

Mayor's Office of Equal Opportunity

We are CLE: Diversity & Inclusion: That's how we do business!

2015 ANNUAL REPORT



City of Cleveland

Frank G. Jackson, Mayor

601 Lakeside Avenue, Room 335

Cleveland, Ohio 44114

August 1, 2016

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“Self-help means to invest in the local economy by procuring goods and services from local companies and by hiring local employees...Contracting is one strategy that the city of Cleveland is using to promote local economic investment and inclusion.”

Frank G. Jackson
Mayor



Letter from the Director

It has been an exciting year for the Mayor's Office of Equal Opportunity (OEO). The Office continues its mission of, "advancing equal economic benefit for all Clevelanders." It is through overall contract compliance including: administration, monitoring, and enforcement that the Department serves both the City of Cleveland and its residents.

Mayor Jackson's philosophy of "Self Help" (invest, buy, hire locally) continues to spur development in the City. Additionally, the Cleveland Resident Employment Law, Codified Ordinance 188 (C.O. 188) has evolved into the private sector's model of the Community Benefits Agreement (CBA); a further demonstration of contractors' understanding of the way in which the City conducts business, along with institutionalizing the "Self Help" model.

The year 2015 marked the beginning of OEO's review of the Cleveland Resident Employment Law, also known as the Fannie M. Lewis Law, (C.O. 188). Passed in 2003 and effective in 2004, the Ordinance requires that contracts beginning at \$100k, twenty percent (20%) of those working on the contract be comprised of Cleveland Residents. Additionally, of the 20%, four percent (4%) of the workforce is to be comprised of Low Income Persons. Although the Ordinance is being challenged at the State of Ohio level, contractors are aware of the law and work hard to achieve the requirement.

This year's report was formatted based on the work portfolio of the department. Specifically, sections of the report are based on the following teams of OEO: Certification (page 8); Evaluation (page 9); Compliance (page 10); and Closeout (page 11). Each team represents an important function in the lifecycle of OEO.

Finally, 2016 marks another year of contract progress in the City. With the redevelopment of Public Square and hosting of the Republican National Convention, there is excitement in the air. OEO staff remains dedicated to assisting businesses with all facets of contract compliance and with doing business with the City. The OEO staff and I look forward to continuing to assist businesses as they expand and grow.

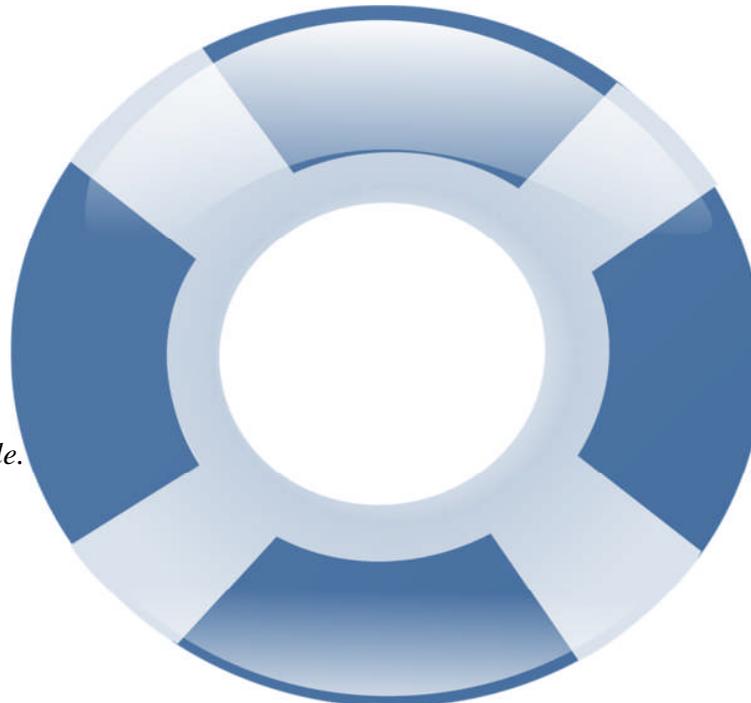


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1. Certification

Certifies businesses as local small businesses, minority-owned businesses, and/or female-owned businesses, and provides outreach.



2. Evaluation

Evaluates Good Faith Effort of bidders to meet subcontracting goals on contracts prior to award.

3. Compliance

Monitors contracts for compliance with MBE, FBE, and CSB subcontractor participation as well as Cleveland Residency and Cleveland Low Income workforce participation.

4. Closeout

Evaluates final contract compliance at contract closeout, and assesses penalties where applicable.

OEO Staff

OEO is responsible for the administration, monitoring and enforcement of the Fannie M. Lewis Cleveland Resident Employment Law, and the Cleveland Business Code, an ordinance that impacts Minority Business Enterprises (MBEs), Female Business Enterprises (FBEs), Cleveland Area Small Businesses (CSBs), Local Producers (LPEs), and Local Sustainable Businesses (SUBEs). OEO staff is committed to enforcement of Cleveland Codified Ordinance Chapters 187, 187A, and 188.

OEO Staff Members

Dr. Melissa K. Burrows	<i>OEO Director</i>
Michael Curry	<i>Compliance Manager</i>
Andrew Bean	<i>Compliance Intern</i>
Barbara Esperon	<i>Administrative Manager</i>
Ada Jackson	<i>Executive Assistant to the Director</i>
Nora Singleton	<i>Certification Officer</i>
Sandra Stack	<i>Assistant Contract Compliance Officer</i>
Hank Swager	<i>Contract Compliance Officer</i>
Jeremiah Triplett	<i>Assistant Contract Compliance Officer</i>
Carol Whitaker	<i>Certification Officer</i>
Jennifer Wiman	<i>Contract Compliance Officer</i>



CITY OF CLEVELAND

Executive Summary

The Office of Equal Opportunity's (OEO) Annual Report represents the City's Spend on contracting for the 2015 calendar year, outreach efforts to encourage and ensure inclusion, and the Department's outlook for 2016. The report is organized into several sections based on the Office's functionality including: Mission and Standards; Certification Team; Evaluation Team; and Compliance Team. Additionally, the report includes summaries from the Closeout/Penalty Team; Community Development and Economic Development Departments; and Community Benefits Agreements. Finally, the report provides a summary of results based on contracts awarded in 2015 based on participation goals and requirements, for contracts beginning at \$50,000.

