

Introduction

The BAC is responsible for providing monitoring and oversight of the Cleveland Metropolitan School District's implementation of its master facilities plan. Part of that oversight includes ensuring District compliance with resolutions and policies concerning bidding procedures, hiring goals for minorities, women and school District residents, apprenticeship opportunities for District students and contracting personnel.

This report is the result of a comprehensive analysis of data and reports from the District and its Owner's Representative, Ozanne, Hammond, Gilbane (OHG), as well as conversations and email correspondence with District personnel and designees. Reports specific to Segment 7 projects produced by the various Construction Managers at Risk (CMR) were also assessed.

The District's Goals

On April 23, 2001, the Board of Education approved Resolution 2001-159(B), which resulted in the creation of the District's Community Inclusion Program Plan Statement and the adoption of a Diversity Business Enterprise (DBE) Program and a Workforce Participation Program. See Appendix A for the District's complete Community Inclusion Program Plan.

COMMUNITY INCLUSION PLAN PROGRAM STATEMENT

The Cleveland Municipal School District Capital Improvement Project (the Project) will be the largest construction project in the District's history. The Cleveland Municipal School District Board of Education (the Board of Education) believes that a successful Project will result in the construction of excellent educational facilities and that community involvement in all elements of the Project will best assure the achievement of that result. To facilitate community involvement in the construction portion of the Project, the Board of Education has authorized the development of a Community Inclusion Plan. That Community Inclusion Plan will require the District to partner with the community to develop and implement fair and effective programs for achieving diversity and local participation in all elements of the Project. To facilitate a portion of the Community Inclusion Plan the District has adopted a Diversity Business Enterprise Program and Workforce Participation Program.

The DBE program's purpose is to promote equal business opportunity for all minorities and woman doing business with the District. The goals of DBE participation vary by the type of contract. The District is expected to award 15% of service contracts, 20% of goods and supplies and 30% of construction contract values to certified DBEs. Prime contractors and subcontractors are required to use good faith efforts to subcontract portions of the work to meet the DBE program goals.

Minority Business Enterprises (MBEs) and Female Business Enterprises (FBEs) are included in the District's designation of DBEs. The District defines each as follows:

Minority Business Enterprise means a business concern that (i) has been Certified as an MBE or (ii) is at least 51 percent owned by one or more minorities, or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more minorities and has its management and daily business controlled by one or more such individuals.

Female Business Enterprise means a business concern that (i) has been Certified as an FBE or (ii) is at least 51 percent owned by one or more women; or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more women and has its management and daily business operations controlled by one or more women.

Originally, the District would certify DBAs and accept businesses certified by the City of Cleveland, Cuyahoga County, the State of Ohio, or any of its instrumentalities or such other or governmental entities as the District designated. Now the District no longer certifies DBEs, but accepts any company certified through the City of Cleveland, Cuyahoga County, or the State of Ohio's Encouraging Diversity, Growth and Equity (EDGE) program.

The purpose of the Workforce Participation Program is to maximize community involvement, expand employment opportunities for District students and graduates and promote participation of minority, female and District residents with the capital improvement project. Of the total project hours worked, the District's is expected to achieve 20% minority participation, 5% female participation and 20% participation from District residents. Contractors are required to use good faith efforts to employ minorities, females and District residents.

For all Segment 7 projects an additional goal for participation from District graduates was added to the construction workforce expectations. Each Construction Manager at Risk (CMR) committed to a requirement of contractors to employ recent District graduates (graduating since 2007) for a minimum of 400 hours for each \$1 million, pro-rated of construction value.¹

Community Inclusion in the Bidding and Contracting Process

The bidding process for planning, design and construction starts with a public advertisement for bidders. The lowest bids are evaluated for compliance with the bidding requirements and the low bid Contractors and the District/Construction Manager at Risk work together to prepare contracts on documents provided by the Office of Facilities Construction Commission (OFCC). The Board of Education approves the contract by a resolution to the lowest responsible bidder followed by a vote of approval by the OFCC.

An examination of multiple documents used in the District's process verified that the goals of the Community Inclusion Program were explicit to prospective vendors in bid requests and the expectations were detailed in awarded contracts. Several examples of the documents reviewed are detailed below.

¹ Document 00 73 00 - Supplementary Conditions (OSFC CM at Risk Contract); State of Ohio Standard Requirements for Public Facility Construction

Request for Statement of Qualifications for Construction Manager at Risk #2115, dated January 12, 2015

The District's DBE program and goals are references four separate times in the RFQ including in Section I: Letter Requesting Statements of Qualifications on page 3, Section II: Instructions to Vendors on page 5, Section VI: The District's DBE Program with all the necessary DBE forms for completion pages 14-26, and again under the scope of work where the entire Community Inclusion Plan including workforce participation goals are outlined on pages 134 -139.

Request for Proposal #21250: Providing Commercial/Industrial Services, Supplies, and Related Materials for Repairs at Various Facilities, dated May 30, 2018

The District's DBE program is first mentioned in the Letter to Bidders on page 4, the DBE of 15% for this particular service contract is detailed in the Instructions to Bidders on page 8, and the entire DBE program overview and forms are detailed in Section XIII, pages 25 -37.

Document 00 52 23 – Agreement Form (OSFC CM at Risk Project) for CMSD West Side Relief High School, executed on March 7, 2016

This contract detailed the Construction Manager at Risk (CMR) goal of contracting with EDGE-certified businesses for not less than 20% of the CMR's compensation (Section 1.3 and 1.4 on page 1). These goals are slightly different that the District's DBE goals. However, these CMR agreements typically included a Supplementary Conditions document as references as Exhibit E under section 7.2.5 on page 5. The BAC cannot verify that the Supplemental Conditions were physically attached to the CMR Agreements. However, based on a review of the monthly project status reports completed by each CMR, the goals of the District's Community Inclusion Plan as detailed in the Supplementary Conditions document were routinely reported on as expectations of the CMRs.

Document 00 73 00 - Supplementary Conditions (OSFC CM at Risk Contract) State of Ohio Standard Requirements for Public Facility Construction

This document accompanied the CMR agreements for Segment 7. It details modifications to the provisions of the contract documents. Article 13, Section 13.2 (page 3) of these supplemental conditions includes the requirement of contractors to employ recent CMSD graduates for a minimum of 400 hours for each \$1 million of construction value. These supplemental conditions also describe the District's DBE and Workforce Participation program goals on pages 4-8.

The District's DBE Results

The goal of the District's DBE program is to achieve 30% utilization of construction contracts. The total dollar value of a direct contract, subcontract or indirect subcontract awarded to a certified DBE is counted toward reaching this goal. The overall DBE utilization for segments 1-7 of the District's Master Plan is 33.02%.

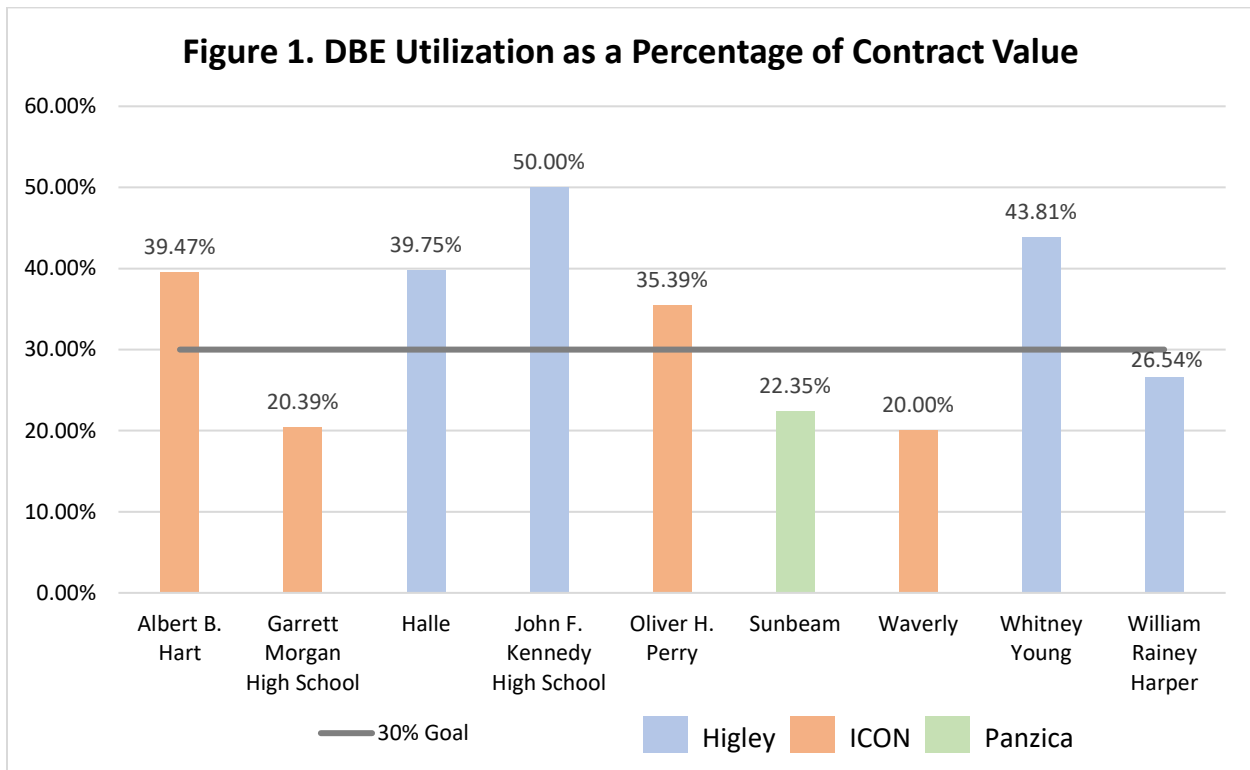
The BAC’s focus of compliance with DBE goals was specific to the District’s most recent completed segment. The contract for Segment 7 was fully executed with the District and OFCC in August of 2015. The last two buildings in Segment 7 were completed in 2020. The District’s utilization goal for the segment was met with 33.45% of total contract dollars awarded to designated DBEs. As Table 1 details, five of the nine buildings in the segment achieved the 30% benchmark. A total of \$57.9 million were paid to DBEs for the completion of Segment 7. The total percentage of Segment 7 DBE contract dollars reached the District’s goal only because those five projects were significantly above the 30% threshold, thereby offsetting the school projects that did not meet the expectation.

