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Department of Civil

Rights

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Mayor R.T. Rybak
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Council Member Scott Benson, Chair
Health, Energy and Environment
Development Committee
Room 307 City Hall
Minneapolis, MN 55415

Dear Mayor Rybak & Chairperson Benson:

Enclosed please find the Department's 2009 Second Quarter report on contract compliance and small business activity. The overall labor participation goals for skilled and unskilled people of color have been exceeded. We are also pleased to announce that for all active projects during the second quarter of 2009 the female participation goals have been met. For the sake of clarity, construction projects are identified as active or closed. The report also contains dollars committed and paid to Women Business Enterprises (WBEs) and Minority Business Enterprises (MBEs) on construction projects.

The Department continues to develop partnerships within the City of Minneapolis and with our external partners in the community. The Department will continue its close observation of development projects and other contracting opportunities to ensure that compliance on the projects is maintained or improved in order to maximize opportunities for women and people of color in the areas of construction and the purchase of goods and services.

Sincerely,

Michael S. Jordan
Director



MINNEAPOLIS DEPARTMENT OF CIVIL RIGHTS

CONTRACT COMPLIANCE REPORT

2009 SECOND QUARTER ACTIVITY



I. INTRODUCTION

The Minneapolis Department of Civil Rights Contract Compliance Unit supports and promotes the City objectives to develop and maintain stable neighborhoods and *One Minneapolis* through equal opportunity and affirmative action activities. The Contract Compliance Unit (CCU) assists, monitors, investigates and reports on employment and trade participation. Ensuring nondiscrimination, affirmative action in employment, and prevailing wage payment are major functions of the unit.

Each prime contractor or subcontractor receiving in excess of \$50,000 from a City of Minneapolis financed or assisted contract or project is required to develop and submit an affirmative action plan. The plan formally documents the business' adherence to nondiscriminatory practices and its method to obtain a workforce that mirrors the availability of protected class citizens in the marketplace. Such plans are good for a two-year period after review and approval by the Contract Compliance Unit.

Each construction contractor is also required to submit a preconstruction package that outlines the contractor's plan to meet the trade participation goals, which are set on a project by project basis. Finally, all contractors are required to pay the prevailing wage on city assisted projects.

The Small and Underutilized Business Program (SUBP) component strives to support the development and growth of businesses owned by persons of color and women so they may participate in the economic opportunities generated by City of Minneapolis activity. These objectives are achieved by setting project goals for the participation of targeted businesses on contracts and projects funded in whole or in part by the City of Minneapolis.

Goals are set on a contract by contract basis, based on the availability of businesses that are ready, willing and able to participate. The unit assists city departments and prime contractors with the identification and utilization of certified women or minority business enterprises; reviews bid and contract award recommendations; and coordinates the certification process for small, women or minority business enterprises (S/W/MBEs) with other governmental authorities.

This report will examine CCU activities that took place during the second quarter of calendar year 2009.

II. 2009 – 2nd Quarter ANALYSIS

Summaries for the 2nd Quarter 2009 are as follows:

40 active construction projects with a monetary value of \$90,814,007 (Table 1)

- Combined Minority Goal = **11%**, Actual Participation = **15.6%**
- Female Goal = **6%**, Actual Participation = **6.5%**

Small Business Participation – Active projects (Table 4)

- MBE Participation totaled \$5,571,303.60, or 6.13 %
- WBE Participation totaled \$7,093,372.30, or 7.81%

III. MONITORING & ENFORCEMENT ACTIVITY

The approach of the unit is to be informative and definitive with contractors on contract compliance requirements and expectations. Staff provided assistance to contractors in meeting and maintaining the goals, identifying contractors that are not in compliance, and working with contractors to bring them into compliance. Compliance is defined by a contractor either meeting the goals or showing a “Good Faith Effort” to meet the goals. While a contractor may miss a goal area by 2% (as outlined in Table 5), missing a goal by 2% does not necessarily mean a contractor is out of compliance. To aid in our identification of “Good Faith Efforts,” a new standard procedure has been implemented. Each officer utilizes the same standard of review of a contractor and follows a check list to ensure that all efforts are being applied in a uniform manner to all contractors.