During the 2015 fiscal year, the City of Cleveland invested in 110 OEO monitored projects valued at \$136,863,639.63. The total amount does not include Community Development (CD) and Economic Development projects. Although both CD and ED projects receive City funding, the contracts are not approved through the standard City contracting processes of the Board of Control.

In 2015, certified prime contractors were awarded \$48,420,055.39 representing over 35% of all contracts awarded. Certified subcontractors were awarded a total of \$30,941,009.89, representing 22% of the total amount of dollars awarded. Although the 22% includes all bid contracts that were issued with subcontracting goals attached, the percentage does not include those contracts where goals were waived due to impossibility or impracticality of subcontracting, given the nature of the product or service being procured. The complete detailed breakdown of the data can be found on subsequent pages of this report.

In addition to overseeing contracts, the Office of Equal Opportunity engaged in other activities including: conducting research and holding multiple focus groups as part of the 10-year review of the Cleveland Resident Employment Law; continuation of the Department exploring the relationship between Cleveland Citywide Development Corporation (CCDC), Workforce Development, Finance, and Economic Development (ED) all as ways of assisting with increasing economic impact for the City based on construction projects.

Mission and Standards

OEO Mission

The mission of the Office of Equal Opportunity is, “to advance equal economic benefit for all Clevelanders by ensuring compliance with contractor goals and requirements, by providing development and supporting activity for target groups and by overall advocacy with a commitment to excellent public service.”

OEO Standards

OEO administers, monitors, and enforces compliance for MBE, FBE, and CSB on municipal contracts. There are three teams within the department that handle the following administrative tasks:

1. **Certification Team:** Certifies businesses as local small businesses, minority-owned businesses, and/ or female-owned businesses, and provides outreach.
2. **Evaluation Team:** Evaluates the Good Faith Effort of bidders to meet subcontracting goals on contracts prior to award.
3. **Compliance Team:** Monitors contracts for compliance with MBE, FBE, and CSB subcontractor participation as well as Cleveland Residency and Cleveland Low Income workforce participation.
4. **Closeout Team:** Evaluates final contract compliance at contract closeout, and assesses penalties where applicable.

OEO Ordinances

Chapter 187: Cleveland Area Small Business Code

Chapter 187A: Local Producer and Sustainable Business Preference Code

Chapter 188: Fannie M. Lewis Resident Employment Law

Chapter 189: Cleveland Fair Employment Law

Certification Team

The Certification Team reviews and processes applications of companies seeking certification based on eligibility by the City of Cleveland's Office of Equal Opportunity as one or more of the following:

- Cleveland Small Business (CSB)
- Minority Business Enterprise (MBE)
- Female Business Enterprise (FBE)
- Local Producer Enterprise (LPE)
- Storefront Renovation Program (SRP)
- Local Sustainable Enterprise (SUBE)
- Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)

The Team maintains a registry of certified contractors and does a significant amount of consulting. It is estimated that the Certifications Team handles approximately 200 consultations per year by providing in-depth information to applicants regarding doing business with the City. Also, the Team provides business development and outreach, conducting Quarterly Contractors Meetings; a platform to share information, networking and outreach.

The James H. Walker/Turner Construction Management Program

As an example of business development and outreach, the James H. Walker Construction Management Program is sponsored by the City of Cleveland, Turner Construction, and Cuyahoga Community College. The purpose of the program is to build capacity of small businesses by providing them with business management competencies including but not limited to estimating, accounting, marketing, and several other construction management areas that allow construction companies to become more efficient and prosperous.

The Walker program is a twelve session course with classes held once a week. The course is taught by experienced construction and management professionals in various fields of expertise. To date, over 1,500 entrepreneurs, small as well as major business owners and trades people have taken this course and are now operating successful and distinguished businesses. The course is named in honor of the late James H. Walker, a former employee of the City of Cleveland. Mr. Walker advocated for the advancement of minorities in construction and general contracting. In 2016, twenty-six individuals were a part of the 46th graduating class.

Evaluation Team

The Evaluation Team is responsible for evaluating OEO Schedules to determine whether a “good-faith effort” has been made to utilize CSB, MBE and FBE subcontractors. They are also responsible for determining whether or not a goal can be waived or reduced and for evaluating and approving RFP/RFQ mailing lists. The Evaluation Team prepares for and attends Board of Control Meetings (BOC) and Consultant Review Committee (CRC) Meetings in an advisory capacity.