Table 1. DBE Participation for Segment 7 Schools

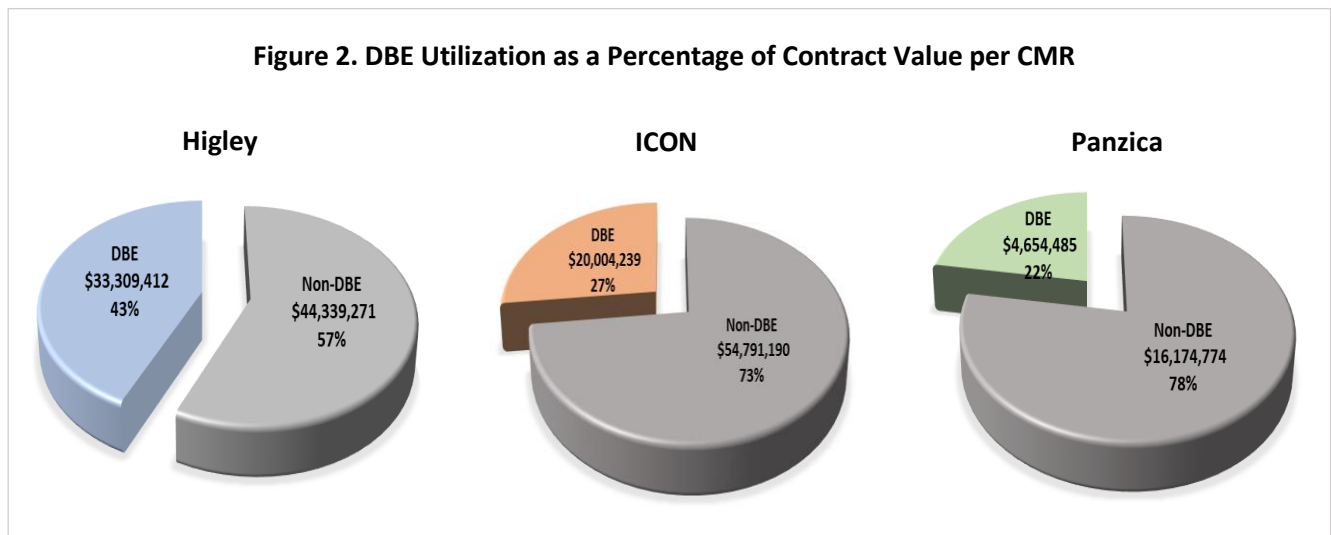
School	Prime Contract Total	DBE Subcontracts	DBE Utilization %
Albert B. Hart (formerly Fullerton)	\$ 13,608,258	\$ 5,371,259	39.47%
Garrett Morgan High School (formerly West Side HS)	\$ 31,035,071	\$ 6,328,303	20.39%
Halle (formerly H. Barbara Booker)	\$ 13,638,610	\$ 5,421,981	39.75%
John F. Kennedy High School	\$ 35,684,613	\$ 17,841,473	50.00%
Oliver H. Perry	\$ 14,774,538	\$ 5,229,134	35.39%
Sunbeam	\$ 20,829,259	\$ 4,654,485	22.35%
Waverly	\$ 15,377,561	\$ 3,075,542	20.00%
Whitney Young	\$ 14,643,210	\$ 6,415,200	43.81%
William Rainey Harper	\$ 13,682,250	\$ 3,630,758	26.54%
Totals	\$ 173,273,370	\$ 57,968,136	33.45%

The DBE program results were evaluated by CMR as well. There were three different firms that served as CMRs for the nine new school buildings constructed in Segment 7: The Albert M. Higley Company, ICON, and Panzica Construction Company. Both Higley and ICON served as the CMR for four school building projects and Panzica for one.

Figure 1 illustrates the results per building against the 30% DBE goal and indicates the CMR for each respective school. Three of Higley’s projects beat the District’s DBE goal. The John F. Kennedy High School project had the highest DBE utilization overall with 50% of contract dollars going to designated DBEs. William Rainey Harper was the only school in Higley’s portfolio that fell short of the goal with almost 27% DBE utilization. Two of ICON’s projects surpassed the District’s goal, while two missed the benchmark by 10%. Panzica’s Sunbeam school project also fell short, achieving 22% DBE utilization.



When the contract dollars for Segment 7 are totaled by CMR, only Higley meets the District’s 30% DBE utilization goal with 43% of dollars going to DBEs. ICON and Panzica had 27% and 22% DBE utilization, respectively.



The District’s Workforce Participation Program Results

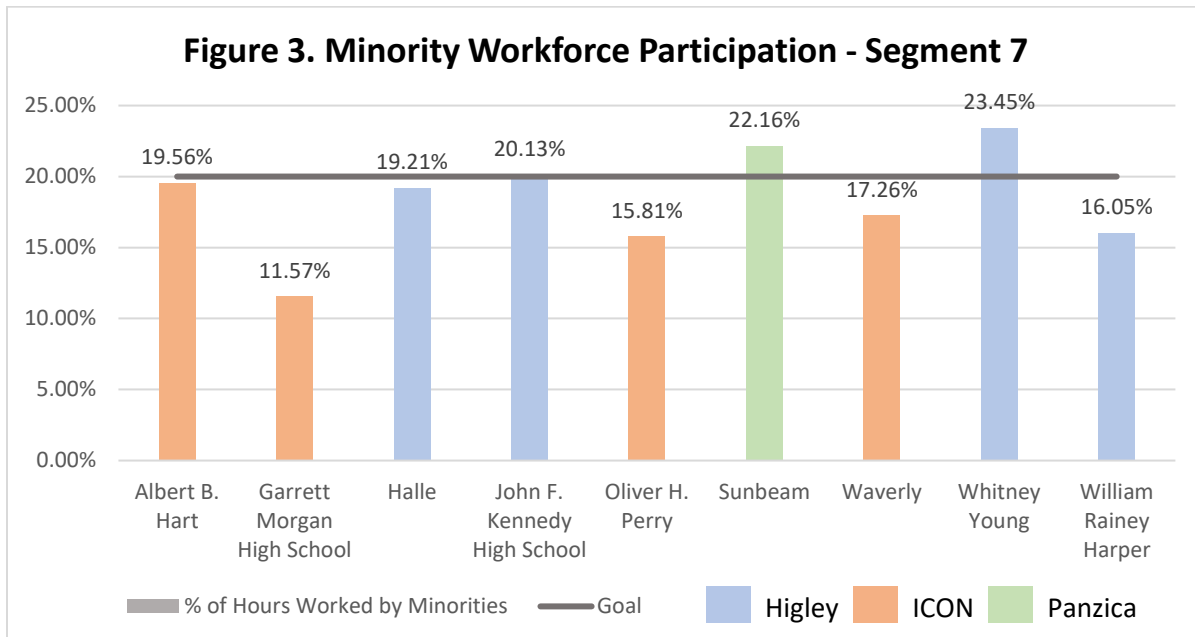
The District’s goals for workforce participation are 20% minority participation, 5% female participation and 20% participation from District residents. There were over one million work hours logged for the Segment 7 projects. Of those total work hours, 18% were performed by minorities, 3% by females and 17% by residents of the District. The District fell short of meeting all three workforce participation objectives with the Segment 7 projects.

