

***STATE OF NEW JERSEY
DISPARITY STUDY OF
PROCUREMENT IN
PROFESSIONAL SERVICES,
OTHER SERVICES, AND GOODS
AND COMMODITIES***

Final Report



Submitted to:

**Regena L. Thomas
Secretary of State
125 West State Street, 1st Floor
New Jersey Department of State,
State House
Trenton, NJ 08625**

Submitted by:

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June 13, 2005

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

In September 2003, MGT of America, Inc. (MGT) was retained to conduct a study for the State of New Jersey to analyze state procurement trends and practices in three categories of purchase—Professional Services, Goods and Commodities, and Other Services that are nonprofessional per se, including services related to the operation of government—for a four-year interval beginning July 1, 1999, through June 30, 2003.

The purpose of this study was to determine if there were disparities in procurement in these categories related to the race, ethnicity, or gender of businesses utilized for each of four categories of state entity—state agencies, authorities, commissions, and colleges and universities—and to search for possible explanations if disparities were found. Subsequently, in July 2004, the State of New Jersey authorized MGT to extend its study interval through fiscal year 2004 (July 1, 2003, through June 30, 2004) to assess state vendor utilization for the period following the injunction to determine any impact on M/WBEs in terms of their utilization by the state in its procurement of goods and services. In this study, we have referred to the FY 1999 through 2003 as the “pre-set-aside program period” and FY 2004 as the “post-set-aside program” period.¹

The results of this study and conclusions drawn are presented in detail in chapters 2.0 through 9.0 of this report. In general, there was evidence of substantial disparity in the utilization of M/WBEs for each of the five years of the study in each of the four agency types, regardless of procurement category. MGT did not find compelling

¹ Throughout this report “set-aside” program will refer to the periods described above and does not reference any state M/WBE set-aside programs that may have been in effect prior to the period of this study.

support for the proposition that suspension of M/WBE procurement goals, per se, impacted M/WBE utilization either positively or negatively. Nevertheless, we attribute the absence of any dramatic post-set-aside program effect to the fact that, in general, M/WBEs were already substantially underutilized prior to FY 2004 such that any shifts in utilization can be characterized only within degrees of underutilization—more underutilized or less underutilized—but substantially underutilized in any case. In the following sections, 1.0 through 6.0 of this summary, MGT summarizes its findings and recommendations.

1.0 Findings of Policies and Procedures Review

- The State of New Jersey has clearly defined procurement policies. The majority of the state contracting agencies rely on the state's statutes and circulars as the basis for their manuals and policies.
- The state also has a longstanding tradition for implementing race- and gender-neutral purchasing incentive alternatives in conjunction with its M/WBE programs.
- The state's colleges and universities tend to be more proactive in soliciting M/WBE participation. This was corroborated by our subsequent disparity analysis. Interviewees tended to have a thorough understanding of the process of setting aside contracts on the prime contractor level. However, interviews with representatives representing all four of the agency categories demonstrated scant knowledge of their authority to set goals at the subcontractor level, also confirmed from our general findings of scant evidence of subcontractor utilization in the three procurement categories this study examined.
- Procurement areas where there had been less than full competition in formal bidding? such as informal purchases, bid waivers, state contracts and P-cards? were a general source of interviewee concern for the tendency to reinforce the position of incumbent vendors at the expense of M/WBEs. There was evidence in the data to support these assertions, primarily with regard to purchases of less than \$25,000 requiring less formal procurement procedures.

2.0 Relevant Market Area, Vendor Utilization, Availability, and Disparity Analyses

2.1 Relevant Market Area for Three Categories of Procurement

The relevant market area in which at least 75 percent of New Jersey state dollars were spent during the five-year period for each work type category included the following geographic locations:

- **Professional services** – the State of New Jersey; New York City; Philadelphia, Pennsylvania; Bucks County, Pennsylvania; Montgomery County, Pennsylvania; Kings County, New York; Cook County, Illinois; Washington, D.C.; Westchester County, New York; Delaware County, Pennsylvania; Los Angeles, California
- **Other services** – the State of New Jersey; New York City; Philadelphia, Pennsylvania; Cook County, Illinois; Montgomery County, Pennsylvania; Bucks County, Pennsylvania; Los Angeles, California; Middlesex County, Massachusetts, and Nassau County, New York.
- **Goods and commodities** – the State of New Jersey; New York City; Cook County, Illinois; Los Angeles, California; Philadelphia, Pennsylvania; Middlesex County, Massachusetts, Montgomery County, Pennsylvania; Bucks County, Pennsylvania; Orange County, California; Nassau County, New York; San Diego, California; Santa Clara, California; Washington, D.C.; Allegheny County, Pennsylvania.

