	0.29%	41	11.85%	130	37.57%	214	61.85%	2	0.58%	346
Total Unique Vendors Over Four Years ²	3	0.49%	152	24.60%	2	0.32%	1	0.16%	62	10.03%	220	35.60%	395	63.92%	3	0.49%	618

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percentage of total firms.

² "Unique Vendors" counts a firm only once for each year it receives work. Since 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/WBE construction firms by examining payments in the specific dollar ranges shown below:

- Less than or equal to \$50,000.
- Between \$50,001 and \$100,000.
- Between \$100,001 and \$300,000.
- Between \$300,001 and \$500,000.
- Between \$500,001 and \$1 million.
- Between \$1,000,001 and \$3 million.
- Between \$3,000,001 and \$5 million.
- Between \$5,000,001 and \$10 million.
- Greater than \$10 million.

As **Exhibit 3-5** illustrates, M/WBEs received 31.8 percent of the payment dollars in amounts between \$500,001 and \$1 million and 34.5 percent in the \$3,000,001 to \$5 million categories. However, the analysis showed that as the payment dollar amount increased to greater than \$10 million, M/WBE participation dropped to 8.3 percent of the dollars. Among M/WBEs, and based on percentage utilization, firms owned by Hispanic Americans were more successful in all ranges.

**EXHIBIT 3-5
CITY OF SAN ANTONIO
CONSTRUCTION PURCHASE ORDER AMOUNTS BY THRESHOLD
IN THE METROPOLITAN STATISTICAL AREA
SEPTEMBER 2004 THROUGH DECEMBER 2007**

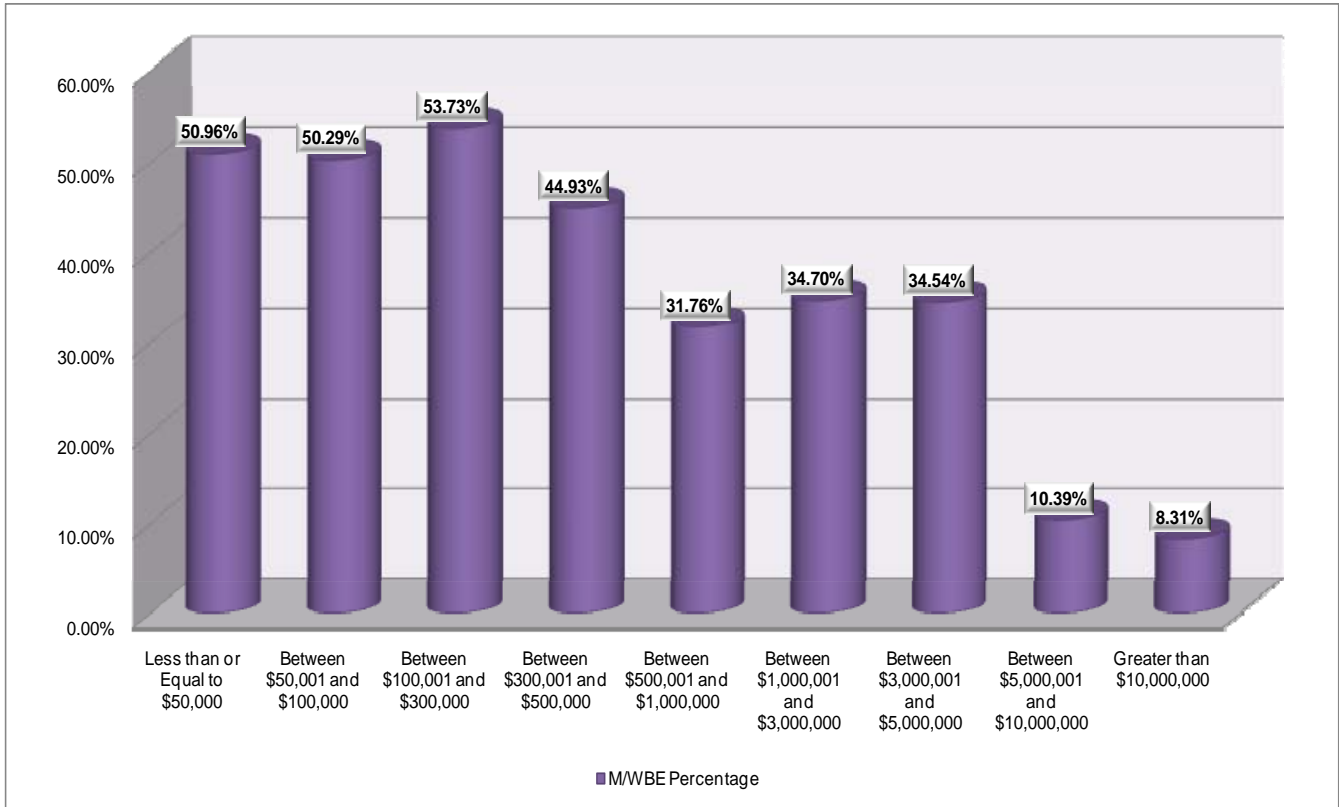
Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
Less than or Equal to \$50,000	\$3,275.00	0.02%	\$6,075,573.16	39.97%	\$252,275.37	1.66%	\$21,215.00	0.14%	\$1,392,951.66	9.16%	\$7,745,290.19	50.96%	\$7,378,730.11	48.55%	\$74,669.87	0.49%	\$15,198,690.17
Between \$50,001 and \$100,000	\$0.00	0.00%	\$4,504,544.04	42.38%	\$186,820.98	1.76%	\$0.00	0.00%	\$653,048.38	6.14%	\$5,344,413.40	50.29%	\$5,283,647.76	49.71%	\$0.00	0.00%	\$10,628,061.16
Between \$100,001 and \$300,000	\$0.00	0.00%	\$9,607,104.98	47.01%	\$493,845.76	2.42%	\$0.00	0.00%	\$878,697.92	4.30%	\$10,979,648.66	53.73%	\$9,455,131.37	46.27%	\$0.00	0.00%	\$20,434,780.03
Between \$300,001 and \$500,000	\$0.00	0.00%	\$6,683,749.26	35.26%	\$0.00	0.00%	\$0.00	0.00%	\$1,833,027.16	9.67%	\$8,516,776.42	44.93%	\$10,440,553.98	55.07%	\$0.00	0.00%	\$18,957,330.40
Between \$500,001 and \$1,000,000	\$0.00	0.00%	\$9,660,192.53	27.86%	\$0.00	0.00%	\$0.00	0.00%	\$1,352,533.41	3.90%	\$11,012,725.94	31.76%	\$23,665,618.40	68.24%	\$0.00	0.00%	\$34,678,344.34
Between \$1,000,001 and \$3,000,000	\$0.00	0.00%	\$36,703,962.35	33.77%	\$0.00	0.00%	\$0.00	0.00%	\$1,010,156.00	0.93%	\$37,714,118.35	34.70%	\$70,976,319.27	65.30%	\$0.00	0.00%	\$108,690,437.62
Between \$3,000,001 and \$5,000,000	\$0.00	0.00%	\$15,847,935.20	22.36%	\$0.00	0.00%	\$0.00	0.00%	\$8,628,401.42	12.17%	\$24,476,336.62	34.54%	\$46,397,648.30	65.46%	\$0.00	0.00%	\$70,873,984.92
Between \$5,000,001 and \$10,000,000	\$0.00	0.00%	\$6,572,022.04	10.39%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$6,572,022.04	10.39%	\$56,672,284.95	89.61%	\$0.00	0.00%	\$63,244,306.99
Greater than \$10,000,000	\$0.00	0.00%	\$11,042,963.78	8.31%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$11,042,963.78	8.31%	\$121,781,139.76	91.69%	\$0.00	0.00%	\$132,824,103.54
Total	\$3,275.00	0.00%	\$106,698,047.34	22.44%	\$932,942.11	0.20%	\$21,215.00	0.00%	\$15,748,815.95	3.31%	\$123,404,295.40	25.95%	\$352,051,073.90	74.03%	\$74,669.87	0.02%	\$475,530,039.17

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percent of total dollars paid by threshold range.

Exhibit 3-6 shows a graphical representation of the dollar ranges for the utilization of M/WBEs and illustrates how M/WBE firms fared as purchase order dollars rose.

**EXHIBIT 3-6
CITY OF SAN ANTONIO
UTILIZATION OF PRIME CONSTRUCTION CONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
WITHIN PAYMENT DOLLAR RANGES
SEPTEMBER 2004 THROUGH DECEMBER 2007**



Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

As **Exhibit 3-7** illustrates, M/WBEs received 34.7 percent of the purchase orders paid in amounts of \$50,000 or less. However, the analysis showed that as the purchase order dollar amount increased, the level of M/WBE participation decreased, such that in the higher dollar range—purchase orders of \$10 million or more—M/WBE participation dropped to 14 percent of the purchase orders, or 1 purchase order.