During the past quarter, a number of enforcement activities were necessary. On separate occasions payments were withheld until the contractor demonstrated compliance or a plan to achieve compliance. The CCU also spent a considerable amount of time on several cases involving prevailing wage restitution to employees. When an employer pays wages less than the prevailing wage rate the contractor is required to make “restitution” to the employee to make up the difference in the wages. We also rejected the bids of contractors on two projects who failed to demonstrate “Good Faith Efforts” in small business participation.

IV. IMPROVED COORDINATION with DEPARTMENTS & PARTNERS

In the second quarter of 2009 we have had several meetings with other city departments and our community partners. The Contract Compliance Unit has also been active this quarter with educational and outreach activities.

We have worked with various other city departments to address specific concerns, to develop a better understanding of each other's ordinances and objectives, and to develop mutually used language, processes and procedures, and forms. CCU participated in a meeting with the City Coordinator's office to develop reporting requirements for the federal stimulus projects. We also worked closely with Regulatory Services in creating a means to facilitate small business participation on demolition projects. We have also attended multi-agency pre-construction meetings when appropriate. There were several meetings with the Minnesota Department of Human Rights, the Metropolitan Council and Public Works regarding the MARQ2 project. That project had several funding sources and various jurisdictional issues arose. While there are some issues still remaining, there have been lessons learned that will aid the City of Minneapolis in understanding its role in multi-jurisdictional, multi-funded projects in the future.

The unit has had extensive contact with the National Association of Minority Contractors (NAMC) and other community organizations. We have attended NAMC monthly meetings and have met with them to discuss bidding City of Minneapolis projects. We attend and are a part of the Urban League's LEAP advisory committee. The CCU has also had several meetings with labor unions to understand each other's perspective and to discuss problems that had occurred on several specific projects.

The unit has had several opportunities to both receive and provide education and training. We attended a seminar hosted by Hennepin County on Prevailing Wage and learned more about our authority to enforce prevailing wage on all city projects. There has also been continuing discussion with the City of St. Paul, Hennepin County and Ramsey County relative to coordinated enforcement and investigation of prevailing wage violations and other infractions. These agencies as well as the Metropolitan Council appear to be following the lead of the City of Minneapolis in the utilization of the LCPtracker/B2GNOW system to assist in these efforts. We have received numerous trainings for LCPtracker in office online and through direct contact with LCPtracker staff in order to better understand and operate our new database. We also hosted a second LCPtracker training for contractors that was very well-attended. CCU also created and provided on-site training for a large contracting company doing work on City of Minneapolis projects.

V. SMALL AND UNDERUTILIZED BUSINESS PROGRAM (SUBP)

In accordance with sections 139.70 and 423.70 of the Minneapolis Code of Ordinances, the Department of Civil Rights worked with various other city departments to set minimal participation goals in selected areas. We reviewed goals for 43 projects: 18 construction projects, 21 goods and services contracts, and four RFPs. We continued to review projects for goals within the 10-day timeframe established. Because of the proposed budget cuts, the Department eased its monitoring of city departments' SUBP utilization on the direct purchasing of goods and services during the second quarter. We will resume our review of the city and its departments' SUBP responsibilities and requirements once the 2010 budgets are settled.

VI. DISPARITY STUDY

The CCU continues to make progress on the disparity study. One of the most significant issues in data collection is the thorough and unanticipated approach used by the National Economic Research Associates (NERA). NERA requires data on all contractors, including businesses owned by non-minorities. The City of Minneapolis had not collected subcontracting data for the purpose of a study during the target years of 2003 through 2007. Records from a couple of major projects were helpful as well as general records started in 2006 or 2007. These records, however, only focused on women and minority participation and did not include majority male subcontractor activity. To recreate most of this data, staff went through archived project files created to monitor employment on construction projects. Staff withdrew names and dollar amounts of subcontracts and labeled the various certification indicators. No such archives existed for goods and service contracts since there were no construction trade employment requirements.

Many months ago staff from both Civil Rights and Purchasing sent data to NERA, which later responded that the data from the two departments did not coincide. NERA also indicated that there were gross voids of subcontracting data in the materials submitted by Civil Rights. For the last couple of months, staff has worked to rectify those concerns. We corrected the difficulty to link subcontractors to a table and worked to fill in missing information. Civil Rights collaborated with Purchasing to understand and address the lack of conformity. The plan is to have the study complete by June 30, 2010.