2.2 M/WBE Utilization—General Findings

- In the relevant market area, from fiscal years 2000 through 2004, total state procurement in dollars for minority owned firms in the three categories of procurement for this study—professional services, other services, and goods and commodities—was less than 2 percent (\$97 million) of total spending (\$5.1 billion) for the five-year period of the study.
- As a percentage of total vendor utilization, M/WBE utilization by the state was very low for the full five-year study period, ranging from 1.4 percent for Professional Services to 1.5 percent for Goods and Commodities to 2.8 percent for Other Services.
- The state utilized only 1,248 unique minority vendors in the three procurement categories for this study during the five-year study interval (Professional Services – 195 M/WBEs; Other Services – 504 M/WBEs; Good and Commodities – 549 M/WBEs).
- Mean utilization per M/WBE firm by procurement category during the five-year study interval was approximately \$88,340 per Professional

Services firm, approximately \$59,140 per Other Services firm, and approximately \$78,140 per Goods and Commodities firm.

- Mean utilization for nonminority male-owned firms by procurement category during the five-year study interval was approximately \$47,115 per Professional Services firm, approximately \$40,495 per Other Services firm, and approximately \$112,825 per Goods and Commodities firm.

2.3 Utilization by Procurement Type Categories: General Findings

- For each year of the five-year study interval, M/WBE dollar utilization in the Professional Services category was uniformly low in each of the four agency categories, never exceeding 2.7 percent (colleges/universities, 2004).
- For each year of the five-year study interval, M/WBE dollar utilization in the Other Services category ranged, generally, from 1 to 4 percent across the four agency types, except during 2002 when authorities utilized M/WBEs at a rate of 13.75 percent.
- For each year of the five-year study interval, M/WBE dollar utilization in the Goods and Commodities category ranged, generally, from 1 to 4 percent across all of the four agency types.

2.4 Utilization in Dollars: Agency Type by Three Procurement Categories—Pre/Post-set-aside program Comparison

- For the five-year period of the study in the Professional Services category, in terms of total dollars expended, M/WBE utilization by commissions was 0.29 percent (increasing pre- to post-set-aside program from 0.23 to 0.45 percent); by authorities, 0.62 percent (decreasing pre- to post-set-aside program from 0.80 percent to 0.43 percent); by agencies, 1.55 percent (increasing pre- to post-set-aside program from 1.32 percent to 2.67 percent); and by colleges/universities, 1.84 percent (increasing pre- to post-set-aside program from 1.49 to 2.89 percent).
- For the five-year period of the study in the Other Services category, in terms of total dollars expended, M/WBE utilization by commissions was 0.99 percent (decreasing pre- to post-set-aside program from 1.42 to 0.60 percent); by authorities, 3.92 percent (decreasing pre- to post-set-aside program from 4.19 percent to 2.55 percent); by agencies, 2.23 percent (decreasing pre- to post-set-aside program from 2.48 percent to 1.78 percent); and by colleges/universities, 2.98 percent (increasing pre- to post-set-aside program from 2.77 to 4.02 percent).
- For the five-year period of the study in the Goods and Commodities category, in terms of total dollars expended, M/WBE utilization by commissions was 2.41 percent overall and for both the pre-set-aside

program and post-set-aside program periods; respectively; by authorities, 0.48 percent (increasing pre- to post-set-aside program from 0.30 percent to 3.82 percent); by agencies, 1.18 percent (increasing pre- to post-set-aside program from 1.16 percent to 1.30 percent); and by colleges/universities, 3.23 percent (decreasing pre- to post-set-aside program from 3.51 to 2.33 percent).

2.5 Unique Vendors Utilized by Three Procurement Categories—Pre/Post-Set-Aside Program Comparison

- For the five-year period of the study in the Professional Services category, in terms unique vendors utilized, M/WBE vendor utilization was 0.77 percent, increasing from 0.62 percent during the pre-set-aside program period to 1.10 percent in the post-set-aside program period.
- For the five-year period of the study in the Other Services category, in terms unique vendors utilized, M/WBE vendor utilization was 1.90 percent, increasing from 1.94 percent during the pre-set-aside program period to 2.14 percent in the post-set-aside program period.
- For the five-year period of the study in the Goods and Commodities category, in terms unique vendors utilized, M/WBE vendor utilization was 2.38 percent, increasing from 2.19 percent during the pre-set-aside program period to 2.68 percent in the post-set-aside program period.