Table 2. Workforce Participation Results for Segment 7

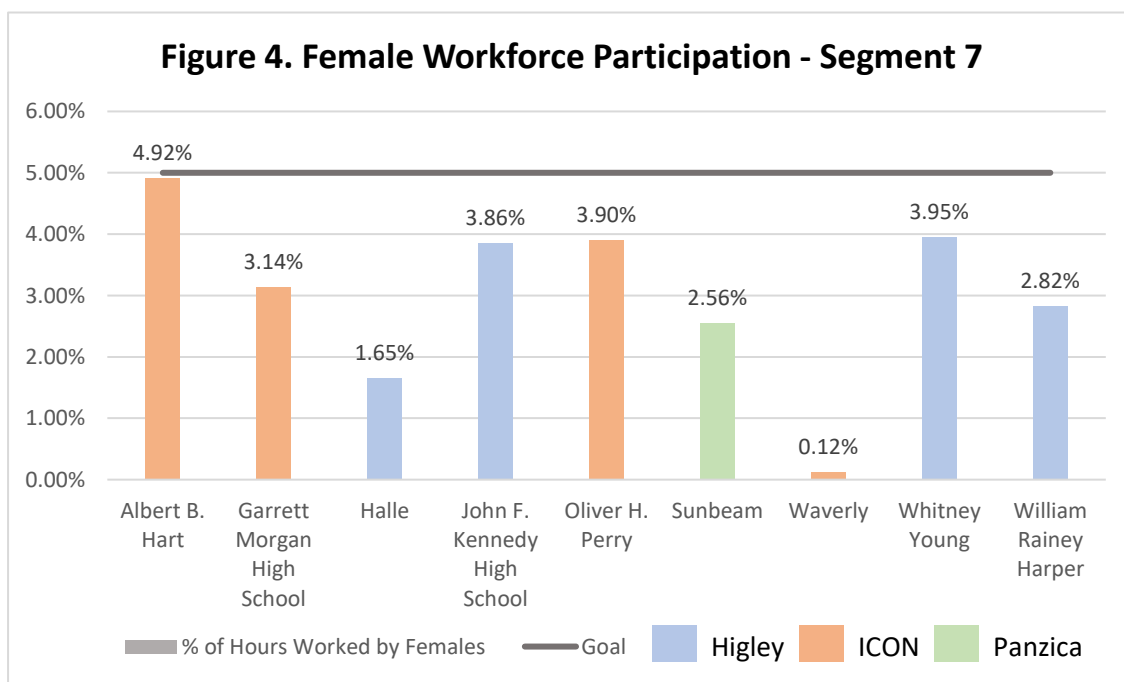
Segment 7 School	Total Hours	Minority - Goal of 20%		Female - Goal of 5%		Resident - Goal of 20%	
		Hours	%	Hours	%	Hours	%
Albert B. Hart (formerly Fullerton)	68,923.01	13,479.24	19.56%	3,389.25	4.92%	5,647.00	8.19%
Garrett Morgan High School (formerly West Side HS)	183,786.80	21,258.80	11.57%	5,767.00	3.14%	22,238.80	12.10%
Halle (formerly H. Barbara Booker)	88,908.05	17,076.50	19.21%	1,467.00	1.65%	16,862.00	18.97%
John F. Kennedy High School	242,699.00	48,854.00	20.13%	9,363.00	3.86%	43,424.00	17.89%
Oliver H. Perry	69,968.50	11,062.00	15.81%	2,728.00	3.90%	8,805.00	12.58%
Sunbeam	131052.0	29036.0	22.16%	3349.0	2.56%	30295.0	23.12%
Waverly	74,290.34	12,823.67	17.26%	87.00	0.12%	11,836.50	15.93%
Whitney Young	79,331.55	18,603.15	23.45%	3,137.50	3.95%	19,138.75	24.13%
William Rainey Harper	69,661.10	11,181.21	16.05%	1,965.68	2.82%	12,588.50	18.07%
Totals	1,008,620.35	183,374.57	18.18%	31,253.43	3.10%	170,835.55	16.94%

A deeper look into each workforce participation goal is necessary for proper analysis. As Figure 3 illustrates, three of the nine school building projects met or exceeded the 20% minority participation goal. Albert B. Hart and Halle were close to the mark, falling short by 305 and 705 hours, respectively. Three of the four buildings well below the District’s goal were ICON’s projects. Garrett Morgan High School had the lowest minority participation of the segment with 11.57%.

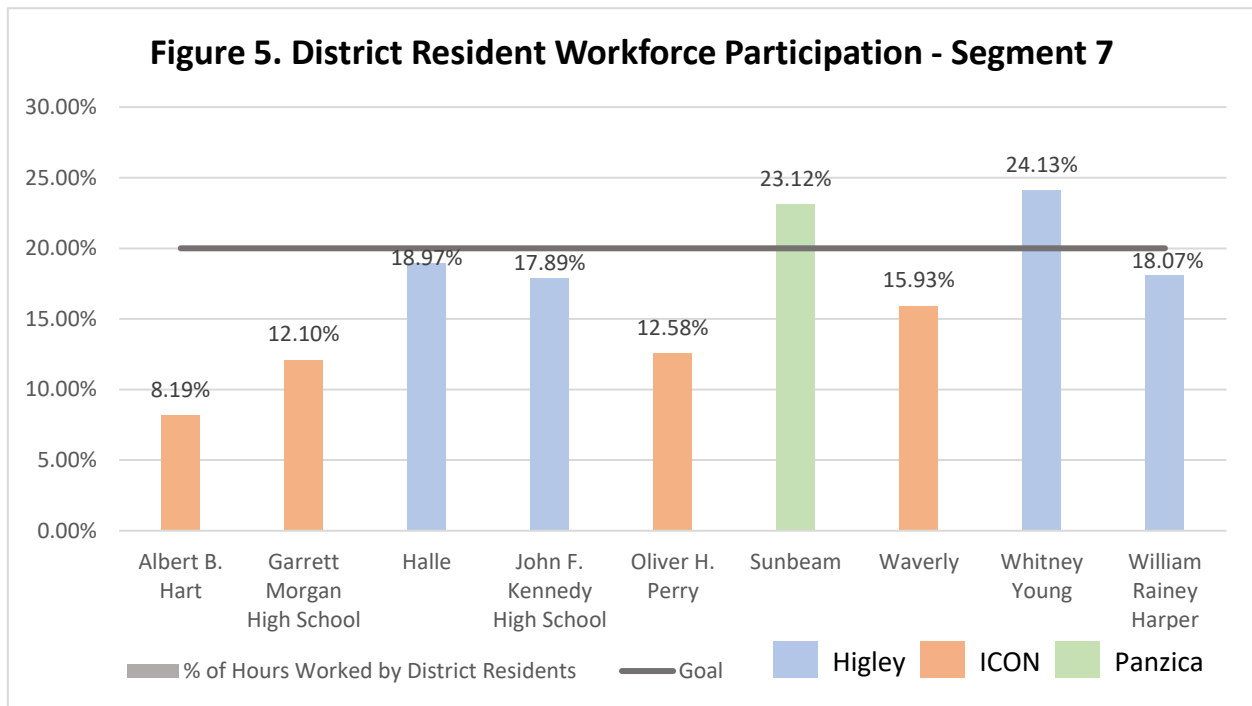
When the minority work hours are combined by CMR, Higley had 19.92% of work hours completed by minorities for the four school buildings it functioned as CMR. Panzica’s Sunbeam school project had 22.16% of work hours performed by minorities, exceeding the District’s goal. The total minority work hours performed on ICON’s four building projects was 14.77%.



Female workforce participation goals were not met by any of the nine school construction projects, although Albert B. Hart was close to the 5% benchmark with 4.92%, a shortfall of 57 hours (see Figure 4). Waverly had the least female participation with only 0.12%. The hours worked by females in Segment 7 as a percentage of total hours worked by CMR, are similar across all three firms. Higley had 3.32%, ICON had 3.02% and Panzica had 2.56% of total hours completed by females.



Residents of the District are expected to make up 20% of the total work hours for the school construction projects. As Figure 5 demonstrates, Sunbeam and Whitney Young were the only two school projects to exceed this goal with District residents performing 23.12% and 24.13% of each project’s total hours, respectively. Three of Higley’s projects were below the goal, although Halle and William Rainey Harper were within 2% points of the target. All four of ICON’s Segment 7 schools were well below the goal. Albert B. Hart had 8.19% District resident participation, the lowest of all nine projects. The Segment 7 projects totaled by CMR indicate that only Panzica’s Sunbeam project met the target. Higley’s total projects had a resident participation rate of 19.15% and ICON’s rate was 12.22%.