Good Faith Effort

A major function of OEO is to evaluate a contractor’s commitment as submitted through documentation with bid packages. The evaluation is based on a contractor’s “good faith effort” to achieve the inclusion goals. Specifically, OEO reviews Schedules 1 through 4 to determine whether the contractor has made a good-faith effort to employ CSB, MBE, and FBE subcontractors, as applicable to the contract. To make their determination, OEO examines primarily the following aspects of the project on all bids beginning at \$50,000:

- **Opportunities for Subcontracting** What opportunities the project presents for subcontracting part of the work is determined from the nature of project and scope of services and what bidders propose to subcontract.
- **Availability of CSB/MBE/FBE Potential Subcontractors** The OEO then takes into consideration what the number of CSB/MBE/FBE firms that are listed in its *CSB/MBE/FBE Registry* for each potential area of subcontracting:
 - Available on the City’s website at: www.city.cleveland.oh.us/o eo.
- **Bidder’s Commitment to CSB/MBE/FBE Subcontractors** OEO refers to a bidder’s Schedules 2 and 3 to determine whether they represent a commitment to subcontract project work the bidder represents it will subcontract to certified CSB/MBE/FBEs (measured as a percent of the total bid amount) in order to meet the percentage goal(s) for the contract.
- **Bidder’s Efforts to Subcontract to CSB/MBE/FBE Firms** If a bidder does not demonstrate in its Schedules that it will subcontract to certified CSB/MBE/FBEs a percent of work approximately meeting the contract goal(s), the OEO refers to a bidder’s Schedule 4. A bidder must document their efforts to contact available certified firms to meet the contract goal(s) or explain the unavailability of firms or the impracticality of subcontracting, as applicable. In evaluating Schedule 4, OEO considers the subcontracting opportunities and number of certified firms available for each opportunity.

Compliance Team

Throughout the life of a contract, the Compliance Team monitors active projects driving them to completion. Participation is closely monitored for compliance with MBE, FBE, and CSB subcontractor participation. Additionally, contracts are monitored for Cleveland Residency and Cleveland Low Income workforce participation.

Based on the type of contract (design build, horizontal construction, vertical construction, professional services and other), there are various Citywide participation goals. More specifically, the participation goals for contracting in the City of Cleveland are as follows:

Citywide Goals	
Design Build	40% CSB
Horizontal Construction	30% CSB
Vertical Construction *	15% M 8% C 7% F
Professional Services	10% CSB
Other	20% CSB
*M=MBE, C=CSB, F-FBE	

In addition to Citywide goals, the Cleveland Resident Employment Law requirements are as follows:

Cleveland Resident Employment Law Requirements*	
Cleveland Residents	20% of the contracts' workforce
Low Income Workers	4% of the 20% of the contracts' workforce

Once contracts are completed, the Compliance Team provides a final audit of the contract and then requests assistance by the Closeout Team for review and determination of whether the contract met the goals and requirements on the contract.

**The Governor of Ohio, John Kasich signed into law House Bill 180 (Public Improvements-Remove Local Hiring Restrictions) making it illegal for public entities to require contractors to employ a certain percentage of workers on public improvement contracts. Per the Governor's signature, the law is scheduled to go into effect on September 1, 2016 (<https://www.legislature.ohio.gov/legislation/legislation-status?id=GA131-SB-152>).*

Closeout Team

Once a project is complete, the Closeout Team carefully reviews and investigates whether or not all project goals and requirements have been met. In the event that that a contractor breaches its construction obligation for Cleveland Resident Construction Hours as stated in Section 188.02 of the City's Ordinance, the project is delivered t to the Penalty Team for penalty calculation.

The Penalty Team calculates a penalty at the rate of one-eighth of one percent (0.125%) of the final total amount of the Construction Contract for each percentage by which it fails to meet the requirement. If a Low Income Objective is not met, the Director in his or her sole discretion may determine whether a penalty is appropriate by conducting a Significant Efforts Test. Contractors are entitled to appeal the determination of penalty within 10 days of receiving their notice of penalty letter.

In 2015, \$28,016.34 in penalties was assessed on City of Cleveland Construction Projects. Two contractors requested hearings and one hearing resulted in an overturned penalty.

<u>Year</u>	<u>Assessments</u>	<u>Number of Firms</u>	<u>Penalty Hearings</u>	<u>Amount Penalized & Upheld in Year</u>	<u>Amount Collected</u>
2012	12	6	3	\$30,769.53	\$30,769.53
2013	8	6	2	\$89,459.30	\$80,690.97
2014	34	22	9	\$101,883.87	\$67,634.00
2015	6	5	2	\$16,016.34	\$10,016.00

Community Development and Economic Development

Unlike other departments, Community Development (CD) and Economic Development (ED) contracts are based on the total amount awarded for a project and the amount of city funds invested. Therefore, the data for CD and ED consists of a combination of monies from various city funds and other entities. Monies awarded to subcontractors in CD and ED cannot be distinguished clearly. There is no concise way for OEO to determine how much of the subcontractor's monies were allocated from the City and how much was allocated from other entities. Specifically, OEO takes into account the amount of financial opportunities subcontractors were awarded by participating on the projects.

Community Development

Community Development contracts represent \$21,172,691 in awards during 2015. Of that total, the City invested \$3,198,000. Certified subcontractors received the majority of the contracts in the amount of \$5,586,093 (26%), in comparison to non-certified contractors who received \$3,700,130 (17%).

CSB	MBE	FBE	CSB/FBE	CSB/MBE	CSB/MBE/FBE	FBE/MBE	Non-Certified
\$1,332,105	\$865,140	\$1,323,900	\$810,683	\$864,965	\$389,300	\$0	\$3,700,130
24%	15%	24%	15%	15%	7%	0%	17%

Economic Development

Economic Development contracts represent \$28,132,537 in awards during 2015. Of that total, the City invested \$5,403,548. Certified subcontractors received the majority of the contracts in the amount of \$9,018,964 (32%) in comparison to non-certified contractors who received \$7,574,948 (27%).