VII. SECTION 3 PROGRAM

MDCR is continuing to develop and implement a City of Minneapolis Section 3 plan. Eight businesses have been certified as Section 3 businesses, and 9 more are pending certification. Staff has met with Regulatory Services regarding Section 3 requirements on upcoming demolition projects. The CCU has also attended an NAMC meeting and informed members that the City of Minneapolis has a Section 3 program. MDCR is also developing a Section 3 Resident Certification listing to distribute to contractors seeking new employees.

MDCR has experienced certain challenges relating to our new Section 3 Program. However, these challenges have been recognized and are being addressed. One challenge is finding businesses whose owners who meet the regulation's criteria for Section 3 business enterprise certification. Most owners live outside the Minneapolis area. However, we are working diligently to locate and certify as many businesses as possible.

Another challenge relates to the stigma associated with poverty. The Section 3 program is based on income rather than race or gender. Some people believe that because Section 3 business owners are "poor," they do not have the ability to perform. The result is a reluctance or refusal to extend opportunities to those business owners. The reality is that

Section 3 is based on family income rather than business income, and eligibility has nothing to do with how well a business performs. MDCR is trying to address these misperceptions and ensure that Section 3 businesses have at least the opportunity to compete with the other businesses in the construction industry. We are also planning to coordinate “Open Houses” to bring Section 3 businesses and larger contractors together to establish relationships and connections.

On the federal level, staff has reviewed proposed federal legislation involving changes to Section 3 and has participated in related webinars.

Neighborhood Stabilization Program

The Neighborhood Stabilization Program projects total at least \$6.4 million. There are nine (9) grant recipients who have received federal funds to rehab foreclosed homes throughout Minneapolis. SUBP goals (8% MBE, 8% WBE), Section 3 goals (10%), and employment goals (6% female, 11% minority skilled, 11% minority unskilled) have been established for these projects.

MDCR met with several grant recipients during the second quarter to discuss the requirements and expectations surrounding the NSP funding. Most recipients that we met with, if not all, are extremely excited and eager to subcontract with W/MBEs and Section 3 businesses on these projects.

VIII. DATA MANAGEMENT SYSTEM

LCPtracker

LCPtracker is now in operation and is being successfully utilized on all projects that started after April 1, 2009. All general contractors and subcontractors with employment hours are required to submit certified payroll into the system on a monthly basis. Over 100 contractors have received LCPtracker training at City Hall and are continually encouraged to do ongoing training through online classes, live seminars, and communication with LCPtracker support. CCU staff is also developing increased proficiency through group training, online training, hands-on experience, and troubleshooting.

LCPtracker checks the payroll for prevailing wage, overtime, and apprenticeship compliance, and it alerts CCU staff to potential problems as they arise. In addition to addressing the issues detected by the system, CCU staff are able to use the system to spot-check compliance with the Davis Bacon Act and local prevailing wage requirements. The submission of certified payroll has also taken the place of the monthly employment reports (CC-57s) that were formerly submitted to track compliance with the employment goals; Contract Compliance Officers are able to run reports that both total and break down by contractor the female, skilled minority, and unskilled minority participation on each project. The Contract Compliance Unit is also developing an internal process for using LCPtracker in order to conduct its monitoring and enforcement activities consistently and efficiently.

B2Gnow

The B2Gnow system is in the early stages of application. Once fully operational, the system will enable the Contract Compliance Unit to monitor ongoing SUBP participation as well as payments made by the city and general contractors.

IX. CONCLUSION

The Contract Compliance Unit has made significant strides in multiple areas of operation. We are committed to becoming stronger advocates in seeking increased contracting opportunities for small, Section 3, woman owned, and minority owned businesses. Our activity has become more effective and efficient. Interactions with contractors, city departments, civil rights commissioners, partner organizations and neighboring jurisdictions have consistently improved.

Due to the work of the CCU, contractors and the City of Minneapolis are in now a better position to be in compliance with local and national requirements. Our more thorough and transparent reporting requirements and procedures have enabled us to identify contractors that are repeatedly below compliance standards. We will continue to focus our efforts to bring all contractors into compliance and will deny those businesses that refuse to comply.