**EXHIBIT 3-7
CITY OF SAN ANTONIO
CONSTRUCTION PURCHASE ORDER AMOUNTS BY THRESHOLD
IN THE METROPOLITAN STATISTICAL AREA
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Number of Purchase Orders
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
Less than or Equal to \$50,000	3	0.05%	1,462	25.24%	24	0.41%	8	0.14%	517	8.93%	2,014	34.77%	3,766	65.02%	12	0.21%	5,792
Between \$50,001 and \$100,000	0	0.00%	62	41.33%	2	1.33%	0	0.00%	9	6.00%	73	48.67%	77	51.33%	0	0.00%	150
Between \$100,001 and \$300,000	0	0.00%	56	47.06%	3	2.52%	0	0.00%	6	5.04%	65	54.62%	54	45.38%	0	0.00%	119
Between \$300,001 and \$500,000	0	0.00%	18	35.29%	0	0.00%	0	0.00%	5	9.80%	23	45.10%	28	54.90%	0	0.00%	51
Between \$500,001 and \$1,000,000	0	0.00%	13	27.66%	0	0.00%	0	0.00%	2	4.26%	15	31.91%	32	68.09%	0	0.00%	47
Between \$1,000,001 and \$3,000,000	0	0.00%	22	33.85%	0	0.00%	0	0.00%	1	1.54%	23	35.38%	42	64.62%	0	0.00%	65
Between \$3,000,001 and \$5,000,000	0	0.00%	4	22.22%	0	0.00%	0	0.00%	2	11.11%	6	33.33%	12	66.67%	0	0.00%	18
Between \$5,000,001 and \$10,000,000	0	0.00%	1	11.11%	0	0.00%	0	0.00%	0	0.00%	1	11.11%	8	88.89%	0	0.00%	9
Greater than \$10,000,000	0	0.00%	1	14.29%	0	0.00%	0	0.00%	0	0.00%	1	14.29%	6	85.71%	0	0.00%	7
Total	3	0.05%	1,639	26.19%	29	0.46%	8	0.13%	542	8.66%	2,221	35.49%	4,025	64.32%	12	0.19%	6,258

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percent of number of purchase orders by threshold range.

Subcontractor Analysis

Where available, subcontractor data were collected from hard copy files maintained by COSA. MGT sent out verification reports to prime contractors to obtain and/or verify any subcontractors that were not included in our database. Due to the incompleteness of the subcontractor data maintained, our analysis of M/WBE subcontractor utilization is based on the subcontract dollars awarded within the prime contractor's relevant market area⁷ derived from the data collected. It should be noted that these data are heavily skewed in favor of greater M/WBE utilization because those were the data most readily available.

Based on the available data, non-M/WBE firms received 75.5 percent (\$135.4 million) of the construction subcontract dollars awarded during the study period. M/WBE firms received 24.5 percent, with nonminority women-owned firms receiving 13 percent. The

⁷⁷ Please refer to Section 3.1.4 for a detailed discussion of how the relevant market area was determined.

subcontractor utilization analysis for COSA awards is shown in **Exhibit 3-8** as dollar amounts awarded and percentage of M/WBE dollars.

**EXHIBIT 3-8
CITY OF SAN ANTONIO
UTILIZATION ANALYSIS OF SUBCONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Overall	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
Total	\$1,551,193.42	0.86%	\$16,926,658.45	9.43%	\$1,339,107.75	0.75%	\$747,012.00	0.42%	\$23,392,646.92	13.04%	\$43,956,618.54	24.50%	\$135,375,357.33	75.46%	\$72,800.00	0.04%	\$179,404,775.87

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percentage of subcontract awards.

Exhibits 3-9 and **3-10** show the number of subcontract awards (with award amounts provided) and subcontractor construction firms utilized during the study period. In **Exhibit 3-9**, MGT shows that 849 subcontractors were awarded to subcontracts, with 39.5 percent of those awards going to M/WBE firms. In **Exhibit 3-10**, MGT shows that 104 M/WBE firms (24.6%) were awarded projects at the subcontractor level.

**EXHIBIT 3-9
CITY OF SAN ANTONIO
SUBCONTRACTOR AWARDS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Subcontracts
Total Subcontracts	42	4.95%	164	19.32%	16	1.88%	4	0.47%	109	12.84%	335	39.46%	509	59.95%	5	0.59%	849

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percentage of total payments.

**EXHIBIT 3-10
CITY OF SAN ANTONIO
NUMBER OF UTILIZED UNIQUE SUBCONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Unique Vendors
	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#
Total Unique Vendors Over Four Years ³	17	4.02%	36	8.51%	7	1.65%	2	0.47%	42	9.93%	104	24.59%	318	75.18%	1	0.24%	423

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percentage of total firms.

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

3.2.3 Availability

The availability of construction firms was derived from the list of firms who bid on COSA projects in addition to bidding on Consortium projects, and firms that performed work for COSA, as well as for other members of the Consortium. As shown in **Exhibit 3-11**, there were 627 firms available in the construction business category. Of the 627 firms, 228 (36.4%) were M/WBEs. For M/WBE prime contractor availability, by individual race/ethnicity/gender classification, African American firms represented .48 percent, Hispanic American firms 25.0 percent; Asian American firms 0.32 percent, Native American firms 0.16 percent, and nonminority women firms 10.4 percent.

**EXHIBIT 3-11
CITY OF SAN ANTONIO
CONSTRUCTION
AVAILABILITY OF PRIME CONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	3	0.48%	157	25.04%	2	0.32%	1	0.16%	65	10.37%	228	36.36%	399	63.64%	627

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

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

Exhibit 3-12 displays availability percentages for subcontractors. M/WBEs accounted for 21.3 percent of construction subcontractors available to do business with COSA. Nonminority women-owned firms were the largest group, accounting for 8.6 percent of the total M/WBE construction contractors. The data for subcontractors was based on readily available data collected from hard copy files, which included firms who were awarded work at a subcontractor level, as well as firms who were proposed to be utilized by a prime contractor. For M/WBE subcontractor availability, by individual race/ethnicity/gender classification, African American firms represented 3.5 percent, Hispanic American firms 7.3 percent; Asian American firms 1.46 percent, Native American firms 0.66 percent, and nonminority women firms 8.4 percent.

**EXHIBIT 3-12
CITY OF SAN ANTONIO
CONSTRUCTION
AVAILABILITY OF SUBCONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	26	3.46%	55	7.31%	11	1.46%	5	0.66%	63	8.38%	160	21.28%	592	78.72%	752

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

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

3.3 Architecture and Engineering

This section presents MGT’s analysis for the architecture and engineering business category. This analysis is based on COSA payments to firms providing architectural and engineering services. In this section, MGT shows the results of the utilization and availability analysis of M/WBEs and non-M/WBEs as architecture and engineering consultants, within the San Antonio MSA.

3.3.1 Utilization Analysis

Exhibit 3-13 presents the utilization analysis of architecture and engineering prime consultants in COSA’s MSA and shows that M/WBEs received over \$29.2 million (48.1%) of the architecture and engineering purchase order dollars. Nonminority firms accounted for more than \$31.6 million of the architecture and engineering dollars over the study period, receiving 51.9 percent of the dollars.

**EXHIBIT 3-13
CITY OF SAN ANTONIO
ARCHITECTURE AND ENGINEERING
UTILIZATION ANALYSIS OF PRIME CONSULTANTS PAYMENTS AND
PERCENTAGE OF TOTAL DOLLARS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2004	\$0.00	0.00%	\$1,817,343.07	5.60%	\$842,936.73	2.60%	\$0.00	0.00%	\$17,524,445.91	54.03%	\$20,184,725.71	62.23%	\$12,249,411.10	37.77%	\$0.00	0.00%	\$32,434,136.81
2005	\$0.00	0.00%	\$1,539,492.22	17.58%	\$346,038.23	3.95%	\$0.00	0.00%	\$1,342,652.89	15.33%	\$3,228,183.34	36.85%	\$5,530,991.94	63.15%	\$0.00	0.00%	\$8,759,175.28
2006	\$0.00	0.00%	\$1,439,409.33	17.26%	\$31,206.01	0.37%	\$0.00	0.00%	\$1,939,207.70	23.25%	\$3,409,823.04	40.88%	\$4,931,525.47	59.12%	\$0.00	0.00%	\$8,341,348.51
2007	\$5,350.00	0.05%	\$215,651.86	1.92%	\$133,486.10	1.19%	\$0.00	0.00%	\$2,053,685.54	18.24%	\$2,408,173.50	21.39%	\$8,849,063.59	78.61%	\$0.00	0.00%	\$11,257,237.09
Total	\$5,350.00	0.01%	\$5,011,896.48	8.24%	\$1,353,667.07	2.23%	\$0.00	0.00%	\$22,859,992.04	37.60%	\$29,230,905.59	48.08%	\$31,560,992.10	51.92%	\$0.00	0.00%	\$60,791,897.69

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percent of total dollars paid annually to prime contractors.