2.6 M/WBE Utilization by Three Procurement Categories by Size of Purchase Order Award: Pre-Set-Aside Program/Post-Set-Aside Program Comparison

- In the Professional Services procurement category for dollar utilization relative to purchase orders valued at \$25,000 or less, from the pre- to post-set-aside program periods, M/WBE dollar utilization increased from 0.74 percent to 1.77 percent. For purchase orders valued at greater than \$25,000, M/WBE dollar utilization decreased from 4.22 to 3.93 percent.
- In the Other Services procurement category for dollar utilization relative to purchase orders valued at \$25,000 or less, from the pre- to post-set-aside program periods, M/WBE dollar utilization increased from 2.11 percent to 2.36 percent. For purchase orders valued at greater than \$25,000, M/WBE dollar utilization decreased from 3.00 to 1.94 percent.
- In the Goods and Commodities procurement category for dollar utilization relative to purchase orders valued at \$25,000 or less, from the pre- to post-set-aside program periods, M/WBE dollar utilization increased from 1.90 percent to 2.99 percent. For purchase orders valued at greater than \$25,000, M/WBE dollar utilization decreased from 2.89 to 1.40 percent.

2.7 New Jersey Vendor M/WBE Availability for Three Procurement Categories

- Relative M/WBE availability calculated from MGT’s Master Vendor list of available firms ranged between 4.74 percent for Other Services firms (5,310 M/WBEs) to 8.85 percent for Professional Services (4,129 M/WBEs) to 10.30% for Goods and Commodities firms (5,369 M/WBEs).
- Regarding M/WBE availability in the three categories of procurement as a percentage of overall vendor availability, for the Professional Services category, based on a review of state vendor data, our analysis revealed the following levels of availability:
 - African Americans 2.47%
 - Hispanic Americans 1.10 %
 - Asian Americans 1.47 %
 - Native Americans 0.07 %
 - Nonminority Women 3.74 %
- M/WBE availability of Other Services vendors in New Jersey as a percentage of overall vendor availability based on data provided to MGT data by state agencies was calculated by race, ethnicity, and gender category as follows:
 - African Americans 1.22 %
 - Hispanic Americans 0.67 %
 - Asian Americans 0.85 %
 - Native Americans 0.05 %
 - Nonminority Women 1.96 %
- M/WBE availability of Goods and Commodities vendors in New Jersey as a percentage of overall vendor availability based on data provided to MGT data by state agencies was calculated by race, ethnicity, and gender category as follows:
 - African Americans 2.71 %
 - Hispanic Americans 1.32 %
 - Asian Americans 1.74 %
 - Native Americans 0.10 %
 - Nonminority Women 4.45 %

2.8 Disparities in Utilization Procurement Category: General Findings

- Disparities between M/WBE and non-M/WBE utilization in procurement by the State of New Jersey were consistently substantial in each of the three procurement categories. Non-M/WBEs experienced no substantial disparity.

- Professional Services – All M/WBEs for both the pre-set-aside program and post-set-aside program periods were substantially underutilized. Non-M/WBEs experienced no substantial disparity.
- Other Services – All M/WBEs but Native American-owned firms for both the pre-set-aside program and post-set-aside program periods were substantially underutilized. Non-M/WBEs experienced no substantial disparity.
- Goods and Commodities - All M/WBEs but Native American-owned firms for both the pre-set-aside program and post-set-aside program periods were substantially underutilized. Non-M/WBEs experienced no substantial disparity.

3.0 Disparity Analyses for Three Procurement Categories by Four Agency Types: Pre-Set-Aside Program to Post-Set-Aside Program Comparisons

Exhibits 1 through 3 below—reporting disparities in utilization for each of the agency and procurement categories by race, gender, and ethnicity for the pre-set-aside program, post-set-aside program, and five-year period of the study—reveal that all M/WBE categories were substantially underutilized.

- Of the four agency types, M/WBE disparities were found most frequently in the Professional Services category, regardless of period of the study.
- Although disparity in utilization by authorities and colleges/universities was substantial, there were fewer instances of disparate M/WBE utilization in the Other Services category among the three procurement types.
- The agency type colleges and universities tended to utilize M/WBEs to a greater extent than other agency types
- Comparing nonminority male firm utilization from pre-set-aside program to the post-set-aside program periods (i.e., four agency types by three procurement types by the category, nonminority male firm—12 pre/post-set-aside program comparisons in all), nonminority male firms experiencing no disparity in the pre-set-aside program period continued to experience no disparity in utilization during the post-set-aside program. That is, there was no instance in any agency for any procurement category in which nonminority male firms were underutilized.