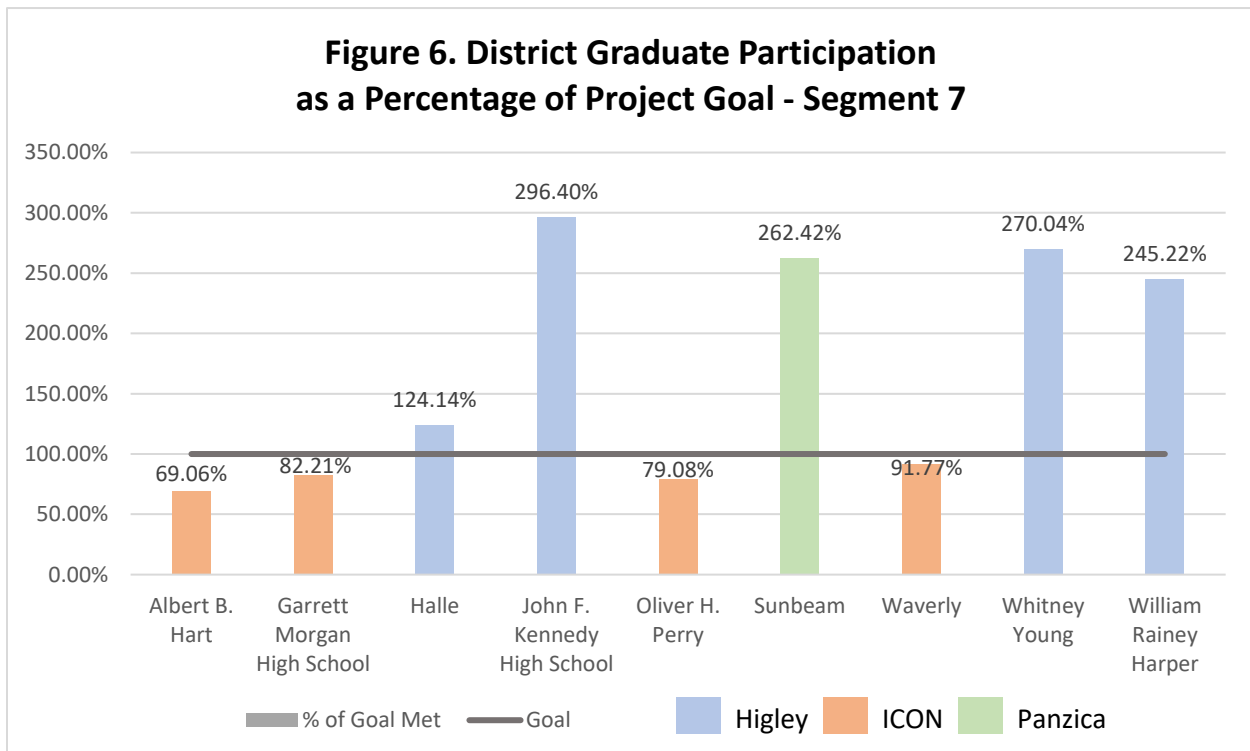


An additional inclusion measure was added for the Segment 7 school projects. The CMRs agreed to a construction trades agreement to utilize graduates from the District. Each project had a specific goal established at a rate of 400 hours per \$1 million of project cost. Table 3 details the District graduate hours reached for each Segment 7 project. The District’s expected total hours was exceeded by 45,782 hours, 173.69% of goal. Four projects did not meet their project-specific goals, but the total segment expectation was surpassed on account of four projects more than doubling their specific goals.

Table 3. District Graduate Participation Results for Segment 7

Segment 7 School	Graduate Hours Goal	Graduate Hours Actual	% of Goal Met
Albert B. Hart (formerly Fullerton)	5,200.00	3,591.00	69.06%
Garrett Morgan High School (formerly West Side HS)	12,757.00	10,488.00	82.21%
Halle (formerly H. Barbara Booker)	5,200.00	6,455.50	124.14%
John F. Kennedy High School	13,200.00	39,125.00	296.40%
Oliver H. Perry	5,360.00	4,238.75	79.08%
Sunbeam	5,455.00	14,315.00	262.42%
Waverly	5,360.00	4,919.00	91.77%
Whitney Young	5,000.00	13,502.15	270.04%
William Rainey Harper	4,600.00	11,280.00	245.22%
Totals	62,132.00	107,914.40	173.69%

Figure 6 shows the use of District graduates against each project’s goals and by each CMR. Both Higley and Panzica met the specific goals for each of their projects. ICON did not meet the specified hours to be completed by graduates of the District for any of its four projects.



Workforce participation data for the District’s entire Master Plan was also assessed. The District has data from the plan’s commencement in 2002. The workforce data by project from the District’s Construction Workforce Monitor, The Project Group, was compared against the projects reported on the District’s Facilities Construction Report. There were 23 projects for which workforce data was not provided. There are several reasons these discrepancies may exist. Of the 23 projects not included on the workforce data report, 12 were building demolitions. These demolitions may have been included in the total work hours reported for a new school construction project, rather than reported as a separate project. The District’s operations team also explained that the workforce data collection and review was focused on work performed by the Capital Projects Department, not the balance of the entire District.

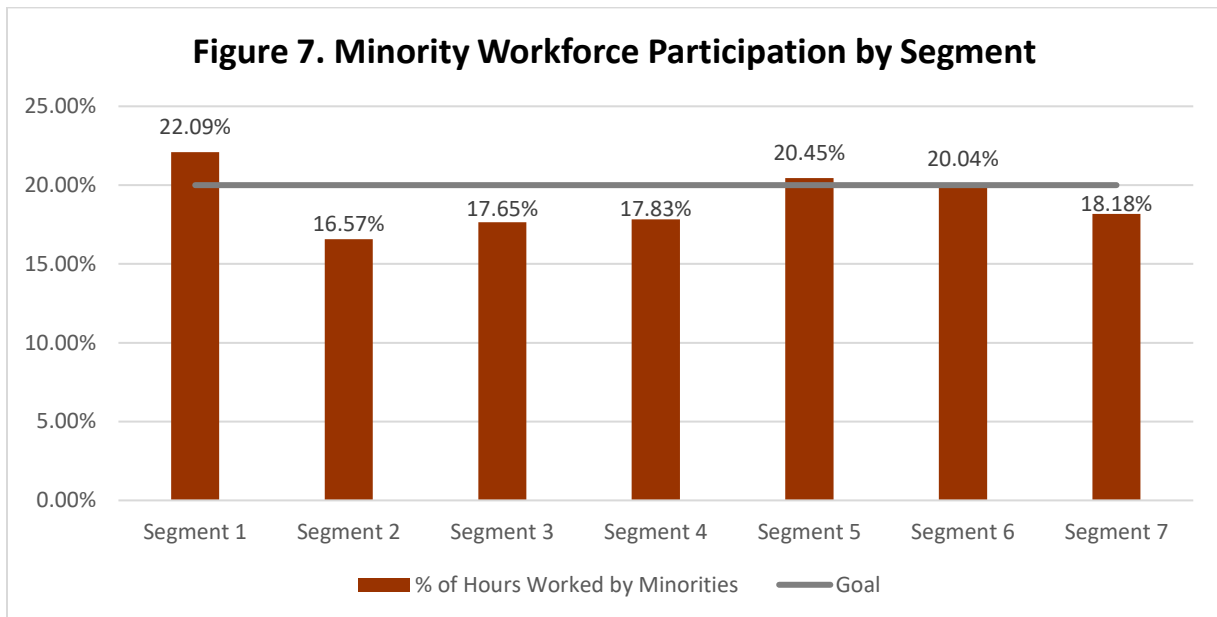
While these discrepancies have been noted, analysis of the workforce participation data of 100 projects and over 5.4 million work hours - from 2002 through the completion of Segment 7 in 2020 - provides a comprehensive assessment of the District’s compliance with its Community Inclusion Plan. Of the total work performed for the District, 19.44% has been done by minorities, 3.19% by females and 17.29% by residents of the District (see Table 4). A detailed list of workforce participation data for each project is included in Appendix B of this report.

Table 4. Workforce Summary of All Projects

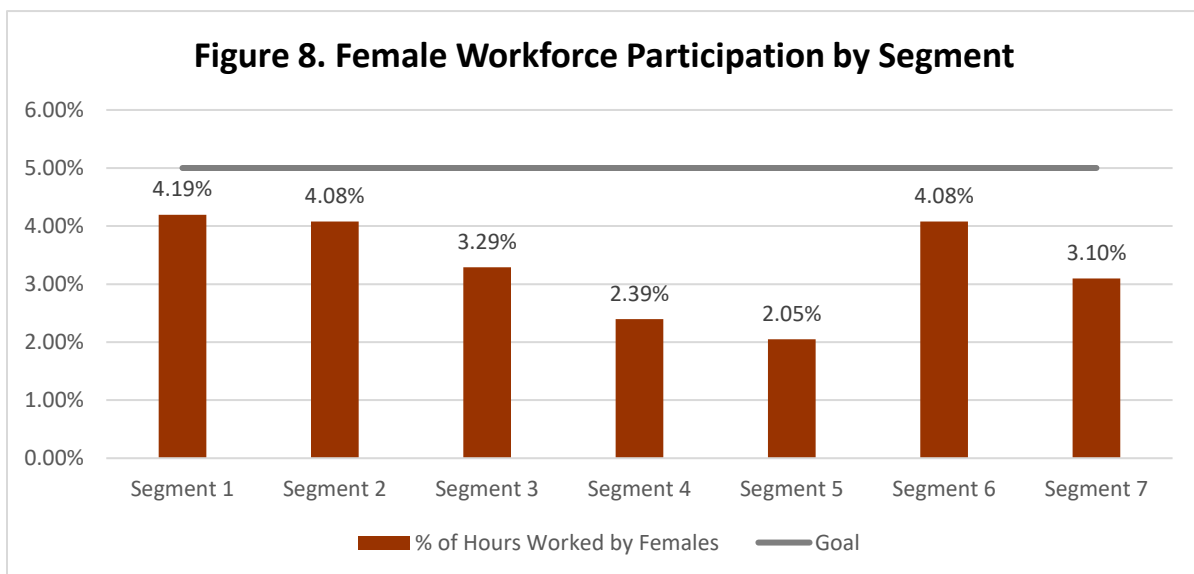
Segment/Category	Total Hours	Minority - Goal of 20%		Female - Goal of 5%		CMSD Resident - Goal of 20%	
		Hours	%	Hours	%	Hours	%
Warm, safe & dry	158,939.00	32,190.00	20.25%	5,834.00	3.67%	31,730.00	19.96%
Segment 1	956,445.00	211,235.00	22.09%	40,122.00	4.19%	197,339.00	20.63%
Segment 2	552,895.00	91,633.00	16.57%	22,542.00	4.08%	83,419.00	15.09%
Segment 3	788,214.00	139,150.00	17.65%	25,913.00	3.29%	127,168.00	16.13%
Segment 4	685,694.00	122,247.00	17.83%	16,414.00	2.39%	112,273.00	16.37%
Segment 5	1,043,819.00	213,426.00	20.45%	21,367.00	2.05%	160,379.00	15.36%
Segment 6	109,755.00	21,990.00	20.04%	2,823.00	2.57%	12,306.00	11.21%
Segment 7	1,008,620.35	183,374.57	18.18%	31,253.43	3.10%	170,835.55	16.94%
Other	147,318.00	44,674.00	30.32%	7,459.00	5.06%	47,037.00	31.93%
Total	5,451,699.35	1,059,919.57	19.44%	173,727.43	3.19%	942,486.55	17.29%

The workforce data was further broken down for comparison of performance and the identification of trends across the seven completed segments. Only the segments were included in this portion of the analysis to ensure valid comparisons could be made regarding projects co-funded with the Ohio Facilities Construction Commission (OFCC) and the District. Using only Segments 1-7 also provides an illustration of the District’s workforce participation results over time as the segments were completed in chronological order.