CSB	MBE	FBE	CSB/FBE	CSB/MBE	CSB/MBE/FBE	FBE/MBE	Non-Certified
\$2,195,765	\$324,249	\$0	\$2,226,131	\$2,402,442	\$1,337,065	\$533,312	\$7,574,948
24%	4%	0%	25%	27%	15%	6%	27%



We knew we wanted to be in the heart of the city," said Pete, reflecting on what it took to arrive at the sun-washed space that has taken shape in the historic Rialto Theater." "Once we looked at Ohio City, and at this building specifically, we knew very quickly we wanted to be in this spot,"

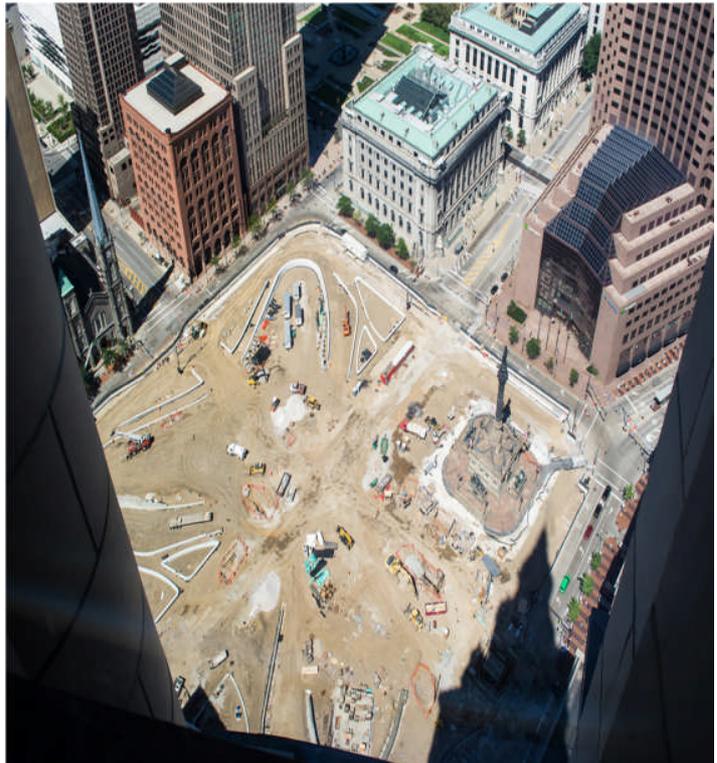
Community Benefits Agreements

A priority since elected in 2006, Mayor Jackson has consistently stated that “Self Help” (buy local, hire local, procure local) is essential for the City to ensure a prosperous regional economy; through which Clevelanders benefit. The City’s formal establishment of a Community Benefits Policy helps to further institutionalize this Self Help approach to investing in Cleveland.

After thorough research of other municipalities across the country operating with community benefit policies, the City of Cleveland learned that it had the essential foundation of a Community Benefit Policy because of its existing ordinances and administrative practices. The components of this policy are not new to the City; rather, they represent a compilation of Codified Ordinances and administrative practices that are in existence and implemented through the Mayor’s Office of Equal Opportunity in partnership with other City Departments.

Public Square: A Community Benefits Project at a Glance

Total Awards	\$ 27,701,276	
Total Certified Subs	\$7,525,422	27%
Total Non-Certified Subs	\$278,628	1%



Methodology

Results for 2015 were based upon contracts awarded during the year and monitored by OEO. City Board of Control (BOC) records were the primary data source for contract awards over \$50,000. As previously noted, Community Development and Economic Development contracts are not subject to BOC approval, and therefore recorded separately.

Certification Data

The Office of Equal Opportunity administers a certification program to identify Cleveland Area Small, Minority, Female, Local Producer, Sustainable, and Storefront Renovation Program (CSB, MBE, FBE, LPE, SUBE, & SRP) businesses participating in the procurement activities of the City of Cleveland. Certification is a review process designed to ensure and confirm that a local small business is actually located within the Cleveland contracting market as well as owned, controlled, and operated, by the applicants.

The certification program creates a registry of the local, minority, and female owned businesses, which serves as a directory of products and services that identifies businesses available for procurement and subcontracting opportunities. Certification is validated on an annual basis.

City contract awards are reported as a percentage given to CSB, MBE, and FBE owned firms. The contract amounts are divided among the various certification areas as follows:

- Cleveland Area Small Business (CSB)
- Minority Business Enterprises (MBE)
- Female Business Enterprises (FBE)

Presently there are **670** firms certified by the City of Cleveland.

OEO has an electronic certification registry available for view on the OEO link on the City of Cleveland website: <http://www.cleveland.diversitycompliance.com>.

The Certification Registry provides a user-friendly method for the public to use allowing them access to information on companies that are certified by the City, including the type of certification obtained. The registry is updated on a daily basis.

Summary of Results for Contract Awards: 2015 Cleveland Contract Information

OEO strives to administer, monitor and enforce the City’s MBE, FBE, and CSB Enterprise codes for participation of prime and sub-contractors on municipal contracts. The staff evaluates City contracts to determine the appropriate goals based upon contract type and to validate participation levels (spend) of CSB, MBE, and FBE.

The City has established participation goals for prime and sub-contractors within five categories that routinely secure city contracts (see **Figure 1**). These categories include design build, construction, professional services, and “other.” The category “other” includes supplies, requirement contracts, maintenance contracts, etc.

Based on a 2007 disparity study, **only** vertical construction contracts have specific MBE (15%), FBE (7%) and CSB (8%) participation goals. The study found that only this sub-sector within the construction category lacks the diversification needed to reflect doing business in Cleveland. The remaining contract types have a CSB goal.

The participation goals for 2015 were as follows:

Citywide Goals	
Design Build	40% CSB
Horizontal Construction	30% CSB
Vertical Construction *	15% M 8% C 7% F
Other	20% CSB
Professional Services	10% CSB
*M=MBE, C=CSB, F-FBE	

Figure 1: 2015 Annual Participation Goals

Citywide Results

In 2015, Cleveland awarded city contracts totaling more than **\$136 million** (see **Figure 2**). The City awarded approximately **\$81 million** to firms in the construction category. Nearly **\$11 million** was awarded to firms in the design-build category. Professional services contracts accounted for over **\$14 million** in 2015, while other goods and services accounted for over **\$34 million** in contracts awarded.