Exhibit 3-14 shows the utilization by the number of purchase orders during the study period. Nonminority firms received 51 percent of the architecture and engineering payments made by COSA during the study period. M/WBE firms received more than 48 percent of the 1,155 purchase orders. M/WBEs received 564, with nonminority women (334 purchase orders) and Hispanic Americans (172 purchase orders) being the most successful.

**EXHIBIT 3-14
CITY OF SAN ANTONIO
ARCHITECTURE AND ENGINEERING
PRIME PURCHASE ORDERS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Purchase Orders
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2004	0	0.00%	54	16.93%	23	7.21%	0	0.00%	45	14.11%	122	38.24%	197	61.76%	0	0.00%	319
2005	0	0.00%	56	18.98%	13	4.41%	0	0.00%	69	23.39%	138	46.78%	157	53.22%	0	0.00%	295
2006	0	0.00%	36	11.76%	5	1.63%	0	0.00%	138	45.10%	179	58.50%	127	41.50%	0	0.00%	306
2007	3	1.28%	26	11.06%	14	5.96%	0	0.00%	82	34.89%	125	53.19%	110	46.81%	0	0.00%	235
Total Purchase Orders	3	0.26%	172	14.89%	55	4.76%	0	0.00%	334	28.92%	564	48.83%	591	51.17%	0	0.00%	1,155

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percentage of total payments.

Exhibit 3-15 shows the distribution of individual architectural and engineering prime level consultants that performed work for COSA during the study period. There were 158 unique architectural and engineering firms. Of the M/WBEs, Hispanic Americans were most successful with 31 firms, followed by nonminority women with 18 firms.

**EXHIBIT 3-15
CITY OF SAN ANTONIO
ARCHITECTURE AND ENGINEERING
NUMBER OF INDIVIDUAL PRIME CONSULTANTS IN THE
METROPOLITAN STATISTICAL AREA
PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Unique Vendors
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2004	0	0.00%	15	16.48%	5	5.49%	0	0.00%	11	12.09%	31	34.07%	60	65.93%	0	0.00%	91
2005	0	0.00%	14	20.59%	3	4.41%	0	0.00%	11	16.18%	28	41.18%	40	58.82%	0	0.00%	68
2006	0	0.00%	13	21.31%	2	3.28%	0	0.00%	10	16.39%	25	40.98%	36	59.02%	0	0.00%	61
2007	2	3.39%	14	23.73%	3	5.08%	0	0.00%	9	15.25%	28	47.46%	31	52.54%	0	0.00%	59
Total Unique Vendors Over Four Years ²	2	1.31%	31	20.26%	6	3.92%	0	0.00%	18	11.76%	57	37.25%	96	62.75%	0	0.00%	153

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percentage of Total Consultants.

² "Unique Vendors" counts a firm only once for each year it receives work. Since 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 further analyzed the utilization of M/WBE architecture and engineering firms by examining architecture and engineering payments in specific dollar ranges. The established ranges were:

- Less than or equal to \$50,000.
- Between \$50,001 and \$100,000.
- Between \$100,001 and \$300,000.
- Between \$300,001 and \$500,000.
- Between \$500,001 and \$1 million.
- Between \$1,000,001 and \$3 million.
- Between \$3,000,001 and \$5 million.
- Between \$5,000,001 and \$10 million.
- Greater than \$10 million.

Exhibit 3-16 presents the threshold analysis for architectural and engineering purchase order dollars by COSA during the study period. When M/WBE firms were utilized, nonminority women and Hispanic Americans were most successful in all ranges. **Exhibit 3-17** shows these numbers as a graphical representation.

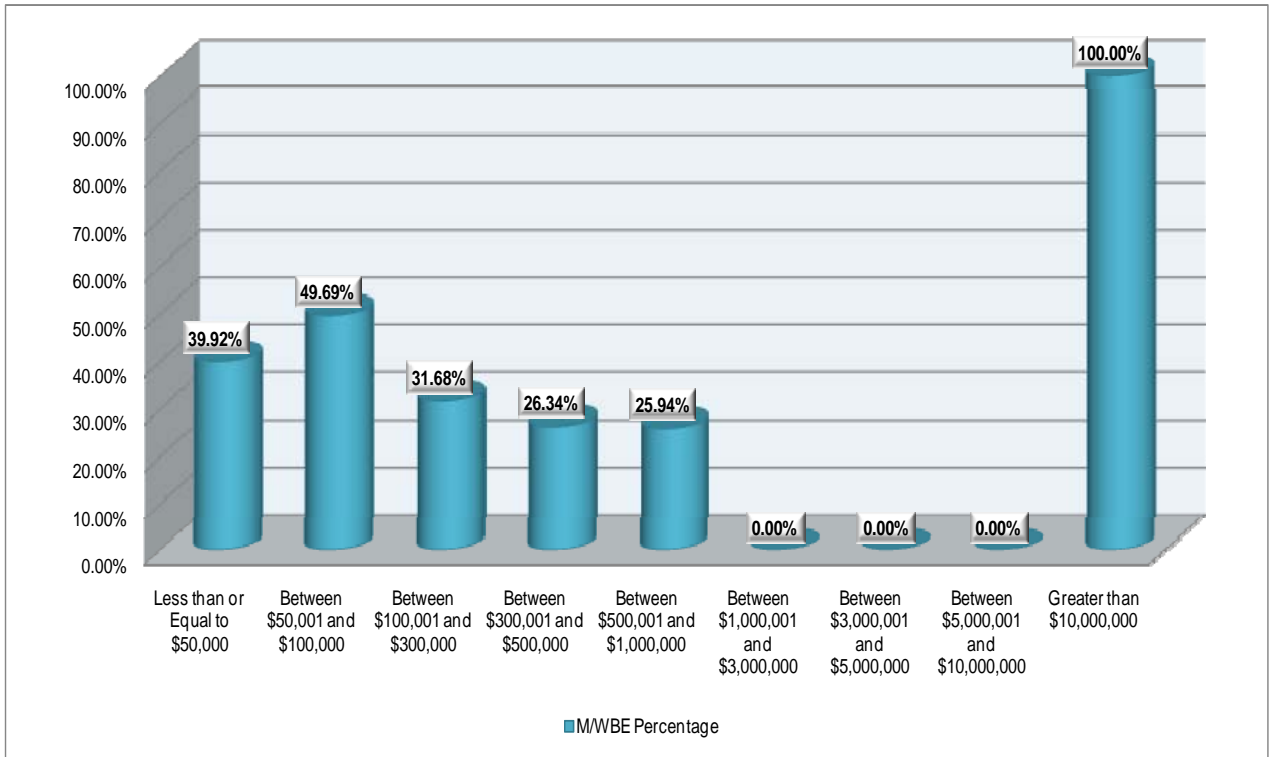
**EXHIBIT 3-16
CITY OF SAN ANTONIO
UTILIZATION OF ARCHITECTURE AND ENGINEERING CONSULTANTS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/W/DBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
Less than or Equal to \$50,000	\$5,350.00	0.07%	\$1,234,181.42	15.54%	\$427,059.05	5.38%	\$0.00	0.00%	\$1,503,944.20	18.94%	\$3,170,534.67	39.92%	\$4,771,472.43	60.08%	\$0.00	0.00%	\$7,942,007.10
Between \$50,001 and \$100,000	\$0.00	0.00%	\$953,207.40	16.44%	\$414,071.24	7.14%	\$0.00	0.00%	\$1,514,089.69	26.11%	\$2,881,368.33	49.69%	\$2,916,820.67	50.31%	\$0.00	0.00%	\$5,798,189.00
Between \$100,001 and \$300,000	\$0.00	0.00%	\$1,740,353.36	14.21%	\$512,536.78	4.18%	\$0.00	0.00%	\$1,627,591.59	13.29%	\$3,880,481.73	31.68%	\$8,369,487.34	68.32%	\$0.00	0.00%	\$12,249,969.07
Between \$300,001 and \$500,000	\$0.00	0.00%	\$1,084,154.30	15.61%	\$0.00	0.00%	\$0.00	0.00%	\$745,135.00	10.73%	\$1,829,289.30	26.34%	\$5,115,856.09	73.66%	\$0.00	0.00%	\$6,945,145.39
Between \$500,001 and \$1,000,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$1,469,231.56	25.94%	\$1,469,231.56	25.94%	\$4,194,382.59	74.06%	\$0.00	0.00%	\$5,663,614.15
Between \$1,000,001 and \$3,000,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$2,808,972.98	100.00%	\$0.00	0.00%	\$2,808,972.98
Between \$3,000,001 and \$5,000,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$3,384,000.00	100.00%	\$0.00	0.00%	\$3,384,000.00
Between \$5,000,001 and \$10,000,000	\$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	0.00%	\$0.00
Greater than \$10,000,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$16,000,000.00	100.00%	\$16,000,000.00	100.00%	\$0.00	0.00%	\$0.00	0.00%	\$16,000,000.00
Total	\$5,350.00	0.01%	\$5,011,896.48	8.24%	\$1,353,667.07	2.23%	\$0.00	0.00%	\$22,859,992.04	37.60%	\$29,230,905.59	48.08%	\$31,560,992.10	51.92%	\$0.00	0.00%	\$60,791,897.69