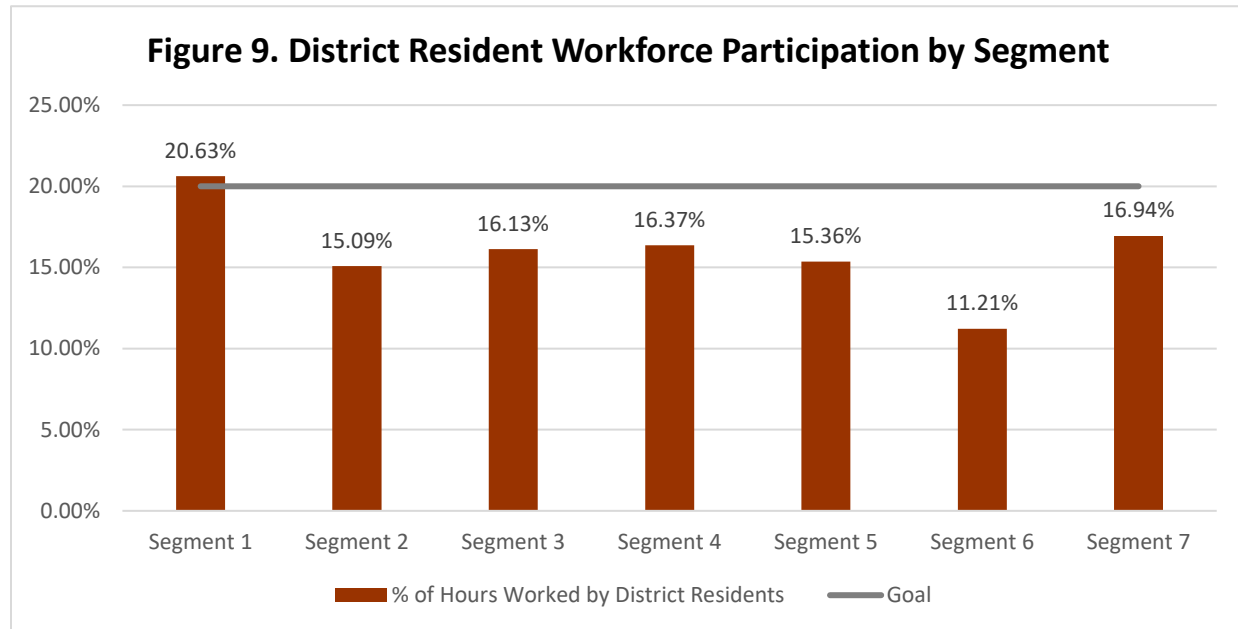
Minority workforce participation on the District’s projects has remained relatively consistent across the segments as evident in Figure 7. Segments 1, 5 and 6 met the 20% minority participation goal. Three of the four segments that did not meet the goal were within 2.5 percentage points of the benchmark.



The goal of 5% female workforce participation was not met in any segment. Segments 1, 2 and 6 came closest to the goal, each achieving over 4% participation (see Figure 8). Female participation has fluctuated less than 2.2 percentage points across all seven segments, with an average participation rate of 3.3% per segment.



Workforce participation by District residents has consistently fallen short of the 20% target in all segments, except for Segment 1 (see Figure 9). Segment 7 realized the second highest level of resident participation with 16.94%. The average district participation per segment is just under 16%.



Compliance & Oversight

Per the District’s Community Inclusion Plan, all prime contractors and subcontractors are required to make every good faith effort to meet the DBE and workforce participation requirements. A bidder or construction manager agrees to bind its subcontractors and suppliers to engage in good faith efforts to comply with the DBE and workforce participation program goals.

The Community Inclusion Plan goes on to describe that the District’s Diversity Officer will review contractor’s DBE involvement efforts. This is to include, but limited to, a quarterly review of documentation of portions of income from the District paid to designated DBEs. The District does not have a Diversity Officer, but rather this review is a responsibility of the District’s Owner’s Representative, OHG. The prime contractor or CMR is required to include its DBE and workforce participation results in the monthly project status reports. Furthermore, results against the Community Inclusion Plan goals are a topic of review and discussion at each monthly meeting with the owners (the District and OFCC), OHG, and the District’s legal counsel.

The District also used an outside consultant to provide workforce monitoring, reporting and analysis of the District’s construction projects. The Project Group served as the District’s Construction Workforce Monitor from 2009 through 2019. The Project Group’s scope of work included:

- Attending meetings with District staff, construction manager, owner's representative, community organizations, contractors and other stakeholders during all phases of the Project (Pre-Bid, Pre-Construction, Bid Evaluation)
- Collecting and entering documentation and data not limited to certified payroll records
- Developing a system of site visits, including compliance monitoring and reporting
- Assembling analyses regarding participation by minorities, women and District residents to identify non-compliance and recommending best practices solutions
- Auditing of workforce utilization and certified payroll records
- Providing regular reports on compliance to District as requested by the CEO or his designee.
- Providing cumulative reports on compliance to District as requested by the CEO or his designee.
- Providing assistance to District as necessary to establish guidelines for use for inclusion and reporting

For the Segment 7 projects, The Project Group made unannounced visits to each active construction site, observed, and recorded a daily snapshot count of the numbers of minorities, females and District residents working. This site visit data was reconciled to the certified payroll data received from the contractors monthly. The monitoring results were provided to the District monthly. A review of The Project Group's final monitoring report reinforces the self-reporting of the CMRs for minority, female and District resident participation. The data is difficult to compare as the total hours reported by each CMR often differ from those reported by The Project Group. According to The Project Group, this is because of variations in data collection and entry times. The Project Group's participation percentages for minority and female participation were higher than the percentages-to-date from the CMR data, by 4.8% and 2.8% respectively. Although the snapshot counts taken at each site visit only reflect observation of the number of workers on site as opposed to the certified payroll data which measures actual hours worked, the unannounced monitoring encourages accurate self-reporting from contractors.

Analysis & Recommendations

A scorecard was created to summarize the District's Segment 7 results against the goals of its Community Inclusion Plan (see Table 5). The District exceeded the DBE utilization target with 33.45% and significantly exceeded expectations of workforce participation from District graduates, achieving nearly 174% of the goal. Minority and female participation goals were less than 2% below their respective goals. Workforce participation by residents of the District was at 16.94%, not meeting the District's goal.

Table 5. Community Inclusion Scorecard - Segment 7

Segment 7 School	CMR	DBE Utilization %	Minority Participation %	Female Participation %	District Resident %	District Graduate Participation % of Goal
Halle (formerly H. Barbara Booker)	Higley	39.75%	19.21%	1.65%	18.97%	124.14%
John F. Kennedy High School	Higley	50.00%	20.13%	3.86%	17.89%	296.40%
Whitney Young	Higley	43.81%	23.45%	3.95%	24.13%	270.04%
William Rainey Harper	Higley	26.54%	16.05%	2.82%	18.07%	245.22%
Albert B. Hart (formerly Fullerton)	ICON	39.47%	19.56%	4.92%	8.19%	69.06%
Garrett Morgan High School (formerly West Side HS)	ICON	20.39%	11.57%	3.14%	12.10%	82.21%
Oliver H. Perry	ICON	35.39%	15.81%	3.90%	12.58%	79.08%
Waverly	ICON	20.00%	17.26%	0.12%	15.93%	91.77%
Sunbeam	Panzica	22.35%	22.16%	2.56%	23.12%	262.42%
Total		33.45%	18.18%	3.10%	16.94%	173.69%

■ Goal met
 ■ Within 2% of meeting goal
 ■ 2% or more below goal

The scorecard provides a quick snapshot of performance by school project and CMR as well. This type of scorecard could be useful for the District for monitoring progress of inclusion goals of future projects. While each project is reviewed monthly and goals are discussed, a dashboard comparing results against other projects' performance may be a valuable tool for use with CMRs to identify trends, specific challenges per project/CMR as well as universal issues to be addressed.