**EXHIBIT 1
DISPARITY ANALYSES: PROFESSIONAL SERVICES BY AGENCY TYPE**

	Agencies	Authorities	Commissions	Colleges
Pre-set-aside program Total				
African Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Hispanic Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity
Post-set-aside program Total				
African Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Hispanic Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	No disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity
ALL FISCAL YEARS				
African Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Hispanic Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity

**EXHIBIT 2
DISPARITY ANALYSES: OTHER SERVICES BY AGENCY TYPE**

	Agencies	Authorities	Commissions	Colleges
Pre-set-aside program Total				
African Americans	* Underutilization	No Disparity	Underutilization	Underutilization
Hispanic Americans	* Underutilization	No Disparity	Underutilization	No Disparity
Asian Americans	* No Disparity	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity
Post-set-aside program Total				
African Americans	* Underutilization	No Disparity	Underutilization	No Disparity
Hispanic Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	No disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity
ALL FISCAL YEARS				
African Americans	* Underutilization	No Disparity	Underutilization	Underutilization
Hispanic Americans	* Underutilization	No Disparity	Underutilization	No Disparity
Asian Americans	* No Disparity	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity

**EXHIBIT 3
DISPARITY ANALYSES: GOODS AND COMMODITIES BY AGENCY TYPE**

	Agencies	Authorities	Commissions	Colleges
Pre-set-aside program Total				
African Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Hispanic Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity
Post-set-aside program Total				
African Americans	* Underutilization	No Disparity	Underutilization	Underutilization
Hispanic Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	No Disparity	No Disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity
ALL FISCAL YEARS				
African Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Hispanic Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity

4.0 Telephone Survey and Anecdotal Findings

4.1 Telephone Survey? Results of Regression Analysis

- As an aggregated group, M/WBE firms responding to the telephone survey earned revenue in 2003 on a par with non-M/WBE firms, except for African Americans, who earned significantly less than other M/WBEs and non-M/WBEs alike.
- Firm capacity and education level of firm ownership bore positively on 2003 earnings. The firm's age—that is, the number of years it had been established—carried more statistical weight than did ownership experience, supporting the conclusion that more established firms tend to do more business.
- In terms of effects associated with three categories of business line—Professional Services, Other Services, and Goods and Commodities—the variable, Professional Services ownership, tended to correlate negatively with earnings, regardless of race, ethnicity, or gender.

4.2 Anecdotal Evidence of Discrimination Against M/WBEs

- Roughly one in nine M/WBEs who participated in the telephone survey reported experiences of discrimination due to their race, ethnicity, or gender while conducting business. Of those firms, African Americans and Native Americans were more likely to note instances of discrimination.
- In terms of the nature of discrimination experienced, such instances tended most often to be verbal or through actions displayed by perpetrators. Among M/WBEs, African American vendors cited the highest incidence of discriminatory actions, and both African American and Hispanic American respondents cited the highest incidence of verbal forms of discrimination.
- Discrimination, regardless of its nature, tended to occur most often during the precontract phase of the respondent's relationship as potential subcontractors to alleged perpetrators. African Americans and Asian Americans cited their race as the most frequent basis of discrimination against them and, as expected, nonminority women respondents cited gender discrimination most frequently.

4.3 Anecdotal Evidence of Barriers to Doing Work with the State

- Of the firm representatives who responded to questions about barriers to doing business, the following issues were cited most frequently: concerns about time allotted to prepare bids and quotes (34%); complaints about the availability and accessibility of information about pending projects (33%); limited knowledge of state contracting policies and procedures (33%); double standards for business-related inspections or follow-up led to exclusion from future contracts (31%); concerns about the size of contracts (24%); and expenses associated with bid preparation (22%).
- It is noteworthy that for nearly every category of barrier, African American respondents, as a group, cited the highest frequency of barriers encountered during attempts to procure business. Non-M/WBEs also noted barriers but to a lesser degree than M/WBEs.

4.4 Experiences as a Vendor Doing Business in the State of New Jersey

- Firm representatives seemed to be most concerned about instances where bids or quotes were submitted to prime contractors and in which the potential subcontractor received no response (50%) and, for vendors in general, problems related to delayed payment for goods or services provided (60%). Generally, non-M/WBE vendors had experienced a lower frequency of negative experiences, but those non-M/WBEs who did so tended to note these two issues most frequently.

- African American-owned firms experienced being held to higher standards when doing business at much higher rates than other categories of firms.
- All categories had experienced frequent nonpayment for services or goods, especially Native American firms and nonminority firms, regardless of gender of ownership.

5.0 Disparities in Private Sector Utilization, Business Start-up and Self-Employment Earnings

Although there was some indication that progress has been made in business formation by women and minorities in the State of New Jersey as measured by rapid rates of growth of the number of firms owned by women and minorities, it was found that important barriers still remain. For the FY 2000-2004 study period, these barriers were evidenced by:

- a significant disparity between the proportion of firms owned by women and minorities in the marketplace and the proportion of firms registered with and utilized by the State of New Jersey as compared with firms owned by nonminority males;
- a significant disparity between the proportion of firms owned by women and minorities registered with the State of New Jersey and the proportion of firms utilized by the State of New Jersey as compared with firms owned by nonminority males;
- lower rates of growth in sales, employees, and sales per firm for firms owned by women and minorities than the overall rate of growth in the marketplace;
- disparities in entry into and earnings from self-employment by women and minorities after controlling for education, age, wealth, and other variables;
- a statistically significant difference between failure rates for M/WBEs compared with non-M/WBEs, which is consistent with our findings of lower earnings associated with M/WBEs; and
- a slower rate of growth in the percentage of M/WBE firms utilized by the state for Other Services and Goods and Commodities.