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percent of total dollars paid to prime contractors by threshold range.

**EXHIBIT 3-17
CITY OF SAN ANTONIO
UTILIZATION OF ARCHITECTURAL AND ENGINEERING CONSULTANTS
WITHIN PURCHASE ORDER DOLLAR RANGES
SEPTEMBER 2004 THROUGH DECEMBER 2007**



Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

3.3.3 Availability

The availability of prime architectural and engineering firms was derived from the list of firms who bid on COSA projects in addition to bidding on Consortium projects, and firms that performed work for COSA, as well as for other members of the Consortium. Of the 172 available architecture and engineering firms, 34.9 percent were M/WBEs. Hispanic Americans had the highest percentage of available firms among the M/WBE group, with 18 percent, and nonminority women were next with 12.2 percent. **Exhibit 3-18** shows the available pool of architecture and engineering prime consultants.

**EXHIBIT 3-18
CITY OF SAN ANTONIO
ARCHITECTURE AND ENGINEERING
AVAILABILITY OF PRIME CONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	2	1.16%	31	18.02%	6	3.49%	0	0.00%	21	12.21%	60	34.88%	112	65.12%	172

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

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

3.4 Professional Services

This section presents MGT's analysis for the professional services business category. This analysis is based on COSA purchase orders for providing professional services. In this section, the results of the utilization and availability analysis of M/WBEs and non-M/WBEs as prime professional service consultants in the San Antonio MSA are shown. According to COSA procurement data, M/WBEs received 12.2 percent of the \$40.4 million spent in professional services. **Exhibit 3-19** shows that Hispanic American-owned firms received 10.2 percent, followed by African American firms with 1.1 percent, and nonminority women firms with .84 percent.

**EXHIBIT 3-19
CITY OF SAN ANTONIO
PROFESSIONAL SERVICES
UTILIZATION ANALYSIS OF PRIME CONSULTANTS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
\$24,077.72	0.15%	\$9,706,760.03	60.81%	\$0.00	0.00%	\$0.00	0.00%	\$660,170.04	4.14%	\$10,391,007.79	65.09%	\$5,572,023.77	34.91%	\$0.00	0.00%	\$15,963,031.56
\$411,966.84	0.60%	\$1,766,479.26	2.57%	\$35,244.97	0.05%	\$0.00	0.00%	\$787,494.49	1.15%	\$3,001,185.56	4.37%	\$65,702,789.15	95.60%	\$23,320.00	0.03%	\$68,727,294.71
\$3,011,193.49	1.77%	\$10,902,036.28	6.42%	\$81,706.50	0.05%	\$0.00	0.00%	\$841,551.54	0.50%	\$14,836,487.81	8.74%	\$154,847,133.28	91.23%	\$52,293.20	0.03%	\$169,735,914.29
\$168,566.65	0.22%	\$11,472,928.21	15.08%	\$35,735.78	0.05%	\$0.00	0.00%	\$472,408.24	0.62%	\$12,149,638.88	15.97%	\$63,812,468.94	83.89%	\$105,085.82	0.14%	\$76,067,193.64
\$3,615,804.70	1.09%	\$33,848,203.78	10.24%	\$152,687.25	0.05%	\$0.00	0.00%	\$2,761,624.31	0.84%	\$40,378,320.04	12.22%	\$289,934,415.14	87.73%	\$180,699.02	0.05%	\$330,493,434.20

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percent of total dollars paid annually to prime contractors.

Exhibit 3-20 shows the utilization by the number of purchase orders made during the study period. M/WBE firms received 1,754 (59.4%) of the 2,951 professional services purchase orders made by COSA. Hispanic American-owned firms had the largest share at 955 payments, 32.4 percent of the total purchase orders. Nonminority firms received 40 percent (1,181 purchase orders) of the total 2,951 purchase orders.

Exhibit 3-21 shows the distribution of individual professional services prime level consultants that performed work for COSA during the study period. Nonminority professional service firms were utilized in greater proportions than M/WBEs and accounted for 72.5 percent of paid firms. The analysis of the number of firms utilized showed that Hispanic American- and African American-owned firms were utilized at 15.7 percent and 2.6 percent, respectively.

**EXHIBIT 3-20
CITY OF SAN ANTONIO
PROFESSIONAL SERVICES
PURCHASE ORDERS MADE
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Purchase Orders
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2004	20	14.93%	33	24.63%	0	0.00%	0	0.00%	13	9.70%	66	49.25%	68	50.75%	0	0.00%	134
2005	177	22.63%	254	32.48%	7	0.90%	0	0.00%	36	4.60%	474	60.61%	307	39.26%	1	0.13%	782
2006	201	21.41%	197	20.98%	44	4.69%	0	0.00%	56	5.96%	498	53.04%	434	46.22%	7	0.75%	939
2007	162	14.78%	471	42.97%	19	1.73%	0	0.00%	64	5.84%	716	65.33%	372	33.94%	8	0.73%	1,096
Total Purchase Orders	560	18.98%	955	32.36%	70	2.37%	0	0.00%	169	5.73%	1,754	59.44%	1,181	40.02%	16	0.54%	2,951

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percentage of total payments.

**EXHIBIT 3-21
CITY OF SAN ANTONIO
PROFESSIONAL SERVICES
NUMBER OF INDIVIDUAL PRIME CONSULTANTS IN THE
METROPOLITAN STATISTICAL AREA
PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Unique Vendors
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2004	4	5.41%	14	18.92%	0	0.00%	0	0.00%	5	6.76%	23	31.08%	51	68.92%	0	0.00%	74
2005	6	2.64%	25	11.01%	1	0.44%	0	0.00%	14	6.17%	46	20.26%	180	79.30%	1	0.44%	227
2006	10	3.91%	44	17.19%	1	0.39%	0	0.00%	24	9.38%	79	30.86%	176	68.75%	1	0.39%	256
2007	8	3.31%	40	16.53%	2	0.83%	0	0.00%	21	8.68%	71	29.34%	169	69.83%	2	0.83%	242
Total Unique Vendors Over Four Years²	14	2.55%	86	15.66%	2	0.36%	0	0.00%	43	7.83%	145	26.41%	398	72.50%	6	1.09%	549

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percentage of Total Consultants.

² "Unique Vendors" counts a firm only once for each year it receives work. Since 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 further analyzed the utilization of M/WBE professional services firms by examining professional services purchase orders in specific dollar ranges. The established ranges were:

- Less than or equal to \$50,000.
- Between \$50,001 and \$100,000.
- Between \$100,001 and \$300,000.
- Between \$300,001 and \$500,000.
- Between \$500,001 and \$1 million.
- Between \$1,000,001 and \$3 million.
- Between \$3,000,001 and \$5 million.
- Between \$5,000,001 and \$10 million.
- Greater than \$10 million.

Exhibit 3-22 presents the threshold analysis for professional services dollars for COSA during the study period. Non-M/WBEs were the most successful in all ranges except in the range between \$100,001 and \$300,000. See **Exhibit 3-23** for a graphical representation of these numbers.