A strong focus on community inclusion must continue and efforts to meet all the District's goals need to be routinely reinforced with project contractors and subcontractors. One of the challenges raised by the District's operations team is the potential cannibalization of contractors and workers because of the many projects taking place concurrently. The BAC performed a review of the primary contractors used across the projects in Segment 7. There were 67 different primary contractors used. Of those, 40% were used for three or more of the nine building projects in Segment 7. Utilization by CMR instead of by project, showed that 23 prime contractors, or 34%, were used by more than one CMR and five primary contractors were used by all three CMRs.

An assessment of market availability is important to consider when evaluating the District's results. Based on the recent disparity study completed for Cuyahoga County, 41.2% of available construction firms in the relevant market (Cleveland-Elyria Metropolitan Statistical Area) would meet the District's DBE definition and have the capacity to perform such work². This indicates that the 30% DBE utilization benchmark is sustainable and needs to be encourage for all future District projects.

According to the National Association of Minority Contractors, 50% of people employed in the construction industry in the United States are minority workers³. The District's minority participation numbers are significantly lower than this percentage. According to 2012 data from IPUMS USA, minorities comprised only 19.2% of the construction labor force (employed and unemployed) in the Cleveland area. This percentage is similar to the minority participation rates of 18% for Segment 7 and 19% for total projects realized by the District.

² Cuyahoga County, OH 2020 Disparity Study by Griffin & Strong, P.C.

³ Retrieved from <https://namcnational.org/>

The District has outperformed the national average when it comes to workforce participation by females, with 3% attained for all projects and Segment 7 projects. Women comprise only 10.3% of the total number of people in the construction field⁴. The majority of which is not front-line construction work at a job site. Only 2.5% of tradespeople are women and women make up only 1% of all front-line construction workers. In 2012 there were fewer than 900 women employed in construction occupations in the greater Cleveland area⁵.

Efforts to address the local inequities of utilization of diverse construction firms and minority labor participation have been underway in Cleveland for many years. In 2013, the District joined with eight other parties, including the City of Cleveland, Greater Cleveland Partnership, Urban League of Greater Cleveland, Construction Employers Association and the Cleveland Building and Construction Trades Council for the purposes of creating a more equitable and inclusive economy and a shared prosperity⁶. This group of stakeholders all agreed to terms outlined in a Memorandum of Understanding (MOU). One outcome of this MOU was a demand study for construction employees that was completed in August 2014. A major finding of the study was that the region's labor force was going to move into retirement age and decline significantly over the next 10 years and there was an absence of younger workers entering the sector to meet the demand of those exiting the workforce⁷. The MOU outlined efforts to create a pipeline of trained workers to meet this projected need. One such effort included support by all parties to assist the District in operating its school-to-apprentice program at Max Hayes and other technical high schools. To further promote these programs, the OFCC has included in its supplemental conditions to the CMR contracts the stipulation that contractors include the costs associated with up to 20 site visits per school year made by District students being educated in the construction trades.

While the District has not met all the goals of the Community Inclusion Plan, efforts to achieve performance results are evident. The District clearly outlines the objectives to bidders and the certification requirements of a good faith effort. The District has engaged in multiple levels of reporting and compliance. The BAC recommends that the past community inclusion results of CMRs be reviewed and considered, when applicable, should the same firms respond as potential bidders to the RFQ for CMRs for Segment 8, that could be issued in the fall of 2021.

⁴ Women in Construction: The State of the Industry in 2021 by Lior Zitzman; retrieved from <https://www.bigrentz.com/blog/women-construction>

⁵ Demand Study for Construction Employees: Prepared for The Construction Diversity Committee Commission on Economic Inclusion, Greater Cleveland Partnership; Prepared by Mohr Partners Cleveland, W.E. Upjohn Institute for Employment Research, Weber Murphy Fox; dated August 27, 2014

⁶ Memorandum of Understanding Regarding Community Benefits and Inclusion; dated February 26, 2013

⁷ Demand Study for Construction Employees: Prepared for The Construction Diversity Committee Commission on Economic Inclusion, Greater Cleveland Partnership; Prepared by Mohr Partners Cleveland, W.E. Upjohn Institute for Employment Research, Weber Murphy Fox; dated August 27, 2014

EXHIBIT A: COMMUNITY INCLUSION PLAN PROGRAM STATEMENT

The Cleveland Municipal School District Capital Improvement Project (the Project) will be the largest construction project in the District's history. The Cleveland Municipal School District Board of Education (the Board of Education) believes that a successful Project will result in the construction of excellent educational facilities and that community involvement in all elements of the Project will best assure the achievement of that result. To facilitate community involvement in the construction portion of the Project, the Board of Education has authorized the development of a Community Inclusion Plan. That Community Inclusion Plan will require the District to partner with the community to develop and implement fair and effective programs for achieving diversity and local participation in all elements of the Project. To facilitate a portion of the Community Inclusion Plan the District has adopted a Diversity Business Enterprise Program and Workforce Participation Program.

THE DIVERSITY BUSINESS ENTERPRISE PROGRAM

The Board of Education has established the Diversity Business Enterprise ("DBE") Program for the purpose of promoting equal business opportunity for all minorities and women doing business with the Cleveland Municipal School District. The DBE Program aspires to achieve the following goals: DBE participation of fifteen percent (15%) in service contracts, twenty percent (20%) in contracts for goods and supplies and thirty percent (30%) in contracts for construction provided that the District may adjust those percentages based upon data gathered relating to the percentage of DBEs available to work on the Project. All prime contractors and subcontractors are required under the DBE Program to use Good Faith Efforts to subcontract portions of the work to DBEs and to otherwise achieve the goals of the DBE Program.

Good Faith Efforts

A Bidder's compliance with the requirement to make Good Faith Efforts to locate and engage the services of DBE businesses in connection with the Project shall be a matter of Bidder responsiveness. The Bidder can demonstrate that it has complied with the requirement by certifying to the Board of Education or its designee, in writing, that as of the date of the bid submittal, that:

(i) the Bidder has selected and engaged the services of DBEs, in which case the certification shall include

(a) the names and addresses of those enterprises engaged by the Bidder

(b) the value of the subcontract and

(c) a description of the work on the Project to be performed by such firm(s) and/or individuals,

or

(ii) if despite the Bidder's Good Faith Efforts, the Bidder was not able to select and engage the services of such enterprises, in which case the Bidder shall include in its written certification the following:

(a) affirmation that, prior to determining that it was unable to locate DBEs, the bidder consulted business registries including those identified by the School District.

- (b) affirmation that the bidder attended any pre-bid meeting scheduled to inform DBEs of subcontracting opportunities.
- (c) a copy of the written notifications sent to DBEs soliciting their interest in being a subcontractor or supplier on the Project;
- (d) The names, addresses, and telephone numbers of DBEs contacted, the date of such contact and the date set for receipt of bids from those businesses;
- (e) A copy of the information or a description of the information provided to DBEs regarding the plans and specifications for the work proposed to be subcontracted and how that information could be accessed;
- (f) A statement from the Bidder explaining why any DBEs contacted by bidder were not engaged; and

Upon written request of the Board of Education or an authorized representative thereof, an appropriate representative of the Bidder will attend a meeting of the Board of Education to discuss the specific measures the Bidder has utilized in undertaking the Bidder's Good Faith Efforts.

Definitions

DBE: A Diversity Business Enterprise (DBE) includes

(a) A Minority Business Enterprise. "Minority Business Enterprise" means a business concern that (i) has been Certified as an MBE or (ii) is at least 51 percent owned by one or more minorities, or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more minorities and has its management and daily business controlled by one or more such individuals. Minorities are individuals who provide information sufficient for the School District to certify that they are members of one of the following named groups: African Americans, Hispanic Americans or Latino Americans, Native Americans, Asian-Pacific Islander Americans, Subcontinent-Asian Americans or Native Hawaiian.

(b) A Female Business Enterprise. "Female Business Enterprise" means a business concern that (i) has been Certified as an FBE or (ii) is at least 51 percent owned by one or more women; or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more women and has its management and daily business operations controlled by one or more women.

Certified means certified by the Cleveland Municipal School District, the City of Cleveland, Cuyahoga County, the State of Ohio or any of its instrumentalities or such other or governmental entities as the School District may designate.

Calculations

1. DBE participation will be counted toward meeting the goals as follows:
 - a. The total dollar value of a direct contract or subcontract or indirect subcontract awarded to a certified DBE will be counted toward the applicable goal.

- b. In the case of a joint venture, the portion of the total dollar value of the contract equal to the percentage of the ownership and control of the DBE in the joint venture will be counted toward the applicable goal.
- c. Only DBEs that perform a commercially useful function in the work of a contract or subcontract or indirect subcontract will be counted toward the DBE goals. A DBE is considered to perform a commercially useful function when it is responsible for execution of a distinct element of the work of a contract or subcontract and carries out its responsibilities by performing, managing, and supervising the work involved. If a DBE contractor subcontracts a significantly greater portion of the work of the contract than would be expected on the basis of normal industry practices, the DBE is presumed not to be performing a commercially useful function. The DBE may present evidence to rebut this presumption.
- d. The total dollar value of materials and supplies obtained from DBE suppliers and manufacturers will be counted toward DBE goals if the DBE assumes the actual and contractual responsibility for the provision of the materials and supplies.
- e. The District, through its Diversity Officer will review the contractor's DBE involvement efforts throughout contract performance. Such review will include, but will not be limited to, the contractor's and the DBE's quarterly statements of income from the District which shall document the portion of said income paid to DBE. The Contractor agrees to supply copies of any documentation the District requires in order to complete such a review.