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TABLE 1
Active Projects (2nd Quarter 2009)

Project Name	Project Location	General Contractor Name	Amount of Contract	Minority Combined Percentage	Female %
2007 Lake of the Isles Imp Project	Lake of the Isles	Rachel Contracting	\$1,352,995.00	13.3%	9.8%
205 Park Demonstration Project	205 Park Avenue South	Veit & Company, Inc.	\$209,671.00	22.4%	2.3%
Abbot View	1801 1st Ave So	Flannery Construction	\$621,699.28	17.3%	2.7%
African Development Center	1925 – 5 th St. So.	Flannery Construction	\$459,117.00	33%	6.3%
Areaway Abandonment 7124	250 – 3 rd Ave. N.	Construction Results Corp	\$254,790.00	85.4%	7.9%
B F Nelson Park	Main St NE	Meyer Contracting	\$463,024.30	11.7%	3.7%
Blue Goose/Family Tree Co-Op	1819 5th Street	Flannery Construction	\$670,000.00	16.7%	1.6%
Coloplast	1601 West River Road	Kraus-Anderson Construction	\$33,709,526.00	13.3%	7.7%
Columbia Hts Entrance Project	Reservoir Blvd, Col Hts	Crowley Company	\$668,000.00	21.6%	21.6%
Construction of Sidewalks - District 2	District 2	Concrete Idea, Inc.	\$752,235.00	12.9%	2.8%
Construction of Sidewalks - District 3	District 3	Concrete Idea, Inc.	\$990,230.00	12.0%	9.6%
Construction of Sidewalks - District 1	District 1	Standard Sidewalk	\$854,861.00	0.0%	11.1%
CRS Permanent Re-Entry Project	3003 Penn Ave No	Frerichs Construction	\$466,000.00	13.9%	10.5%
Demolition of 16 Structures	5114 N. Mississippi Drive	Veit & Company, Inc.	\$194,449.00	10.3%	9.4%
East River Flats Park Project	550 East River Parkway	Veit & Company, Inc.	\$415,782.00	6.7%	3.6%
Exodus Residence Stabilization	819 2 nd Avenue South	Load-Bearing, Inc.	\$185,000.00	26.4%	1.3%
First Precinct Expansion	25 N. 4th St.	Britt Aaseby Constrn dba Ultimate Constrn Svces	\$412,662.27	20.4%	6.8%
Franklin Steele Site Improvements	1600 Portland Avenue S	Veit & Company, Inc.	\$659,137.00	14.7%	1.9%
Fridley Chemical Building	4300 Marshall Street N.E.	Magney Construction, Inc.	\$5,408,000.00	15.4%	5.9%
Hiawatha Maintenance Facility 7057	E. 26 th St. & Hiawatha Ave	Knutson Construction	\$9,868,000.00	19.4%	10.7%
Impacted Soil Removal 7062	S. of 2 nd Ave N	Ramsey Excavating Co	\$91,246.00	0.0%	0.0%
Incarnation House	2120 Clinton Avenue South	Construction Results Corp	\$74,200.00	14.2%	18.4%
Little Earth Phase V	2501 Cedar Ave S	Watson - Forsberg	\$3,418,089.00	30.6%	18.3%
Mechanical & Life Safety Upgrades - 13 - Mechanical	350 S 5th Street	Northern Air Corporation	\$852,739.00	10.4%	5.5%
Mechanical and Life Safety Upgrades - 12	City Hall	Northern Air Corporation	\$988,000.00	11.8%	5.2%
Mechanical and LS Upgrades - 13 Hoistway (OP# 7054)	350 S 5th Street - City Hall	Construction Results	\$157,900.00	4.0%	0.0%
N Mississippi Park Trails &	5114 N Mississippi Drive	Veit & Company, Inc.	\$893,424.00	19.7%	13.6%