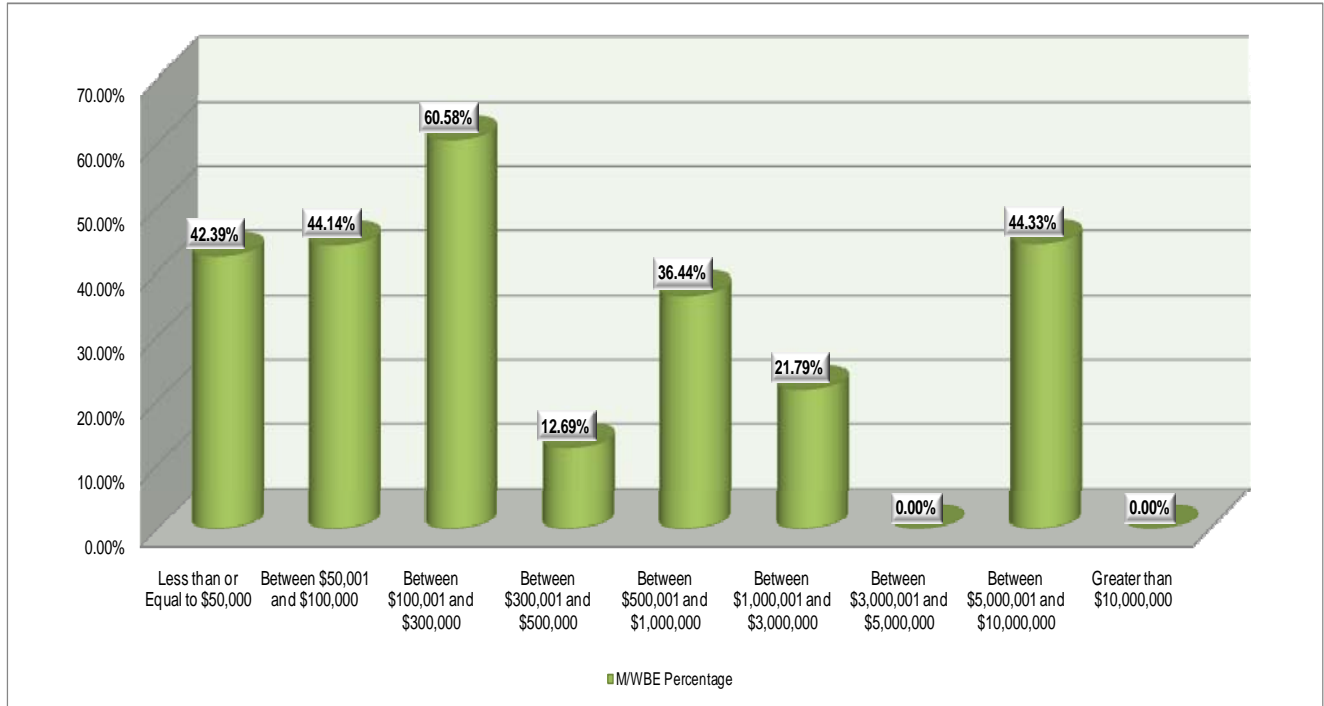
**EXHIBIT 3-22
CITY OF SAN ANTONIO
UTILIZATION OF PROFESSIONAL SERVICES CONSULTANTS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
Less than or Equal to \$50,000	\$727,965.24	5.81%	\$3,651,861.34	29.15%	\$152,687.25	1.22%	\$0.00	0.00%	\$777,531.52	6.21%	\$5,310,045.35	42.39%	\$7,096,075.15	56.65%	\$120,699.02	0.96%	\$12,526,819.52
Between \$50,001 and \$100,000	\$0.00	0.00%	\$3,382,415.32	40.88%	\$0.00	0.00%	\$0.00	0.00%	\$269,812.50	3.26%	\$3,652,227.82	44.14%	\$4,562,664.79	55.14%	\$60,000.00	0.73%	\$8,274,892.61
Between \$100,001 and \$300,000	\$899,123.04	6.34%	\$5,978,702.24	42.15%	\$0.00	0.00%	\$0.00	0.00%	\$1,714,280.29	12.09%	\$8,592,105.57	60.58%	\$5,591,212.05	39.42%	\$0.00	0.00%	\$14,183,317.62
Between \$300,001 and \$500,000	\$0.00	0.00%	\$1,523,550.87	12.69%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$1,523,550.87	12.69%	\$10,478,066.59	87.31%	\$0.00	0.00%	\$12,001,617.46
Between \$500,001 and \$1,000,000	\$607,256.00	7.80%	\$2,228,579.00	28.63%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$2,835,835.00	36.44%	\$4,947,228.18	63.56%	\$0.00	0.00%	\$7,783,063.18
Between \$1,000,001 and \$3,000,000	\$1,381,460.42	8.24%	\$2,272,705.00	13.55%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$3,654,165.42	21.79%	\$13,115,853.50	78.21%	\$0.00	0.00%	\$16,770,018.92
Between \$3,000,001 and \$5,000,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$3,494,953.00	100.00%	\$0.00	0.00%	\$3,494,953.00
Between \$5,000,001 and \$10,000,000	\$0.00	0.00%	\$14,810,390.01	44.33%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$14,810,390.01	44.33%	\$18,598,780.38	55.67%	\$0.00	0.00%	\$33,409,170.39
Greater than \$10,000,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$222,049,581.50	100.00%	\$0.00	0.00%	\$222,049,581.50
Total	\$3,615,804.70	1.09%	\$33,848,203.78	10.24%	\$152,687.25	0.05%	\$0.00	0.00%	\$2,761,624.31	0.84%	\$40,378,320.04	12.22%	\$289,934,415.14	87.73%	\$180,699.02	0.05%	\$330,493,434.20

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percent of total dollars paid to prime contractors by threshold level.

**EXHIBIT 3-23
CITY OF SAN ANTONIO
UTILIZATION OF PROFESSIONAL SERVICES CONSULTANTS
WITHIN PAYMENT DOLLAR RANGES
SEPTEMBER 2004 THROUGH DECEMBER 2007**



Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

3.4.4 Availability

The availability of professional services firms was derived from the list of firms included in MGT's database. The availability analysis for firms in the professional service business category was based on firms who bid on COSA projects in addition to bidding on Consortium projects, and firms that performed work for COSA, as well as for other members of the Consortium. In **Exhibit 3-24**, it shows that of the 572 professional service consultants, of which .35 percent were Asian Americans and 3.5 percent were African American firms. M/WBEs represented 28.3 percent of available professional services.

**EXHIBIT 3-24
CITY OF SAN ANTONIO
PROFESSIONAL SERVICES
AVAILABILITY OF PRIME CONSULTANTS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	20	3.50%	90	15.73%	2	0.35%	0	0.00%	50	8.74%	162	28.32%	410	71.68%	572

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

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

3.5 Other Services

The utilization and availability of other services procurements are examined in this section. The other services data that was analyzed was obtained from COSA.

3.5.1 Utilization Analysis

This section presents the utilization analysis of other services vendors, which includes an analysis of the number of purchase orders and the number of individual firms utilized by race/ethnicity/gender classifications. The utilization analysis is presented in **Exhibit 3-25**. As shown, M/WBEs received almost 30 percent (29.88%) of the other services procurements made by COSA during the study period.

Of the M/WBE groups, firms owned by Hispanic Americans were the most successful, receiving \$2.8 million (16.9%) of the \$18.7 million spent on other services.

**EXHIBIT 3-25
CITY OF SAN ANTONIO
OTHER SERVICES
UTILIZATION ANALYSIS OF VENDORS
IN THE METROPOLITAN STATISTICAL AREAS
PAYMENTS AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2004	\$35,489.00	2.09%	\$189,760.11	11.19%	\$0.00	0.00%	\$257.82	0.02%	\$848,749.53	50.05%	\$1,074,256.46	63.34%	\$616,023.66	36.32%	\$5,689.00	0.34%	\$1,695,969.12
2005	\$10,838.00	0.27%	\$488,200.98	12.19%	\$0.00	0.00%	\$0.00	0.00%	\$303,609.64	7.58%	\$802,648.62	20.05%	\$3,192,855.29	79.75%	\$8,098.39	0.20%	\$4,003,602.30
2006	\$12,370.00	0.22%	\$1,334,132.20	24.27%	\$0.00	0.00%	\$0.00	0.00%	\$115,861.25	2.11%	\$1,462,363.45	26.60%	\$4,020,436.10	73.13%	\$15,040.00	0.27%	\$5,497,839.55
2007	\$40,842.61	0.74%	\$813,118.57	14.67%	\$2,100.00	0.04%	\$0.00	0.00%	\$806,780.07	14.56%	\$1,662,841.25	30.00%	\$3,876,850.74	69.94%	\$3,169.75	0.06%	\$5,542,861.74
Total	\$99,539.61	0.59%	\$2,825,211.86	16.88%	\$2,100.00	0.01%	\$257.82	0.00%	\$2,075,000.49	12.40%	\$5,002,109.78	29.88%	\$11,706,165.79	69.93%	\$31,997.14	0.19%	\$16,740,272.71

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percent of total dollars paid annually to prime contractors.