6.0 Recommendations

The following recommendations are the result of a comprehensive review of other M/WBE programs around the United States and extensive case law reviewing these programs and their accompanying statutes and regulations to address substantial shortfalls in M/WBE utilization by the State of New Jersey. Commendations are also provided to acknowledge those positive efforts by the state towards greater inclusion of M/WBEs in state procurement.

6.1 Purchasing Recommendations

RECOMMENDATION 1: Contract Sizing

The state should concentrate its efforts on issuing contracts in smaller dollar amounts, thus expanding the opportunities for M/WBE firms to do business with the New Jersey. A Contract Review Committee should be established to evaluate opportunities for contract sizing.

RECOMMENDATION 2: Procurement Cards

In cooperation with procurement card providers (i.e, banks and credit card companies), state agencies, authorities, commissions, and colleges/universities should prepare reports providing greater detail of procurement card purchases to account more precisely for New Jersey spending with M/WBEs. To assist this activity, the state should provide agencies with regularly updated lists of available M/WBEs to complement existing agency lists of certified firms to be used by agencies to track M/WBE utilization for procurement card purchases more accurately.

RECOMMENDATION 3: State Contracts

The state should institute a policy to encourage purchasing staff to use M/WBEs that are on state contracts and identified as such when the state uses state contracts in purchasing.

RECOMMENDATION 4: Small and Informal Purchases

There should be a requirement to solicit M/WBEs, where available, for informal purchases. Second, the use of new M/WBE vendors should be an element in buyer evaluations. Third, the state should publish data on utilization by agency of M/WBE vendors in informal purchases. These data should include analyses on median M/WBE dollar utilization by individual agencies, noting high levels of M/WBE utilization, the number of M/WBEs utilized by buyers, and the number of bid waivers applied for and accepted.

RECOMMENDATION 5: Debriefings

The state should increase the frequency of public debriefing sessions after contract awards are made, particularly for those projects where there is sufficient M/WBE availability to compete for and win contracts.

COMMENDATION and RECOMMENDATION 6: Prompt Payment

New Jersey should be commended for having a prompt payment statute. Prompt payment should also be expedited through “mobilization payments” permitting a small percentage of a project’s value to be paid in advance to vendors to deal with project start-up costs and other early stage expenses.

6.2 M/WBE Program Recommendations

COMMENDATION and RECOMMENDATION 7: M/WBE Certification

The state should be commended for progress it has made towards a unified certification application in cooperation with other agencies in New Jersey and the Mid-Atlantic area. The automation of state procurement should be synchronized with parallel automation of M/WBE certification. The M/WBE Office should increase the number of site visits as supplements to desk audits in the M/WBE certification and recertification process to corroborate certification status firsthand.

RECOMMENDATION 8: Narrowly Tailored S/M/WBE Program

In defining any new narrowly tailored M/WBE program, the state should consider the adoption of features of the United States Department of Transportation’s DBE rule in Title 49, Code of Federal Regulations, Part 26 (49 CFR 26).

RECOMMENDATION 9: M/WBE Goals

- A. Based on disparities in current M/WBE utilization, disparities in the private marketplace, disparities in the registration and utilization of M/WBEs, and evidence of discrimination in business formation and revenue earned from self-employment, the state should tailor its minority participation programs to remedy each of these specific disparities. These goals should be addressed primarily by good faith effort requirements, breaking up large contracts, M/WBE participation in a Small Business Enterprise (SBE) program, and similar efforts. Goals should be adjusted each year according to the utilization of M/WBEs by business category, gradually reducing race- and/or gender- conscious goals and increasing race- and gender-neutral goals.
- B. The state should conduct an annual review of its budget and establish annual goals, in dollars and percentages, consistent with M/WBE availability for each M/WBE group for which significant disparities in utilization have been demonstrated. Annual goals for each ethnic group and women should reflect M/WBE availability as referenced in this report. The program should be time limited, and graduation criteria should be established for each participating M/WBE category.

RECOMMENDATION 10: Good Faith Efforts and M/WBE Subcontracting

The state should develop detailed guides for good faith efforts to be undertaken by vendors when dealing with M/WBEs as potential subcontractors on large contracts for goods and services. One example of such a guide was developed by the State of North Carolina for construction contractors, which “grades” good faith on a scale of 155 points in ten categories of effort.