Pathway					
Nokoma Co-Op Project	1920 3rd Avenue South	Flannery Construction	\$916,084.00	26.4%	5.0%
Olson Townhomes	501 Girard Terrace	Flannery Construction	\$304,937.00	66%	7.3%
Park Plaza Apartments - Repairs	1513 Olson Memorial Hwy	Flannery Construction	\$179,126.75	24.2%	14.6%
Pump Station #4	37th Ave NE Fridley, Mn	Madsen-Johnson	\$7,655,709.00	19.5%	6.4%
Sheridan Memorial Park	W River Rd and Broadway	Meyer Contracting	\$223,760.00	15.5%	10.4%
Shoreline Stabilization	Along W River Rd	Rachel Contracting	\$1,540,817.00	10.6%	5.5%
Slater Square	1400 Portland Avenue S	Flannery Construction	\$1,069,758.00	8.9%	5.5%
Target Center Roof Replacement	600 1st Avenue North	Stock Roofing Company	\$5,335,422.00	69.9%	0%
Telecommunications Installation & Removal Service	1301 2nd Avenue South	ColliSys	\$80,000.00	0.0%	1.3%
Tennis Court Replacement 7108	1328 W. 58 th St.	Barber Construction	\$74,870.00	51.8%	0.0%
The Bridge for Youth	2200 Emerson Avenue S	Housecraft Remodeling	\$262,000.00	31.8%	9.9%
Van Cleve Apartments - West	917 13th Ave SE	Flannery Construction	\$7,630,746.00	11.6%	3.5%
1200 West Broadway	1200 W. Broadway	Norman Construction	\$450,000	32.4%	1.5%
Totals			\$90,814,007	15.6%	6.5%

TABLE 2**Special Projects – Labor Hours (2nd Quarter, 2009)**

Project Name	Project Location	General Contractor Name	Amount of Contract	Project Status	Minority Skilled %	Minority Unskilled %	Female %
1. Minneapolis Children's Hospital ACC/Ramp - West	2525 Chicago Avenue South	Knutson Construction Services	\$46,000,000.00	Active	13%	15%	4%
2. Mpls. Children's Hospital Expansion Project - East	2525 Chicago Avenue South	Knutson Construction Services	\$125,000,000.00	Active	13.8%	8.7%	3.6%
3. University of Minnesota Children's Hospital	2200 Riverside Ave	Kraus Anderson	\$180,000,000.00	Active	9.2%	14.3%	5%

TABLE 3**Special Projects - SUBP Results (2nd Quarter, 2009)**

Project Name	General Contractor	MBE Goal %	WBE Goal %	Actual MBE Participation	Actual WBE Participation	Amount of Contract
Mpls. Children's Hospital Expansion Project – East	Knutson Construction Services	13.00%	11.00%	\$1,267,393	\$5,237,583	125,000,000.00
Minneapolis Children's Hospital ACC/Ramp – West	Knutson Construction Services	13.00%	11.00%	\$3,765,278	\$8,141,073	46,000,000.00
University of Minnesota Children's Hospital	Kraus Anderson	5.00%	5.00%	3,398,662.00	5,398,662.00	180,000,000.00

TABLE 4

SUBP Results for Active Projects (2nd Quarter, 2009)