Of the M/WBE firms that provided other services to COSA, Hispanic American- and nonminority women-owned firms were most utilized, receiving 16.9 and 12.4 percent of the dollars.

Exhibit 3-26 shows the number of other services purchase orders made to firms in the San Antonio MSA during the study period. COSA utilized non-M/WBE firms for 8,398 (66.9%) of its 12,542 other services purchase orders during the study period. Payments made to M/WBEs represented 32.8 percent of the total number of purchase order payments by COSA, with Hispanic Americans (18.3%) and nonminority women (13.9%) being the more successful M/WBE groups.

**EXHIBIT 3-26
CITY OF SAN ANTONIO
OTHER SERVICES
NUMBER OF PURCHASE ORDERS MADE
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Purchase Orders
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2004	24	2.55%	111	11.78%	0	0.00%	1	0.11%	166	17.62%	302	32.06%	634	67.30%	6	0.64%	942
2005	18	0.42%	589	13.80%	0	0.00%	0	0.00%	757	17.74%	1,364	31.97%	2,888	67.68%	15	0.35%	4,267
2006	16	0.57%	498	17.79%	0	0.00%	0	0.00%	277	9.90%	791	28.26%	2,006	71.67%	2	0.07%	2,799
2007	20	0.44%	1,096	24.17%	1	0.02%	0	0.00%	543	11.98%	1,660	36.61%	2,870	63.30%	4	0.09%	4,534
Total Purchase Orders	78	0.62%	2,294	18.29%	1	0.01%	1	0.01%	1,743	13.90%	4,117	32.83%	8,398	66.96%	27	0.22%	12,542

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percentage of total payments made.

Exhibit 3-27 shows that there were 161 unique M/WBE firms utilized that provided other services to COSA. There were a total of 529 unique firms that provided other services to COSA.

**EXHIBIT 3-27
CITY OF SAN ANTONIO
OTHER SERVICES
NUMBER OF UNIQUE PRIME VENDORS
IN THE METROPOLITAN STATISTICAL AREA
PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Unique Vendors
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
2004	2	2.25%	18	20.22%	0	0.00%	1	1.12%	10	11.24%	31	34.83%	57	64.04%	1	1.12%	89
2005	1	0.50%	36	17.82%	0	0.00%	0	0.00%	22	10.89%	59	29.21%	142	70.30%	1	0.50%	202
2006	3	1.34%	51	22.77%	0	0.00%	0	0.00%	26	11.61%	80	35.71%	142	63.39%	2	0.89%	224
2007	6	2.02%	57	19.19%	1	0.34%	0	0.00%	29	9.76%	93	31.31%	201	67.68%	3	1.01%	297
Total Unique Vendors Over Four Years ²	8	1.51%	102	19.28%	1	0.19%	1	0.19%	49	9.26%	161	30.43%	364	68.81%	4	0.76%	529

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percentage of total firms.

² "Unique Vendors" counts a firm only once for each year it receives work. Since 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 further analyzed the utilization of M/WBE other services firms by examining other services purchase orders in specific dollar ranges. The established ranges were:

- Less than or equal to \$50,000.
- Between \$50,001 and \$100,000.
- Between \$100,001 and \$300,000.
- Between \$300,001 and \$500,000.
- Between \$500,001 and \$1 million.
- Between \$1,000,001 and \$3 million.
- Between \$3,000,001 and \$5 million.
- Between \$5,000,001 and \$10 million.
- Greater than \$10 million.

Exhibit 3-28 presents the threshold analysis for other services purchase orders by COSA during the study period. Neither M/WBEs, nor nonminority firms received payments over \$1 million. M/WBEs were most successful in the between \$500,000 and \$1 million threshold dollar range according to percentages. Non-M/WBE firms were most successful overall. **Exhibit 3-29** presents a graphical representation of the threshold analysis.

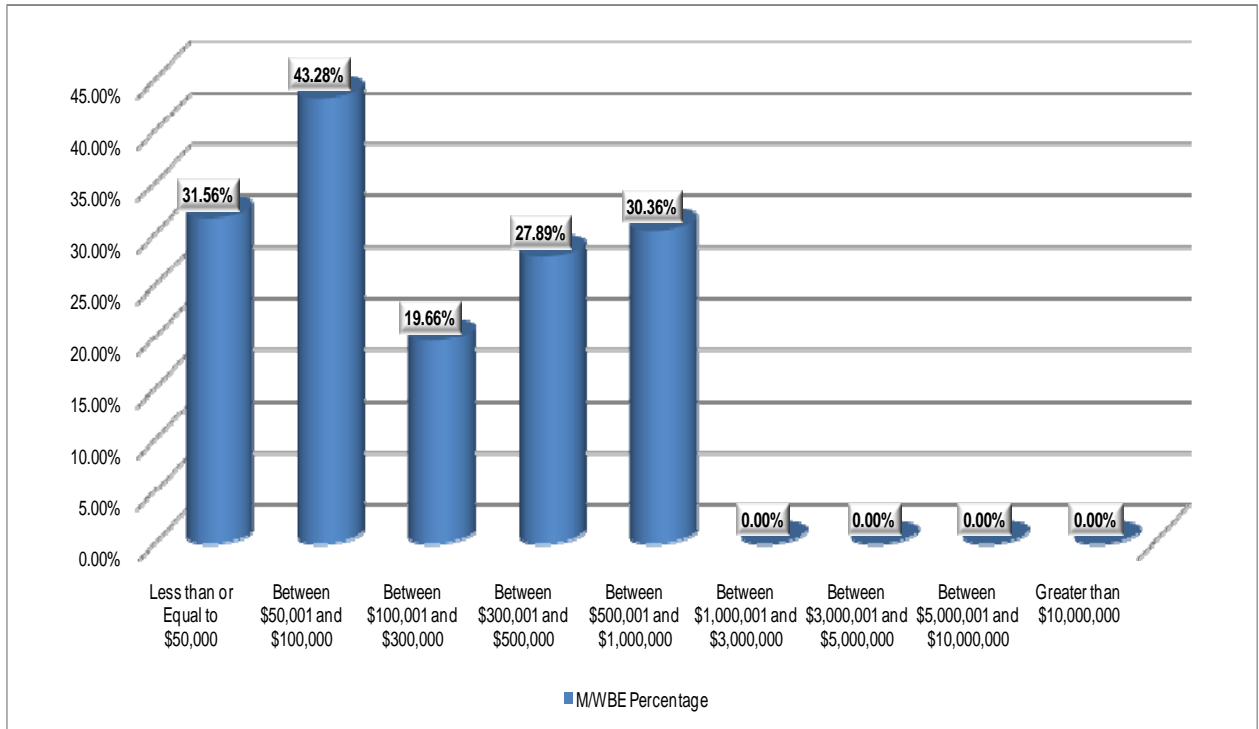
**EXHIBIT 3-28
CITY OF SAN ANTONIO
UTILIZATION OF OTHER SERVICES VENDORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
Less than or Equal to \$50,000	\$99,539.61	1.18%	\$1,797,534.66	21.28%	\$2,100.00	0.02%	\$257.82	0.00%	\$765,977.54	9.07%	\$2,665,409.63	31.56%	\$5,748,856.01	68.06%	\$31,997.14	0.38%	\$8,446,262.78
Between \$50,001 and \$100,000	\$0.00	0.00%	\$300,992.20	17.66%	\$0.00	0.00%	\$0.00	0.00%	\$436,502.35	25.61%	\$737,494.55	43.28%	\$966,692.45	56.72%	\$0.00	0.00%	\$1,704,187.00
Between \$100,001 and \$300,000	\$0.00	0.00%	\$129,096.00	3.70%	\$0.00	0.00%	\$0.00	0.00%	\$557,442.75	15.96%	\$686,538.75	19.66%	\$2,805,169.20	80.34%	\$0.00	0.00%	\$3,491,707.95
Between \$300,001 and \$500,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$315,077.85	27.89%	\$315,077.85	27.89%	\$814,694.37	72.11%	\$0.00	0.00%	\$1,129,772.22
Between \$500,001 and \$1,000,000	\$0.00	0.00%	\$597,589.00	30.36%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$597,589.00	30.36%	\$1,370,753.76	69.64%	\$0.00	0.00%	\$1,968,342.76
Between \$1,000,001 and \$3,000,000	\$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	0.00%	\$0.00
Between \$3,000,001 and \$5,000,000	\$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	0.00%	\$0.00
Between \$5,000,001 and \$10,000,000	\$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	0.00%	\$0.00
Greater than \$10,000,000	\$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	0.00%	\$0.00
Total	\$99,539.61	0.59%	\$2,825,211.86	16.88%	\$2,100.00	0.01%	\$257.82	0.00%	\$2,075,000.49	12.40%	\$5,002,109.78	29.88%	\$11,706,165.79	69.93%	\$31,997.14	0.19%	\$16,740,272.71

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percent of total dollars paid to prime contractors by threshold range.