RECOMMENDATION 11: Bidder Rotation and Price Preferences

Because of the very low levels of utilization in state procurement, the state should consider a system of bidder rotation as well as the occasional use of M/WBE bid preferences. These more aggressive techniques should be used as a supplement to the other programmatic initiatives discussed in these recommendations.

RECOMMENDATION 12: Promoting M/WBE Collaboration

M/WBE capacity should be increased by encouraging joint ventures among M/WBEs. For example, in Oregon, the Northeast Urban Trucking Consortium, an organization comprising seven M/WBE independent trucking firms with 15 trucks, joined together to win a \$2 million trucking contract.

COMMENDATION/RECOMMENDATION 13: Small Business Enterprise Program

New Jersey should be commended for its longstanding SBE program and its sophisticated SBE size definition. Further guidance on SBE programs can come from features of the State of New Jersey’s SBE program, including: setting SBE goals for both formal and informal contracts; setting department goals for SBE utilization; for bidders who wish to subcontract, requiring well-defined, good faith negotiations by bidders with SBEs; mandating well-defined SBE bidder outreach efforts; making SBE utilization part of department performance review; rejecting bids for bidder noncompliance with the SBE program; encouraging the female and minority participation in the SBE program; and imposing mandatory subcontracting clauses where such clauses would promote SBE and M/WBE utilization and be consistent with industry practice.

RECOMMENDATION 14: HUBZones

The state should replicate the federal government’s use of HUBZones to encourage SBE utilization. Under the 1997 Small Business Reauthorization Act, a HUBZone firm is a small business that is: (1) owned and controlled by U.S. citizens; (2) has at least 35 percent of its employees who reside in a HUBZone; and (3) has its principal place of business located in a HUBZone.

COMMENDATION/RECOMMENDATION 15: Commercial Antidiscrimination Rules

New Jersey should be commended for having general commercial nondiscrimination provisions. A complete antidiscrimination policy would provide for a mechanism whereby complaints may be filed against firms that have discriminated in the marketplace; due process, in terms of an investigation by agency staff; a hearing process before an independent hearing examiner; an appeals process to the agency manager and ultimately to a court; a mechanism whereby complaints may be filed against firms that have discriminated in the marketplace; and imposition of sanctions.

COMMENDATION/RECOMMENDATION 16: Access to Capital

The state should be commended for its efforts to improve the access to capital to M/WBEs and should consider other efforts such as Linked Deposit Programs, Contract Financing Programs, Equity Participation Programs, and Long-Term Guaranty Programs.

COMMENDATION/RECOMMENDATION 17: Management and Technical Services

The state should be commended for its current efforts of the New Jersey Commerce and Economic Growth Commission in providing management and technical services to M/WBE firms securing contracts with New Jersey agencies. These efforts could be strengthened by contracting with an outside management and technical assistance provider to provide needed technical services, particularly in the area of loans and bonding.

COMMENDATION/RECOMMENDATION 18: M/WBE Program Data Management

- A. The state should review the development of the Web-based HUBSCO system in North Carolina to track spending with M/WBEs across all state agencies, authorities, commissions, and colleges/universities. The state should also require that all contractors maintain thorough data for subcontractors they have employed for a New Jersey project.
- B. For future availability analysis, the state should identify both contractors *and* subcontractors who are ready, willing, and able to provide state goods and services. The list of potential subcontractors should include the proposed service, bid amount, and the race/ethnicity/gender of the business owner(s). These data should be analyzed and reviewed at least annually and the SBE program adjusted according to review results.

COMMENDATION/RECOMMENDATION 9-19: M/WBE/SBE Outreach

The state, particularly some of the universities, should be commended for providing M/WBE and SBE outreach workshops and seminars. State outreach efforts should be strengthened by a reconstituted M/WBE Office providing more forecasts of business opportunities to SBE and M/WBE vendors, partnerships with federal procurement efforts to market to M/WBE firms in the region, and assistance to agencies in featuring M/WBEs in employee newsletters to promote firm awareness.

COMMENDATION/RECOMMENDATION 20: M/WBE Web site

The State of New Jersey should be commended for its Web site, offering information on business opportunities, uniform certification application procedures, SBE program descriptions, and financing programs. Additional information should be provided such as a database of M/WBE vendors, description of the state's M/WBE, information on bid tabulations, status of certification applications, more detailed descriptions on how to do business data, direct links to on-line purchasing manuals, capacity and experience information on certified firms, enhanced and M/WBE targeted forecasts of business opportunities, and an FAQ section to answer routine vendor questions.