Total City Contracting	2015
Total Received:	\$136,863,639.63
Construction	\$81,541,592.78
Const. % of total	59.6%
Design Build	\$10,711,133.00
Design Build % of total	7.8%
Other Services	\$34,176,660.43
Other Serv. % of total	25.0%
Professional Serv.	\$10,434,253.42
Prof. Serv. % of total	7.6%

Figure 2: 2012 Total City Contracting as a Whole

Certified Primes

Certified prime contractors account for over **\$48 million** worth of prime contract awards in 2015. Over **35%** of all contracts awarded by the City of Cleveland were awarded to firms certified with the Office of Equal Opportunity, including **6%** of contracts awarded to minority-owned firms and **2%** of contracts awarded to female-owned firms.

Certified Primes	
Total Received:	\$48,420,055.39
CSB	\$36,607,989.39
MBE/CSB	\$8,445,198.00
FBE/CSB	\$2,680,420.00
MBE/FBE/CSB	\$686,448.00

Figure 3: Certified Prime – Contract Awards

A further breakdown of total dollars spent on Certified Primes in 2015 is as follows:

Certified Primes 2015				
	<u>Construction</u>	<u>Professional Serv.</u>	<u>Other Services</u>	<u>Total</u>
CSB	\$32,507,075.21	\$820,863.00	\$3,280,051.18	\$36,607,989.39
MBE/CSB	\$8,445,198.00	\$0.00	\$0.00	\$8,445,198.00
FBE/CSB	\$0.00	\$930,825.00**	\$1,749,595.00	\$2,680,420.00
MBE/FBE/CSB	\$428,986.00	\$0.00	\$257,462.00	\$686,448.00
Totals	\$41,381,259.21	\$1,751,688.00	\$5,287,108.18	\$48,420,055.39

**Includes Design-Build contractor

Figure 4: Certified Primes – Total Dollar Breakdown

Certified Minority-owned contractors accounted for over **\$9 million** in contract awards, accounting for **6.7%** of the City’s monitored contract spend.

Minority-Owned (MBE) Primes	
Total Received:	\$9,131,646.00

Figure 5: Minority-Owned Primes – Contract Awards

Minority-Owned (MBE) Primes 2015				
	<u>Construction</u>	<u>Professional Serv.</u>	<u>Other Services</u>	<u>Total</u>
MBE	\$8,874,184.00	\$0.00	\$257,462.00	\$9,131,646.00

Figure 6: Minority-Owned Primes – Total Dollar Breakdown

Certified Female-owned contractors accounted for over **\$3 million** in contract awards, accounting for **2.5%** of the City’s monitored contract spend.

Female-Owned (FBE) Primes	
Total Received:	\$9,131,646.00

Figure 7: Female-Owned Primes – Contract Awards

Female-Owned (FBE) Primes 2015				
	<u>Construction</u>	<u>Professional Serv.</u>	<u>Other Services</u>	<u>Total</u>
FBE	\$428,986.00	\$930,825.00	\$2,007,057.00	\$3,366,868.00

Figure 8: Female-Owned Primes – Total Dollar Breakdown

Certified Subcontractors

In 2015, certified subcontractors received nearly **\$32 million** in subcontracts on City of Cleveland projects. Minority-owned and female-owned businesses were well represented in City subcontracting.

Certified Subcontractors	
Total Received:	\$31,890,557.77
CSB	\$11,091,530.88
MBE/CSB	\$10,269,221.29
FBE/CSB	\$10,006,575.60
MBE/FBE/CSB	\$397,160.00
FBE	\$126,070.00

Figure 9: Certified Subcontractors – Contract Awards

Certified Subcontractors 2015					
	Vertical Construction	Horizontal Construction	Professional Services	Design-Build	Other
CSB	\$5,224,102.00	\$3,533,572.30	\$1,169,945.16	\$833,770.97	\$330,140.00
MBE/CSB	\$3,816,145.00	\$4,041,901.00	\$406,772.29	\$1,442,403.00	\$562,000.00
FBE/CSB	\$1,643,539.00	\$7,561,998.00	\$375,965.00	\$393,636.00	\$70,074.60
MBE/FBE/CSB	\$20,000.00	\$236,000.00	\$101,826.00	\$0.00	\$39,334.00
FBE	\$88,000.00	\$0.00	\$18,065.00	\$25,000.00	\$0.00
Totals	\$10,791,786.00	\$15,197,471.30	\$2,072,573.90	\$2,694,809.97	\$1,001,548.60

Figure 10: Certified Subcontractors – 2015 Breakdown

Certified Minority-Owned Subcontractors	
Total Received:	\$10,666,381.29

Figure 11: Minority-Owned Subcontractors – Contract Awards

Certified Minority-Owned Subcontractors 2015					
	Vertical Construction	Horizontal Construction	Professional Services	Design-Build	Other
MBE	\$3,836,145.00	\$4,277,901.00	\$508,598.29	\$1,442,403.00	\$601,334.00

Figure 12: Minority-Owned Subcontractors – 2015 Breakdown

Certified Female-Owned Subcontractors	
Total Received:	\$10,573,437.60

Figure 13: Female-Owned Subcontractors – Contract Awards

Certified Female-Owned Subcontractors 2015					
	Vertical Construction	Horizontal Construction	Professional Services	Design-Build	Other
FBE	\$1,751,539.00	\$7,797,998.00	\$495,856.00	\$418,636.00	\$109,408.60

Figure 14: Female-Owned Subcontractors – 2015 Breakdown

Contract Compliance and Monitoring

Vertical Construction

Vertical construction is construction related to a building or structure. Last year, the city awarded **\$27,061,212.15** to firms in the vertical construction category. Certified subcontractor firms in the construction category were awarded **\$10,791,786.00** in subcontracts on vertical construction contracts in 2015.