**EXHIBIT 3-29
CITY OF SAN ANTONIO
UTILIZATION OF OTHER SERVICES VENDORS
WITHIN PAYMENT DOLLAR RANGES
SEPTEMBER 2004 THROUGH DECEMBER 2007**



Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

3.5.3 Availability

The availability of vendors is derived from vendors located within the San Antonio MSA that were utilized by COSA. **Exhibit 3-30** shows the available other services vendors located in the San Antonio MSA. Of the 1,139 available other services firms, close 21 percent (20.9%) were M/WBE firms. Among the M/WBE, African Americans were .88 percent, Hispanic Americans were 13.7 percent, Asian Americans were .44 percent, Native American .18 percent, and nonminority women 5.8 percent.

**EXHIBIT 3-30
CITY OF SAN ANTONIO
OTHER SERVICES
AVAILABILITY OF VENDORS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	10	0.88%	156	13.70%	5	0.44%	2	0.18%	66	5.79%	239	20.98%	900	79.02%	1,139

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

3.6 Goods and Supplies

The utilization and availability of goods and supplies procurements are examined in this section. The goods and supplies data that was analyzed was obtained from COSA procurement data.

3.6.1 Utilization Analysis

This section presents the utilization analysis of goods and supplies vendors, which includes an analysis of the number of purchase orders and the number of individual firms utilized by race/ethnicity/gender classifications. The utilization analysis is presented in **Exhibit 3-31**. As shown, M/WBEs received more than 23 percent (23.18%) of the goods and supplies procurements made by COSA over the study period.

Of the M/WBE groups, firms owned by Hispanic Americans were the most successful, receiving \$33.1 million (9.5%) of the \$349.5 million spent on goods and supplies. Firms owned by African Americans received 19.3 million (5.5%).

**EXHIBIT 3-31
CITY OF SAN ANTONIO
GOODS AND SUPPLIES
UTILIZATION ANALYSIS OF VENDORS
IN THE METROPOLITAN STATISTICAL AREAS
PAYMENTS AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2004	\$352,630.03	2.61%	\$1,184,950.00	8.77%	\$95,185.39	0.70%	\$2,415.00	0.02%	\$1,147,606.03	8.49%	\$2,782,786.45	20.59%	\$10,675,830.71	78.98%	\$58,853.15	0.44%	\$13,517,470.31
2005	\$12,269,332.18	20.98%	\$9,658,883.28	16.52%	\$1,727,397.12	2.95%	\$14,109.65	0.02%	\$9,902,430.54	16.93%	\$33,572,152.77	57.41%	\$24,049,503.32	41.12%	\$858,620.18	1.47%	\$58,480,276.27
2006	\$2,237,490.71	1.05%	\$11,131,683.28	5.22%	\$1,227,643.00	0.58%	\$11,843.49	0.01%	\$7,695,273.01	3.61%	\$22,303,933.49	10.46%	\$190,271,788.13	89.26%	\$590,685.06	0.28%	\$213,166,406.68
2007	\$4,412,910.23	6.86%	\$11,140,047.11	17.32%	\$2,432,586.88	3.78%	\$17,598.44	0.03%	\$4,354,795.84	6.77%	\$22,357,938.50	34.75%	\$41,415,764.70	64.37%	\$561,543.99	0.87%	\$64,335,247.19
Total	\$19,272,363.15	5.51%	\$33,115,563.67	9.48%	\$5,482,812.39	1.57%	\$45,966.58	0.01%	\$23,100,105.42	6.61%	\$81,016,811.21	23.18%	\$266,412,886.86	76.23%	\$2,069,702.38	0.59%	\$349,499,400.45

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percent of total dollars paid annually to prime contractors.

Exhibit 3-32 shows the number of goods and supplies purchase orders made to firms in the San Antonio MSA over the study period. COSA utilized non-M/WBE firms for 49.2 percent of its goods and supplies purchase orders over the study period.

**EXHIBIT 3-32
CITY OF SAN ANTONIO
GOODS AND SUPPLIES
NUMBER OF PURCHASE ORDERS MADE
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Purchase Orders
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2004	96	2.08%	1,632	35.37%	3	0.07%	2	0.04%	546	11.83%	2,279	49.39%	2,216	48.03%	119	2.58%	4,614
2005	571	2.10%	9,055	33.29%	27	0.10%	8	0.03%	2,846	10.46%	12,507	45.98%	14,104	51.85%	591	2.17%	27,202
2006	560	1.99%	9,148	32.47%	1,078	3.83%	4	0.01%	3,154	11.19%	13,944	49.49%	13,767	48.86%	465	1.65%	28,176
2007	773	2.67%	9,003	31.09%	1,683	5.81%	7	0.02%	3,557	12.28%	15,023	51.87%	13,426	46.36%	512	1.77%	28,961
Total Purchase Orders	2,000	2.25%	28,838	32.42%	2,791	3.14%	21	0.02%	10,103	11.36%	43,753	49.19%	43,513	48.92%	1,687	1.90%	88,953

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percentage of total payments made.

Exhibit 3-33 shows that of the 1,403 firms utilized, 467 were unique M/WBE firms utilized that provided goods and supplies to COSA.

**EXHIBIT 3-33
CITY OF SAN ANTONIO
GOODS AND SUPPLIES
NUMBER OF INDIVIDUAL PRIME VENDORS
IN THE METROPOLITAN STATISTICAL AREA
PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Unique Vendors
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2004	8	3.46%	58	25.11%	1	0.43%	2	0.87%	35	15.15%	104	45.02%	125	54.11%	2	0.87%	231
2005	11	1.52%	156	21.61%	1	0.14%	4	0.55%	88	12.19%	260	36.01%	461	63.85%	1	0.14%	722
2006	13	1.54%	198	23.49%	1	0.12%	4	0.47%	86	10.20%	302	35.82%	540	64.06%	1	0.12%	843
2007	18	1.90%	199	21.01%	2	0.21%	2	0.21%	96	10.14%	317	33.47%	625	66.00%	5	0.53%	947
Total Unique Vendors Over Four Years ²	22	1.57%	302	21.53%	2	0.14%	4	0.29%	137	9.76%	467	33.29%	930	66.29%	6	0.43%	1,403

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percentage of total firms.

² "Unique Vendors" counts a firm only once for each year it receives work. Since 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 further analyzed the utilization of M/WBE goods and supplies vendors by examining goods and purchase orders in specific dollar ranges. The established ranges were:

- Less than or equal to \$50,000.
- Between \$50,001 and \$100,000.
- Between \$100,001 and \$300,000.
- Between \$300,001 and \$500,000.
- Between \$500,001 and \$1 million.
- Between \$1,000,001 and \$3 million.
- Between \$3,000,001 and \$5 million.
- Between \$5,000,001 and \$10 million.
- Greater than \$10 million.

Exhibit 3-34 presents the threshold analysis for goods and supplies purchase orders by COSA during the study period. Non-M/WBE firms were most successful overall. **Exhibit 3-35** presents a graphical representation of the threshold analysis.