RECOMMENDATION 21: Reestablish an M/WBE Office

A reestablished M/WBE program is a more complex and challenging program than the prior M/WBE program, for several reasons. First, the state should reject bids for noncompliance with the new SBE program, demonstrating that the program does have “teeth.” Second, a reconstituted M/WBE program will require training of staff in procurement that recognizes the need for M/WBE participation. Third, New Jersey should add several new business development initiatives, including the proposed financial assistance and management assistance initiatives suggested in Recommendations 16 and 17 above. Fourth, certification audits should be increased. A reconstituted M/WBE Office should be staffed to meet these new responsibilities. Finally, a reconstituted M/WBE Office should develop measures to gauge the effectiveness of efforts including: number of new certified firms; growth in percentage of M/WBE utilization by the state; number of firms that receive bonding; number of firms that successfully graduate from the M/WBE program; percentage of M/WBE utilization for informal contracts; growth in the number of M/WBEs utilized by the state; number of joint ventures involving M/WBEs; procurement card utilization of M/WBEs; and largest contract won by an M/WBE.

1.0 INTRODUCTION

1.0 INTRODUCTION

In September 2003, MGT of America, Inc. (MGT) began work on a study for the State of New Jersey to analyze state procurement trends and practices in three categories of purchase—Professional Services, Goods and Commodities, and Other Services that are nonprofessional per se, including services related to the operation of government. The purpose of this study was to determine if there were disparities in procurement in these categories related to the race, ethnicity, or gender of businesses utilized for each of four categories of state entity—agencies, authorities, commissions, and colleges and universities. The results of this study and conclusions drawn are found in the chapters presenting MGT’s findings, analyses, and recommendations. In the sections that follow in this chapter, we provide background for the study and describe the major tasks undertaken and how the report is organized for the reader.

1.1 Background

Based on findings from an earlier disparity study conducted in 1993, the State of New Jersey established goals and measures that would set aside a certain portion of state procurement of goods and services for small, disadvantaged, and minority and women-owned businesses.¹ Initially, the analysis for the current study analyzed state procurement in these categories for a period of four fiscal years (July 1, 1999, through June 30, 2003) to determine disparities, if any, in their utilization by New Jersey relative to the utilization of nonminority male-owned firms. However, on July 12, 2003, the state’s procurement set-aside goals and measures on behalf of M/WBEs were suspended by a court injunction as a product of a suit brought against the state by GEOD Corporation challenging their appropriateness. As the initial study progressed, in July 2004, the New

¹ SBEs – small business enterprises; DBEs – disadvantaged business enterprises; and M/WBEs – minority- and women-owned business enterprises.

Jersey Disparity Study Commission, the supervisory body for this study, directed MGT to also examine state utilization for the period following the court's injunction—specifically Fiscal Year 2004—to determine if the state's M/WBE utilization was impacted in any way by the injunction. Throughout this report, we have referred to the initial four-year study period as the pre-set-aside program period, and Fiscal Year 2004 as the post-set-aside program period. Consequently, our research attempted to determine if the state's procurement practices and its utilization of M/WBEs, relative to its utilization of firms owned by nonminority males, increased or decreased from the pre-set-aside program period to the post-set-aside program period.

1.2 Scope of Services

The scope of services set forth by the state for conducting this study included:

- developing a detailed legal review of relevant court cases ruling on the relevance and legality of set-aside programs, whether race-conscious or race-neutral, with emphasis on program and methodological requirements;
- reviewing the procurement policies, procedures, and programs employed by the state's agencies, authorities, commissions, and colleges/ universities, especially as these pertain to M/WBEs seeking and doing business with the State of New Jersey;
- analyzing the effectiveness of race- and gender-based and race- and gender-neutral programs;
- conducting market area analyses of the state's procurement of goods and services by the state's agencies, authorities, commissions, and colleges/universities;
- conducting utilization analyses of M/WBEs and non-M/WBEs in the state's procurement of goods and services by the state's agencies, authorities, commissions, and colleges/universities;
- determining the availability of qualified M/WBEs to do work with the state's agencies, authorities, commissions, and colleges/universities;
- analyzing vendor utilization by availability data to assess disparity, if any, in procurement by the state's agencies, authorities, commissions, and colleges/universities;

- analyzing the results of a telephone survey and personal interviews representing New Jersey vendors who conducted business with the state and/or in the private sector during the period of the study;
- conducting a multivariate statistical analysis of variables effecting New Jersey vendors' 2003 revenue, particularly the effects of minority versus nonminority status of the firms' ownership;
- analyzing private sector market dynamics influencing the formation of businesses in New Jersey, and the state's utilization of newer versus existing businesses; and
- identifying narrowly tailored race- and gender-based and race- and gender-neutral remedies to address racial, ethnic, or gender disparities in firm utilization by the State of New Jersey.