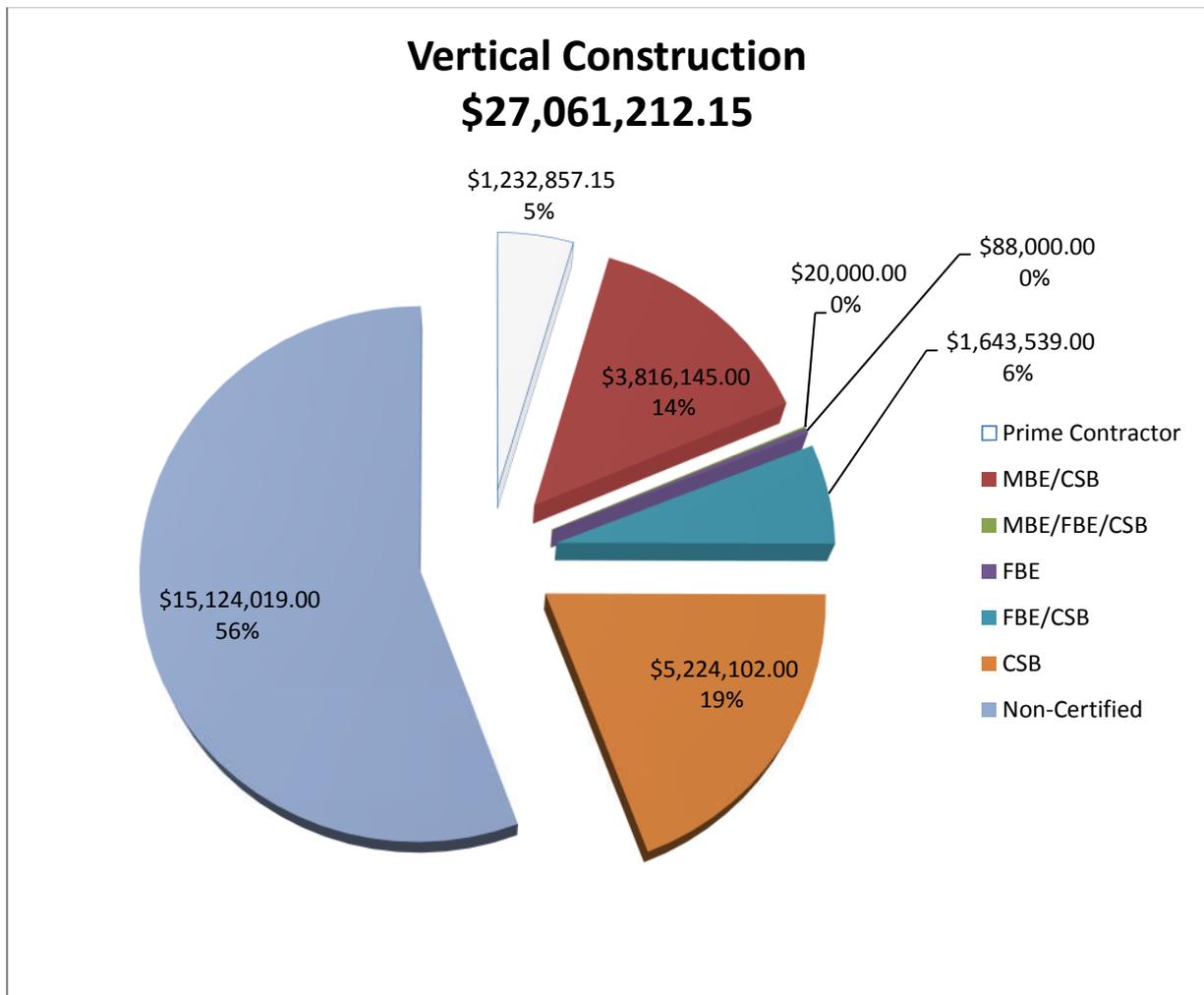


Figure 15: Certified Subcontractor Awards – Vertical Construction

The OEO goal for the vertical construction category is **30%** combined MBE, FBE, and CSB subcontractor participation. In 2015 the City awarded **39.9%** of all its vertical construction contracts to certified subcontractors.

Horizontal Construction

Horizontal Construction projects are streetscape and utilities projects that provide city infrastructure. The City awarded **\$54,480,380.60** in horizontal construction projects in 2015. Certified subcontractor firms in the construction category were awarded **\$15,197,471.30** in subcontracts on horizontal construction contracts in 2015.