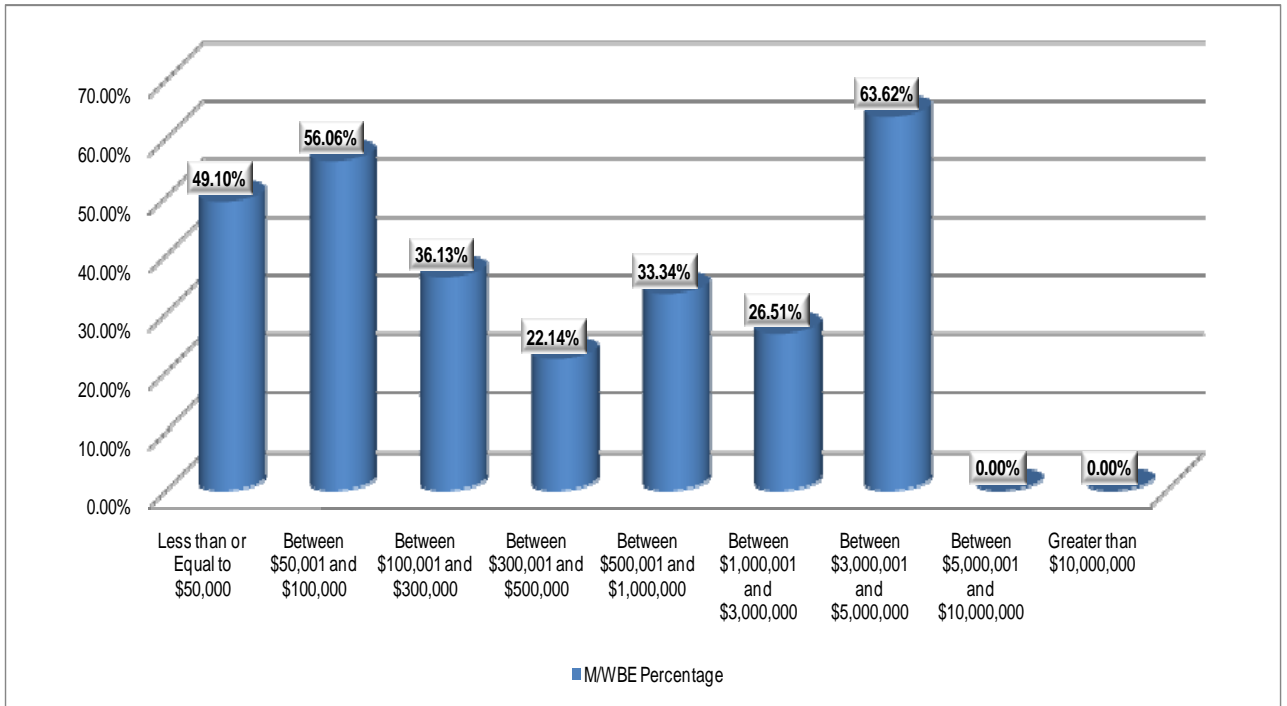
**EXHIBIT 3-34
CITY OF SAN ANTONIO
UTILIZATION OF GOODS AND SUPPLIES VENDORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES
SEPTEMBER 2004 THROUGH DECEMBER 2007**

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
Less than or Equal to \$50,000	\$5,670,268.00	8.62%	\$18,096,108.70	27.51%	\$2,154,821.06	3.28%	\$45,966.58	0.07%	\$6,330,166.96	9.62%	\$32,297,331.30	49.10%	\$32,522,677.25	49.45%	\$953,669.38	1.45%	\$65,773,677.93
Between \$50,001 and \$100,000	\$1,144,056.68	12.01%	\$2,141,442.90	22.47%	\$1,471,406.58	15.44%	\$0.00	0.00%	\$585,724.72	6.15%	\$5,342,630.88	56.06%	\$4,187,120.06	43.94%	\$0.00	0.00%	\$9,529,750.94
Between \$100,001 and \$300,000	\$2,885,710.47	17.05%	\$1,465,659.17	8.66%	\$900,450.75	5.32%	\$0.00	0.00%	\$861,821.74	5.09%	\$6,113,642.13	36.13%	\$10,412,031.46	61.52%	\$397,766.00	2.35%	\$16,923,439.59
Between \$300,001 and \$500,000	\$0.00	0.00%	\$703,898.00	7.67%	\$956,134.00	10.42%	\$0.00	0.00%	\$371,700.00	4.05%	\$2,031,732.00	22.14%	\$6,425,874.97	70.03%	\$718,267.00	7.83%	\$9,175,873.97
Between \$500,001 and \$1,000,000	\$501,264.00	3.61%	\$2,712,501.15	19.51%	\$0.00	0.00%	\$0.00	0.00%	\$1,422,324.00	10.23%	\$4,636,089.15	33.34%	\$9,268,450.60	66.66%	\$0.00	0.00%	\$13,904,539.75
Between \$1,000,001 and \$3,000,000	\$1,372,202.00	3.25%	\$4,940,708.00	11.69%	\$0.00	0.00%	\$0.00	0.00%	\$4,891,646.00	11.57%	\$11,204,556.00	26.51%	\$31,068,619.88	73.49%	\$0.00	0.00%	\$42,273,175.88
Between \$3,000,001 and \$5,000,000	\$7,698,862.00	25.26%	\$3,055,245.75	10.02%	\$0.00	0.00%	\$0.00	0.00%	\$8,636,722.00	28.34%	\$19,390,829.75	63.62%	\$11,088,255.64	36.38%	\$0.00	0.00%	\$30,479,085.39
Between \$5,000,001 and \$10,000,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$9,912,735.00	100.00%	\$0.00	0.00%	\$9,912,735.00
Greater than \$10,000,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$151,527,122.00	100.00%	\$0.00	0.00%	\$151,527,122.00
Total	\$19,272,363.15	5.51%	\$33,115,563.67	9.48%	\$5,482,812.39	1.57%	\$45,966.58	0.01%	\$23,100,105.42	6.61%	\$81,016,811.21	23.18%	\$266,412,886.86	76.23%	\$2,069,702.38	0.59%	\$349,499,400.45

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

¹ Percent of total dollars paid to prime contractors by threshold range.

**EXHIBIT 3-35
CITY OF SAN ANTONIO
UTILIZATION OF GOODS AND SUPPLIES VENDORS
WITHIN PAYMENT DOLLAR RANGES
SEPTEMBER 2004 THROUGH DECEMBER 2007**



Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

3.6.3 Availability

The availability of vendors is derived from vendors located within the San Antonio MSA that were utilized by COSA. **Exhibit 3-36** shows the available goods and supplies vendors located in the San Antonio MSA. Of the 1,708 available goods and supplies firms, 27.4 percent were M/WBEs. Among M/WBE groups, firms owned by Hispanic Americans and nonminority women had the highest percentage of available firms at 17.7 percent and 8 percent.

**EXHIBIT 3-36
CITY OF SAN ANTONIO
GOODS AND SUPPLIES
AVAILABILITY OF VENDORS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	22	1.29%	302	17.68%	2	0.12%	5	0.29%	137	8.02%	468	27.40%	1,240	72.60%	1,708

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

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

3.6 Summary

Exhibit 3-37 summarizes the analysis results presented in this chapter.

**EXHIBIT 3-44
SUMMARY OF M/WBE UTILIZATION
BY BUSINESS CATEGORY**

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Contract Dollars - Prime	\$3,275	\$106,698,047	\$932,942	\$21,215	\$15,748,815	\$123,404,295
Construction Utilization Percent - Prime	0.01%	22.44%	0.20%	0.01%	3.31%	25.95%
Construction Availability Percent - Prime	0.48%	25.04%	0.32%	0.16%	10.37%	36.37%
Construction Contract Dollars - Subcontractor	\$1,551,193	\$16,926,658	\$1,339,108	\$747,012	\$23,392,647	\$43,956,619
Construction Utilization Percent - Subcontractor	0.86%	9.43%	0.75%	0.42%	13.04%	24.50%
Construction Availability Percent - Subcontractor	3.46%	7.31%	1.46%	0.66%	8.38%	21.28%
Architecture/ Engineering Contract Dollars	\$5,350	\$5,011,896	\$1,353,667	\$0.00	\$22,859,992	\$29,230,905
Architecture/ Engineering Utilization Percent	0.01%	8.24%	2.23%	0.00%	37.60%	48.08%
Architecture/ Engineering Availability Percent	1.16%	18.02%	3.49%	0.00%	12.21%	34.88%
Professional Services Contract Dollars	\$3,615,804	\$33,848,203	\$152,687	\$0.00	\$2,761,624	\$40,378,320
Professional Services Utilization Percent	1.09%	10.24%	0.05%	0.00%	0.84%	12.22%
Professional Services Availability Percent	3.50%	15.73%	0.35%	0.00%	8.87%	28.45%
Other Services Contract Dollars	\$99,539	\$2,825,211	\$2,100	\$257	\$2,075,000	\$5,002,109
Other Services Utilization Percent	0.59%	16.88%	0.01%	0.00%	12.40%	29.88%
Other Services Availability Percent	0.88%	13.70%	0.44%	0.18%	5.79%	20.99%
Goods and Services Contract Dollars	\$19,272,363	\$33,115,563	\$5,482,812	\$45,966	\$23,100,105	\$81,016,811
Goods and Services Utilization Percent	5.51%	9.48%	1.57%	0.01%	6.61%	23.18%
Goods and Services Availability Percent	1.29%	17.68%	0.12%	0.29%	8.02%	27.40%

Source: Chapter 3.0, Analysis Results.