Project Name	Project Location	General Contractor Name	MBE Goal %	WBE Goal %	Actual MBE Part \$	Actual WBE Part \$	Amount of Contract
2007 Lake of the Isles Imp Project	Lake of the Isles	Rachel Contracting	5%	3%	\$50,959.00	\$58,042.00	\$1,352,995.00
205 Park Demonstration Project	205 Park Avenue South	Veit & Company, Inc.	7%	4%	\$5,300.00	\$29,887.00	\$209,671.00
Abbot View	1801 Ist Ave So	Flannery Construction	5%	6%	\$144,866.00	\$41,827.00	\$621,699.28
African Development Center	1925 – 5 th St. So	Flannery Construction	7%	6%	\$35,025.00	\$26,295.00	\$459,117.00
Areaway Abandonment OP7124	250 – 3 rd Ave. N.	Construction Results Corp	5%	5%	\$16,881.00	\$5,800.00	\$254,790.00
B F Nelson Park	Main St NE	Meyer Contracting	4%	4%	\$173,932.50	\$173,032.50	\$463,024.30
Blue Goose/Family Tree Co-Op	1819 5th Street	Flannery Construction	8%	6%	\$3,500.00	\$75,570.00	\$670,000.00
Coloplast	1601 West River Road	Kraus-Anderson Const	9%	8%	\$2,319,655.00	\$2,200,588.00	\$33,709,526.00
Columbia Hts Entrance Project	Reservoir Blvd, Col Hts	Crowley Company	5%	5%	\$69,500.00	\$34,500.00	\$668,000.00
Construction of Sidewalks - District 2	District 2	Concrete Idea, Inc.	8%	8%	\$139,267.20	\$139,267.20	\$752,235.00
Construction of Sidewalks - District 3	District 3	Concrete Idea, Inc.	8%	8%	\$110,000.00	\$95,000.00	\$990,230.00
Construction of Sidewalks - District 1	District 1	Standard Sidewalk	8%	8%	\$1,980.00	\$800.00	\$854,861.00
CRS Permanent Re-Entry Project	3003 Penn Ave No	Frerichs Construction	6%	5%	\$27,960.00	\$117,845.00	\$466,000.00
Demolition of 16 Structures	5114 North Mississippi Drive	Veit & Company, Inc.	0%	0%	\$0.00	\$0.00	\$194,449.00
East River Flats Park Project	550 East River Parkway	Veit & Company, Inc.	5%	2%	\$15,418.00	\$14,104.00	\$415,782.00
Exodus Residence Stabilization	819 2nd Avenue South	Load-Bearing, Inc.	7%	7%	\$0.00	\$36,430.00	\$185,000.00
First Precinct Expansion	25 N. 4th St.	Britt Aaseby Constrn dba Ultimate Constrn Svces	6%	13%	\$20,730.00	\$51,536.00	\$412,662.27
Franklin Steele Site Improvements	1600 Portland Avenue South	Veit & Company, Inc.	4%	3%	\$10,000.00	\$37,645.00	\$659,137.00
Fridley Chemical Building	4300 Marshall Street N.E.	Magney Construction, Inc.	4%	7%	\$201,085.40	\$507,795.00	\$5,408,000.00
Hiawatha Maintenance Facility 7057	E. 26 th & Hiawatha Ave	Knutson Construction	8%	8%	\$190,012.00	\$958,574.00	\$9,868,000.00
Impacted Soil Removal 7062	S. of 2 nd Ave N	Ramsey Excavating Co	0%	0%	\$0.00	\$0.00	\$91,246.00
Incarnation House	2120 Clinton Avenue South	Construction Results Corp	0%	0%	\$0.00	\$0.00	\$74,200.00
Little Earth Phase V	2501 Cedar Ave S	Watson – Forsberg	7%	8%	\$797,549.00	\$62,177.00	\$3,418,089.00
Mechanical & Life Safety Upgrades - Phase 13 – Mechanical	350 S 5th Street	Northern Air Corporation	5%	7%	\$51,810.00	\$73,350.00	\$852,739.00
Mechanical and Life Safety Upgrades – 12	City Hall	Northern Air Corporation	6%	7%	\$157,075.00	\$83,300.00	\$988,000.00
Mechanical and LS Upgrades - 13 Hoistway (OP# 7054)	350 S 5th Street - City Hall	Construction Results	4%	5%	\$7,390.00	\$9,617.00	\$157,900.00
N Mississippi Park Trails & Pathway	5114 N Mississippi Drive	Veit & Company, Inc.	5%	4%	\$60,000.00	\$40,500.00	\$893,424.00