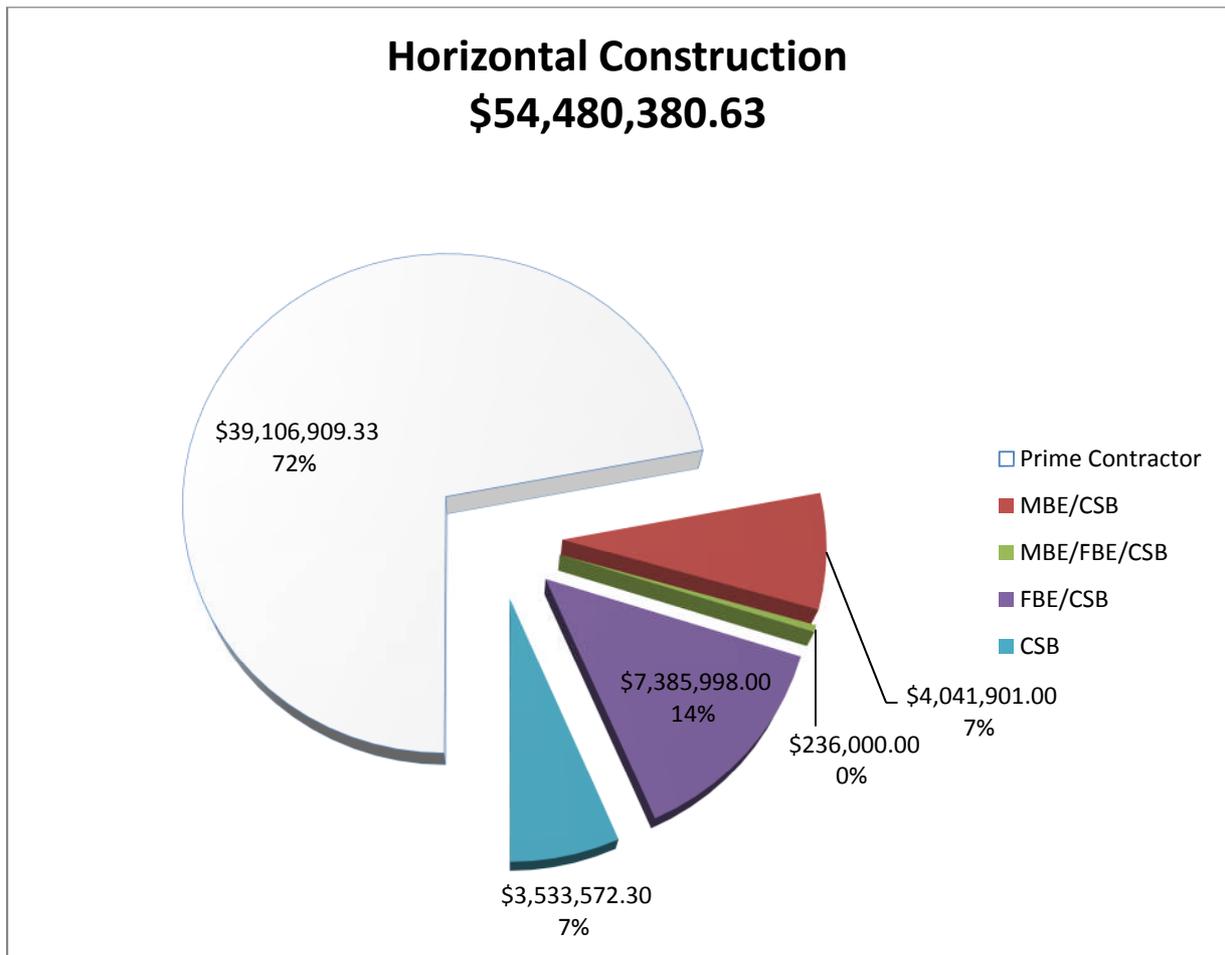


Figure 16: Certified Subcontractor Awards – Horizontal Construction

The OEO goal for the horizontal construction category is **30%** CSB subcontractor participation. In 2015 the City awarded **27.9%** of all its vertical construction contracts to certified subcontractors.

Design-Build Projects

The City awarded **\$10,711,133.00** to firms in the design-build category in 2015. The certified subcontractor firms within this category were awarded **\$2,694,809.97** in subcontracts.