THE WORKFORCE PARTICIPATION PROGRAM

The Board of Education, with the Commission's approval, has established the Workforce Participation Program ("Workforce Participation Program") for the purpose of:

- (a) maximizing the involvement of the Cleveland Municipal School District Community in the Project;
- (b) expanding employment opportunities for students and graduates of the District; and
- (c) promoting the participation of Minority, female and District residents in providing services in connection with the Project.

The Workforce Participation Program aspires to achieve the following goals; participation by minorities of twenty percent (20%), female participation of five percent (5%) and Cleveland Municipal School District resident participation of twenty percent (20%) of all Project hours worked. Contractors are required by the Workforce Participation Program to use Good Faith Efforts to employ minorities (minorities includes African Americans, Hispanic Americans or Latino Americans, Native Americans, Asian-Pacific Islander Americans, Subcontinent-Asian Americans or Native Hawaiian), females and District residents to supply services in connection with the Project and to otherwise achieve the goals of the Workforce Participation Program.

Good Faith Efforts

A Bidder's compliance with the requirement to make Good Faith Efforts to employ minority, female, and District residents to supply on-site labor in connection with the Project shall be a matter of bidder responsibility. A Bidder can demonstrate that it has complied with the requirement by certifying to the School District or its designee, in writing, that as of the date of such certification, which date shall be subsequent to the opening of bids and prior to the award of the related contract, that:

- (a) the Bidder employs the services of minority, female, and/or District residents permitting it to reach Workforce Participation Program goals, in which case the Bidder shall certify that it has the ability to achieve the goals and complete the Current Employment Data Form and provide a preliminary description of the work on the Project to be performed by such individuals; or,
- (b) the Bidder does not employ minority, female, and/or District residents permitting it to reach Workforce Participation Program goals, in which case the Bidder shall include in its written certification the following:
 - (1) An estimate of the number of full and part-time employees the Bidder will be deploying on the Project and the number of new hires it anticipates needing to perform the work; and
 - (2) The Bidder attended all pre-bid meetings scheduled by the Construction Manager to inform Bidders of the availability of minority, female and District residents to provide labor for the applicable portion of the Project; and
 - (3) If the Bidder were to be awarded a contract, the Bidder shall agree in the construction contract to:
 - (i) Continue to use good faith efforts to locate and employ as new hires minority, female, and District residents to supply on-site labor in connection with the Project in accordance with Workforce Participation Program goals;
 - (ii) Maintain records of the Bidder's efforts to employ persons listed on any registry of minority, female and District residents which may be compiled by the School District or its designee including any reason persons on that registry who were contacted by the Bidder were not subsequently employed;
 - (iii) Maintain a file of minority, female and District resident job applicants and the reasons for any action taken regarding each such applicant;
 - (iv) Maintain records detailing the Bidder's efforts to recruit minority, female, and District residents;
 - (v) Give notice to the School District or its designee of any practice by any party encountered by the Bidder that serves to impede the employment of minority, female and District residents;

- (vi) Compile and provide to the School District or its designee weekly labor utilization reports in sufficient detail so as to allow the School District or its designee to track the Bidder's good faith efforts to meet the Workforce Participation Program goals;
- (vii) Upon written request of the School District or its authorized representative, the Bidder will provide to the School District documentation (including, but not limited to, the records described above) describing the specific measures it has utilized in striving to comply with Workforce Participation Program goals;
- (viii) Upon written request of the School District Board or its authorized representative, an appropriate representative of the Bidder will appear at a meeting of the School District Board to discuss the specific measures the Bidder has utilized in striving to comply with Workforce Participation Program goals; and
- (ix) The Bidder agrees to bind its subcontractors and supplies to engage in Good Faith Efforts to comply with the workforce Participation Program goals.

Determination of Good Faith Efforts

Compliance with the Workforce Participation Program is a matter of bidder responsibility. The procedures governing bid rejection based on a Bidder's failure to make the Good Faith Efforts shall be governed by the Instructions to Bidders. The School District or its designees, shall monitor the bid evaluation procedure.

Workforce Participation Results of All District Projects

Warm, Safe & Dry							
Building	Total Hours	Minority - Goal of 20%		Female - Goal of 5%		CMSD Resident - Goal of 20%	
		Hours	%	Hours	%	Hours	%
WSD Group 1	24,900.00	8,015.00	32.19%	343.00	1.38%	5,502.00	22.10%
WSD Group 2	7,885.00	1,851.00	23.47%	718.00	9.11%	1,686.00	21.38%
WSD Group 3	17,474.00	2,512.00	14.38%	534.00	3.06%	3,362.00	19.24%
WSD Group 4	13,754.00	1,840.00	13.38%	568.00	4.13%	2,425.00	17.63%
WSD Group 5	19,302.00	3,095.00	16.03%	1,618.00	8.38%	4,019.00	20.82%
WSD Group 6	19,189.00	2,360.00	12.30%	748.00	3.90%	3,095.00	16.13%
WSD Group 7	11,016.00	1,917.00	17.40%	766.00	6.95%	2,111.00	19.16%
WSD Group 8	23,426.00	3,877.00	16.55%	312.00	1.33%	5,504.00	23.50%
WSD Group 9	21,993.00	6,723.00	30.57%	227.00	1.03%	4,026.00	18.31%
Total	158,939.00	32,190.00	20.25%	5,834.00	3.67%	31,730.00	19.96%

Segment 1							
Building	Total Hours	Minority - Goal of 20%		Female - Goal of 5%		CMSD Resident - Goal of 20%	
		Hours	%	Hours	%	Hours	%
A.J. Rickoff	115,248.00	27,936.00	24.24%	2,073.00	1.80%	23,621.00	20.50%
Cleveland Early College HS (previously John Hay)	276,404.00	69,890.00	25.29%	17,366.00	6.28%	65,949.00	23.86%
Davis Aerospace & Maritime High School (previously Success Tech Academy) (Phase 1)	3,534.00	201.00	5.69%	78.00	2.21%	762.00	21.56%
Davis Aerospace & Maritime High School (previously Success Tech Academy) (Phase 2)	21,299.00	2,326.00	10.92%	871.00	4.09%	3,675.00	17.25%
East (now CMSD East Professional Center)	37,682.00	6,882.00	18.26%	1,209.00	3.21%	7,056.00	18.73%
John Adams	238,784.00	54,606.00	22.87%	8,428.00	3.53%	47,384.00	19.84%
Memorial	93,482.00	20,680.00	22.12%	3,733.00	3.99%	18,573.00	19.87%
Miles Park (previously John Adams K-8)	98,462.00	17,649.00	17.92%	3,505.00	3.56%	13,220.00	13.43%
Riverside	67,764.00	9,188.00	13.56%	2,859.00	4.22%	16,056.00	23.69%
Warner Sitework	81.00	21.00	25.93%	0.00	0.00%	15.00	18.52%
Woodhill Quincy demo	3,705.00	1,856.00	50.09%	0.00	0.00%	1,028.00	27.75%
Total	956,445.00	211,235.00	22.09%	40,122.00	4.19%	197,339.00	20.63%

Segment 2							
Building	Total Hours	Minority - Goal of 20%		Female - Goal of 5%		CMSD Resident - Goal of 20%	
		Hours	%	Hours	%	Hours	%
Daniel E. Morgan	81,790.00	14,184.00	17.34%	1,281.00	1.57%	10,611.00	12.97%
Franklin D. Roosevelt	64,719.00	9,663.00	14.93%	4,891.00	7.56%	12,049.00	18.62%
Hannah Gibbons	54,967.00	11,165.00	20.31%	2,600.00	4.73%	9,552.00	17.38%
James F. Rhodes	158,678.00	24,313.00	15.32%	7,067.00	4.45%	23,469.00	14.79%
Mary B. Bethune	50,887.00	10,806.00	21.24%	3,462.00	6.80%	7,423.00	14.59%
Mary B. Martin	46,405.00	7,447.00	16.05%	1,385.00	2.98%	7,128.00	15.36%
James F. Rhodes Garage	1,212.00	72.00	5.94%	32.00	2.64%	372.00	30.69%
Warner Girl's Leadership Academy	94,237.00	13,983.00	14.84%	1,824.00	1.94%	12,815.00	13.60%
Total	552,895.00	91,633.00	16.57%	22,542.00	4.08%	83,419.00	15.09%

Segment 3

Building	Total Hours	Minority - Goal of 20%		Female - Goal of 5%		CMSD Resident - Goal of 20%	
		Hours	%	Hours	%	Hours	%
Artemus Ward	94,357.00	11,772.00	12.48%	2,798.00	2.97%	16,032.00	16.99%
Buhrer Dual Language	79,303.00	12,810.00	16.15%	3,617.00	4.56%	13,864.00	17.48%
East Clark	81,370.00	17,398.00	21.38%	1,129.00	1.39%	10,849.00	13.33%
Garfield	70,488.00	12,767.00	18.11%	2,302.00	3.27%	12,622.00	17.91%
Harvey Rice	100,251.00	18,425.00	18.38%	2,072.00	2.07%	13,219.00	13.19%
Patrick Henry	108,690.00	16,306.00	15.00%	4,506.00	4.15%	17,060.00	15.70%
Robinson G. Jones	86,097.00	12,747.00	14.81%	4,760.00	5.53%	10,148.00	11.79%
Wade Park	82,102.00	14,331.00	17.46%	2,643.00	3.22%	17,576.00	21.41%
Willson	85,556.00	22,594.00	26.41%	2,086.00	2.44%	15,798.00	18.47%
Total	788,214.00	139,150.00	17.65%	25,913.00	3.29%	127,168.00	16.13%