Nokoma Co-Op Project	1920 3rd Avenue South	Flannery Construction	6%	5%	\$103,820.00	\$45,326.10	\$916,084.00
Olson Townhomes	501 Girard Terrace	Flannery Construction	8%	7%	\$75,956.00	\$24,700.00	\$304,937.00
Park Plaza Apartments - Repairs	1513 Olson Memorial Hwy	Flannery Construction	7%	6%	\$13,912.00	\$72,916.00	\$179,126.75
Pump Station #4	37th Ave NE Fridley, Mn	Madsen-Johnson	5%	5%	\$556,000.00	\$1,383,171.00	\$7,655,709.00
Sheridan Memorial Park	West River Rd and Broadway	Meyer Contracting	4%	4%	\$50,601.50	\$50,601.50	\$223,760.00
Shoreline Stabilization	Along W River Rd and the Miss River bet Plymouth N	Rachel Contracting	4%	2%	\$200,563.00	\$129,357.00	\$1,540,817.00
Slater Square	1400 Portland Avenue South, Minneapolis MN 55403	Flannery Construction	6%	5%	\$20,500.00	\$103,350.40	\$1,069,758.00
Target Center Roof Replacement	600 1st Avenue North	Stock Roofing Company	4%	4%	\$240,000.00	\$310,756.00	\$5,335,422.00
Telecommunications Installation & Removal Service	1301 2nd Avenue South	ColliSys	0%	0%	\$0.00	\$0.00	\$80,000.00
Tennis Court Replacement 7108	1328 W. 58 th St.	Barber Construction	0%	0%	\$0.00	\$0.00	\$74,870.00
The Bridge for Youth	2200 Emerson Avenue South	Housecraft Remodeling	7%	8%	\$12,800.00	\$41,540.00	\$262,000.00
Van Cleve Apartments - West	917 13th Ave SE	Flannery Construction	7%	8%	\$13,495.00	\$273,072.60	\$7,630,746.00
1200 West Broadway	1200 W. Broadway	Norman Construction	8%	7%	\$95,867.00	\$60,851.00	\$450,000.00
Totals			6.3%	8.0%	\$5,571,303.60	\$7,093,372.30	\$90,814,007

TABLE 5**Projects Missing Goals**

Contractor	Project Name	Contract Amount	Project Status	Minority Combined Percentage	Female (%)	Activity if missed goal by over 2%	Missed goal Incidents in Last 5 Years (#)
ColliSys	Telecommunications Installation & Removal Service	\$80,000	Active	0%	1.40%	There is only one skilled staff person assigned to this project, and they have committed to hiring minorities/females when the opportunity arises.	0
Construction Results	MBC – Hoistway	\$157,900	Active	4.0%	0%	Project approved with low participation due to scope and size	2
Flannery Construction	Blue Goose/Family Tree Co-op	\$670,000	Active	16.7%	1.64%	Project not yet completed – contractor put on notice	6
Flannery Construction	Van Cleve Apartments West	\$7,630,746	Active	11.6%	2%	Received a plan to meet female hours	6
Load-Bearing, Inc.	Exodus Residence Stabilization	\$185,000	Active	26.4%	1.33%	Project approved with 0% min. unskilled - no funding left to impose liquidated damages on the missed female goal – will review future contract(s)	0
Northern Air	Mechanical & Life Safety Upgrades 13 - Mechanical	\$852,739	Active	10.4%	0%	Received a plan to meet female hours	7
Flannery Construction	Abbot View	\$621,699	Active	17.3%	2.7%	Firms that will provide female hours have not started construction	6
Meyer Contracting	B F Nelson Park	\$463,024	Active	11.7%	3.7%		2
Ramsey Excavating Co.	Impacted Soil Removal 7062	\$91,246	Active	0%	0%	Project approved at 0% 2 day project with no outside hires.	0

Norman Construction	1200 West Broadway	\$450,000	Active	32.4%	1.5%	Contractor focused efforts on minority, was made aware of female responsibilities	0
Veit & Company	Franklin Steele Site Improvements	\$659,137	Active	14.7%	1.94%	*	8
Construction Results Corp.	Incarnation House	\$74,200	Active	14.2%	18.40%	Project approved at 0% Min. Unskilled – this was a relatively small project with minimal unskilled hours.	2
Veit & Company	East River Flats Park Project	\$415,782	Active	6.7%	3.63%	*	8
Standard Sidewalk	Construction of Sidewalks – District #1	\$854,861	Active	0%	11.11%	Contractor has been put on notice that liquidated damages are pending next reporting cycle	1
Concrete Idea, Inc.	Construction of Sidewalks – District #2	\$752,235	Active	12.9%	2.8%	Contractor has been put on notice that liquidated damages are pending next reporting cycle	1
Veit & Company	205 Park Demonstration Project	\$209,671	Active	22.4%	2.33%	*	8

* Veit & Company: MDCR imposed a \$10,000 sanction with a one year agreement to follow. Not meeting the goals or demonstrating good faith efforts on future projects will result in a \$5,000 sanction for the first offense, a \$10,000 sanction for the second, and debarment for the third.