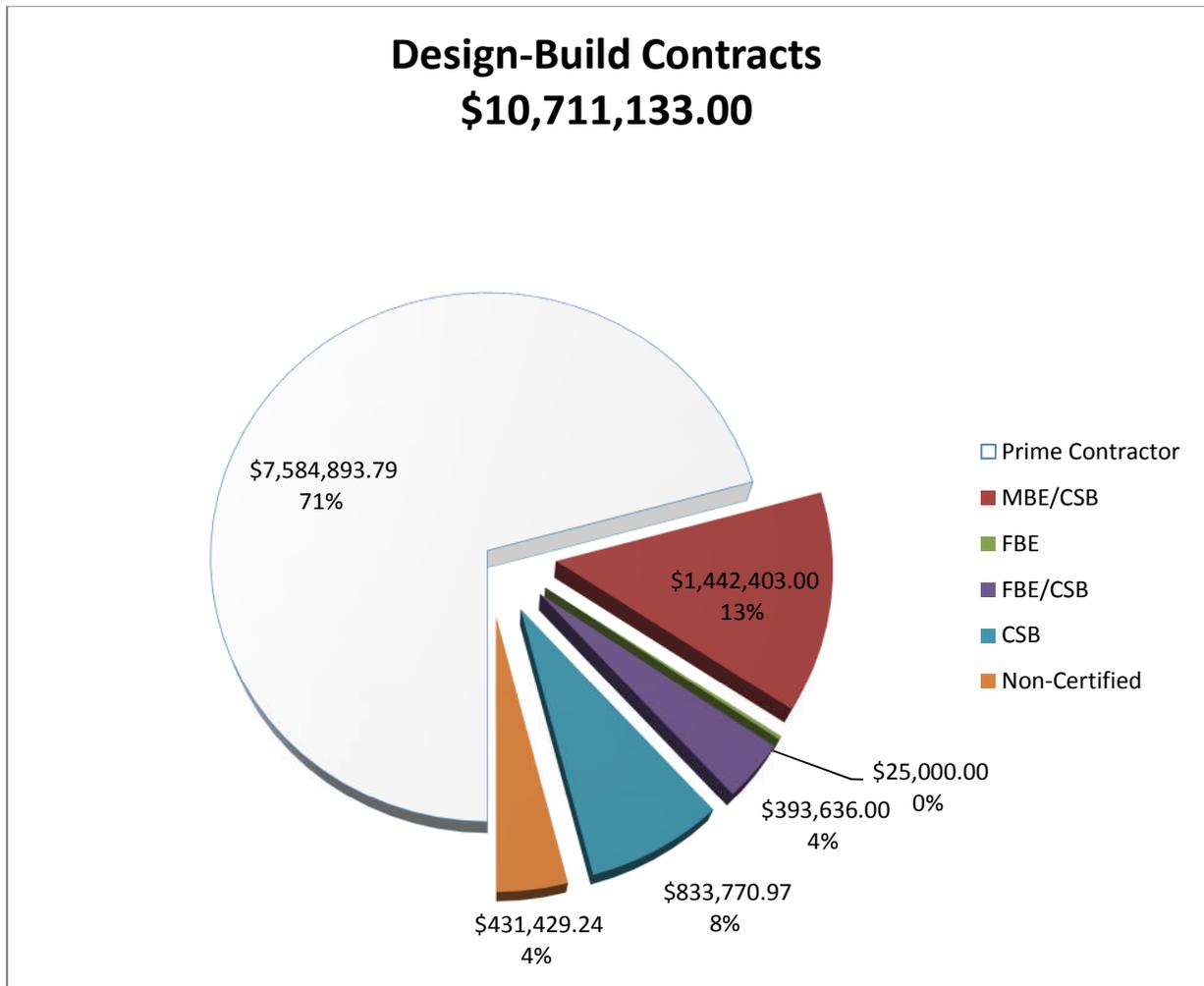


Figure 17: Certified Subcontractor Awards – Design-Build Projects

Professional Services

The City awarded **\$6,916,638.41** to firms in the professional services category. The certified subcontractor firms within this category were awarded subcontracts valued at **\$2,072,573.90**.

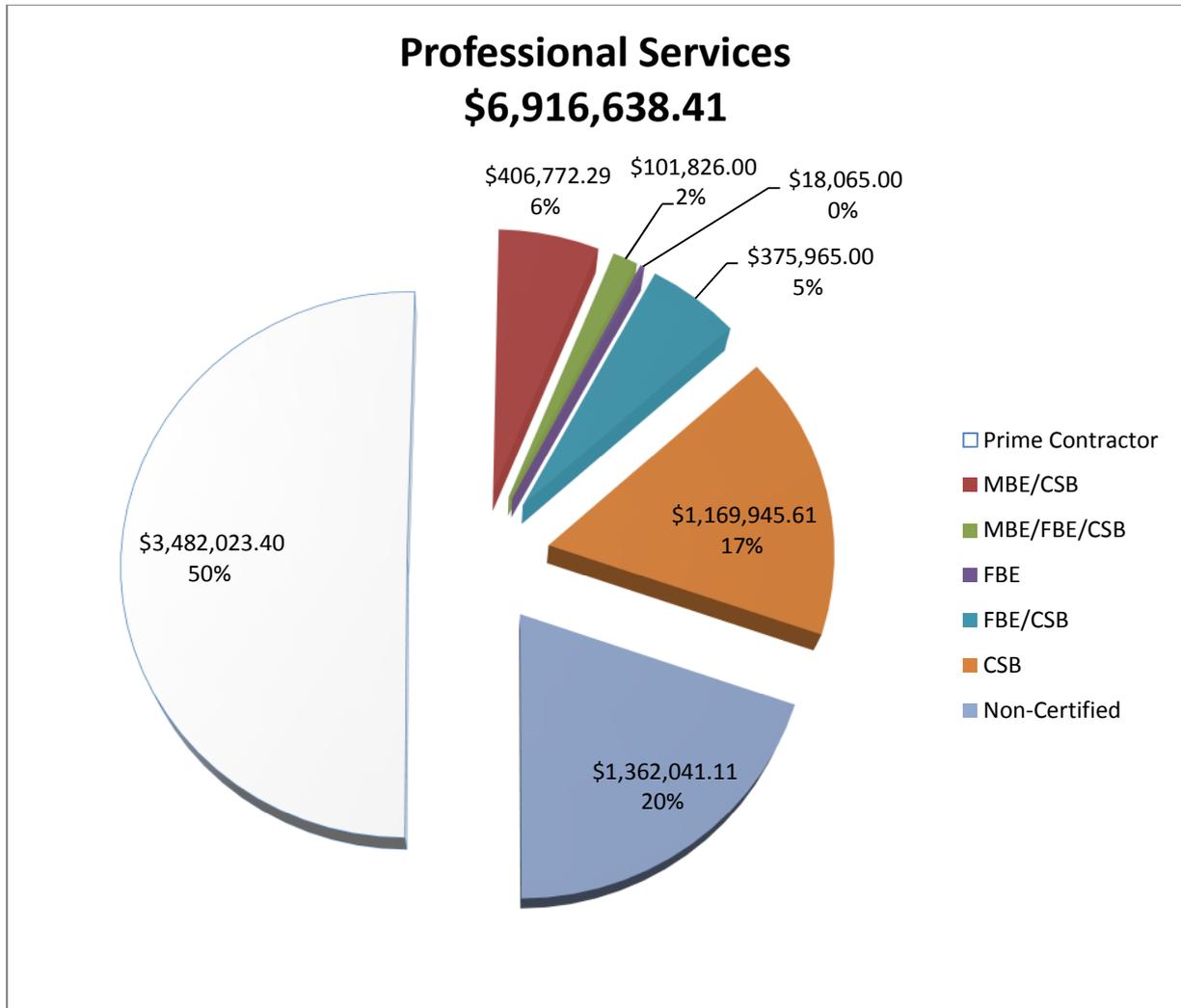


Figure 18: Certified Subcontractor Awards – Professional Services

The OEO goal for the professional services category is **10%** CSB subcontractor participation. In 2015 the City awarded **30%** of contract dollars in this category to certified subcontractors.



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