Segment 4

Building	Total Hours	Minority - Goal of 20%		Female - Goal of 5%		CMSD Resident - Goal of 20%	
		Hours	%	Hours	%	Hours	%
Adlai Stevenson	82,510.00	16,355.00	19.82%	3,928.00	4.76%	13,504.00	16.37%
Adlai Stevenson site	5,318.00	2,101.00	39.51%	1,017.00	19.12%	1,025.00	19.27%
Anton Grdina	81,252.00	12,047.00	14.83%	1,097.00	1.35%	11,180.00	13.76%
Charles Dickens	70,705.00	15,164.00	21.45%	3,182.00	4.50%	15,901.00	22.49%
Charles Lake demo	620.00	22.00	3.55%	0.00	0.00%	62.00	10.00%
Euclid Park	54,481.00	11,607.00	21.30%	748.00	1.37%	7,236.00	13.28%
George Washington Carver	86,324.00	15,181.00	17.59%	835.00	0.97%	13,434.00	15.56%
International Newcomers Academy (at Thomas Jefferson)	83,084.00	9,731.00	11.71%	1,827.00	2.20%	10,010.00	12.05%
Moses Cleveland demo	2,546.00	1,875.00	73.64%	0.00	0.00%	1,485.00	58.33%
Mound	77,601.00	13,148.00	16.94%	1,263.00	1.63%	9,017.00	11.62%
Nathan Hale	70,450.00	14,950.00	21.22%	785.00	1.11%	16,493.00	23.41%
Robert H. Jamison	70,803.00	10,066.00	14.22%	1,732.00	2.45%	12,926.00	18.26%
Total	685,694.00	122,247.00	17.83%	16,414.00	2.39%	112,273.00	16.37%

Segment 5

Building	Total Hours	Minority - Goal of 20%		Female - Goal of 5%		CMSD Resident - Goal of 20%	
		Hours	%	Hours	%	Hours	%
Almira	80,198.00	16,498.00	20.57%	734.00	0.92%	14,103.00	17.59%
Cleveland School of the Arts	190,650.00	44,933.00	23.57%	9,076.00	4.76%	29,197.00	15.31%
John Marshall (@ Shuler)	31,708.00	7,658.00	24.15%	581.00	1.83%	5,098.00	16.08%
John Marshall demo	6,445.00	4,313.00	66.92%	0.00	0.00%	2,811.00	43.62%
John Marshall new	216,419.00	31,712.00	14.65%	2,683.00	1.24%	30,290.00	14.00%
Louisa May Alcott	25,962.00	5,448.00	20.98%	279.00	1.07%	5,111.00	19.69%
Max Hayes LFI	58,206.00	16,551.00	28.44%	286.00	0.49%	6,994.00	12.02%
Max Hayes New	180,704.00	34,934.00	19.33%	2,328.00	1.29%	33,990.00	18.81%
Miles	84,796.00	20,644.00	24.35%	1,251.00	1.48%	14,765.00	17.41%
Orchard	86,569.00	13,286.00	15.35%	1,500.00	1.73%	12,119.00	14.00%
Paul L. Dunbar	82,162.00	17,449.00	21.24%	2,649.00	3.22%	5,901.00	7.18%
Total	1,043,819.00	213,426.00	20.45%	21,367.00	2.05%	160,379.00	15.36%

Segment 6

Building	Total Hours	Minority - Goal of 20%		Female - Goal of 5%		CMSD Resident - Goal of 20%	
		Hours	%	Hours	%	Hours	%
Alexander Hamilton demo	5,315.00	3,015.00	56.73%	0.00	0.00%	1,881.00	35.39%
Campus International	103,060.00	18,376.00	17.83%	2,823.00	2.74%	10,211.00	9.91%
Giddings demo	980.00	366.00	37.35%	0.00	0.00%	201.00	20.51%
John W. Raper FERP	400.00	233.00	58.25%	0.00	0.00%	13.00	3.25%
Total	109,755.00	21,990.00	20.04%	2,823.00	2.57%	12,306.00	11.21%

Segment 7							
Building	Total Hours	Minority - Goal of 20%		Female - Goal of 5%		CMSD Resident - Goal of 20%	
		Hours	%	Hours	%	Hours	%
Albert B. Hart (formerly Fullerton)	68,923.01	13,479.24	19.56%	3,389.25	4.92%	5,647.00	8.19%
West Side HS (Booker)	183,786.80	21,258.80	11.57%	5,767.00	3.14%	22,238.80	12.10%
John F. Kennedy new	88,908.05	17,076.50	19.21%	1,467.00	1.65%	16,862.00	18.97%
Oliver H. Perry	242,699.00	48,854.00	20.13%	9,363.00	3.86%	43,424.00	17.89%
Sunbeam	69,968.50	11,062.00	15.81%	2,728.00	3.90%	8,805.00	12.58%
Waverly new	131,052.00	29,036.00	22.16%	3,349.00	2.56%	30,295.00	23.12%
Whitney Young new (formerly listed as Charles Eliot)	74,290.34	12,823.67	17.26%	87.00	0.12%	11,836.50	15.93%
William Rainey Harper	79,331.55	18,603.15	23.45%	3,137.50	3.95%	19,138.75	24.13%
Total	1,008,620.35	183,374.57	18.18%	31,253.43	3.10%	170,835.55	16.94%

Other							
Building	Total Hours	Minority - Goal of 20%		Female - Goal of 5%		CMSD Resident - Goal of 20%	
		Hours	%	Hours	%	Hours	%
Administrative Building	4,619.00	118.00	2.55%	19.00	0.41%	103.00	2.23%
Alfred Benesch	2,830.00	1,159.00	40.95%	107.00	3.78%	1,086.00	38.37%
Bratenahl	9,270.00	1,198.00	12.92%	675.00	7.28%	1,750.00	18.88%
Charles Mooney	3,541.00	731.00	20.64%	45.00	1.27%	321.00	9.07%
Collinwood Masonry	15,813.00	1,422.00	8.99%	659.00	4.17%	2,058.00	13.01%
East Tech	8,389.00	1,290.00	15.38%	90.00	1.07%	1,535.00	18.30%
Facelift	32,520.00	17,211.00	52.92%	4,099.00	12.60%	19,159.00	58.91%
Garrett Morgan	3,562.00	265.00	7.44%	102.00	2.86%	351.00	9.85%
Ginn Academy	5,887.00	1,766.00	30.00%	0.00	0.00%	1,050.00	17.84%
Glenville	8,670.00	3,211.00	37.04%	459.00	5.29%	3,831.00	44.19%
John F. Kennedy	6,310.00	2,422.00	38.38%	303.00	4.80%	1,764.00	27.96%
McKinley FERP	386.00	214.00	55.44%	0.00	0.00%	0.00	0.00%
Mound Property	1,300.00	391.00	30.08%	0.00	0.00%	462.00	35.54%
Newton D. Baker	2,821.00	474.00	16.80%	124.00	4.40%	629.00	22.30%
Washington Park	1,403.00	39.00	2.78%	3.00	0.21%	55.00	3.92%
Waverly	2,455.00	883.00	35.97%	0.00	0.00%	463.00	18.86%
Whitney Young	3,225.00	583.00	18.08%	0.00	0.00%	520.00	16.12%
WSD 2008	4,846.00	1,151.00	23.75%	95.00	1.96%	1,615.00	33.33%
WSD 2009 Almira	133.00	0.00	0.00%	0.00	0.00%	69.00	51.88%
WSD 2009 Davis	4,288.00	2,413.00	56.27%	440.00	10.26%	1,591.00	37.10%
WSD 2009 Dunbar	812.00	0.00	0.00%	0.00	0.00%	380.00	46.80%
WSD 2009 Hart	3,528.00	2,611.00	74.01%	0.00	0.00%	2,611.00	74.01%
WSD 2009 Lincoln West	1,488.00	43.00	2.89%	0.00	0.00%	142.00	9.54%
WSD 2009 MLK	535.00	42.00	7.85%	0.00	0.00%	0.00	0.00%
WSD 2009 Pasteur	1,141.00	20.00	1.75%	0.00	0.00%	0.00	0.00%
WSD 2009 Spellacy	6,109.00	4,349.00	71.19%	239.00	3.91%	3,173.00	51.94%
WSD 2009 Wilbur Wright	11,437.00	668.00	5.84%	0.00	0.00%	2,319.00	20.28%
Total	147,318.00	44,674.00	30.32%	7,459.00	5.06%	47,037.00	31.93%

TOTAL OF ALL PROJECTS	Total Hours	Minority - Goal of 20%		Female - Goal of 5%		CMSD Resident - Goal of 20%	
		Hours	%	Hours	%	Hours	%
	5,451,699.35	1,059,919.57	19.44%	173,727.43	3.19%	942,486.55	17.29%