1.3 Major Tasks

In conducting the study and preparing recommendations, MGT followed a detailed work plan for its analysis of vendor availability, utilization, and disparity with regard to minority, women, and nonminority firms. The final work plan consisted of 15 major steps:

- Conduct Detailed Legal Review
- Finalize the Project Work Plan
- Review Policies, Procedures, and Programs
- Conduct Data Collection
- Conduct Market Area Analyses
- Conduct Vendor Utilization Analyses
- Determine the Availability of Qualified Firms
- Analyze Vendor Utilization and Availability Data
- Survey a Sample of Vendors Regarding Business Experiences
- Analyze Survey Results
- Conduct Disparity Analyses
- Collect and Analyze Anecdotal Information of Vendor Experiences
- Review Race- and Gender-Neutral Remedies to Address Disparities
- Identify Narrowly Tailored Remedies to Address Disparities
- Prepare Final Report.

The study team used a variety of procedures to collect data, which included:

- reviewing and analyzing the state's records and databases;
- reviewing and analyzing documents and reports pertaining to procurement;
- interviewing members from a broad spectrum of the business community; and
- interviewing the state's procurement and financial staff.

1.4 Organization of the Report

The following chapters of this report provide the reader with a comprehensive overview of the state's procurement practices; past and present patterns of minority, women, and non-M/WBE availability and utilization; and a broad account of the environment in which the state operates. Chapter 2.0 offers an in-depth legal analysis of relevant court cases. Chapter 3.0 reviews state procurement policies, procedures, and programs. Chapter 4.0 describes the methodology employed in conducting and analyzing vendor utilization and availability by race, ethnicity, and gender in the procurement of professional services, goods and commodities, and other services, and reports findings. Chapter 5.0 reports levels of disparity in M/WBE utilization by agency and procurement categories and describes findings from our vendor telephone survey. Chapter 6.0 offers an analysis of anecdotal data collected from a telephone survey, personal interviews, and focus groups. Chapter 7.0 analyzes private sector utilization and marketplace dynamics. Chapter 8.0 provides a report summary of findings and conclusions, and Chapter 9.0 offers narrowly-tailored, race/gender-neutral and race/gender-conscious policy recommendations and practices to improve the state's utilization of M/WBEs and SBEs.

The final section of the report contains the following appendices:

- Appendix A: New Jersey State Agencies, Authorities, Commissions and Colleges/Universities Participating in the Study
- Appendix B: New Jersey Procurement Staff Interview Guide
- Appendix C: Text of Data Collection Request Email to New Jersey State Agencies, Authorities, Colleges/Universities and Commissions
- Appendix D: Verification Report Letter Text and Report Form
- Appendix E: Data Assessment Guide
- Appendix F-1: Disparity Analyses: Three Procurement Categories by Four New Jersey Agency Types
- Appendix F-2: Unique Vendor Utilization T-test Analyses: Three Procurement Categories by Four New Jersey Agency Types
- Appendix G: New Jersey Self-Employment Report Exhibits
- Appendix H: New Jersey Vendor Telephone Survey Interview Guide
- Appendix I: New Jersey Vendor Telephone Survey Response Frequencies
- Appendix J: New Jersey Vendor Interview Guide
- Appendix K: New Jersey Vendor Public Hearing Announcement
- Appendix L: New Jersey Account Codes and Work Type Codes

2.0 LEGAL REVIEW

2.0 LEGAL REVIEW

2.1 Introduction

This chapter provides legal background for the study, although not intended as legal advice to the State of New Jersey on minority business programs, affirmative action, or any other related matter. Rather, it is offered as a context for the statistical and anecdotal analyses in the chapters that follow.

As is the case today with many laws involving federal and state action, affirmative action law is an evolving domain of jurisprudence. Since the United States Supreme Court's decision in the *Croson*¹ case, governmental entities have struggled to establish and maintain affirmative action programs to eliminate discriminatory practices while complying with the guidelines issued by the Supreme Court. The *Croson* decision and subsequent lower court cases have set forth the legal standards that should be the basis for a well-designed program. This review identifies and analyzes those standards, and summarizes how courts evaluate the constitutionality of race- and gender-specific programs. Particular emphasis will be placed on decisions in the Eleventh Circuit, the recent decisions upholding the federal Department of Transportation (DOT) disadvantaged business enterprise (DBE) programs, and legal issues involving Small Business Enterprise (SBE) programs. There have not been a large number of M/WBE cases in the Eleventh Circuit.^{2,3} Consequently there is also extensive discussion of cases from other circuits.

The fundamental requirements for the maintenance of a permissible affirmative action program involving the procurement of goods or services by governmental entities are summarized as follows:

¹ *City of Richmond v. J.A. Croson Company*, 488 U.S. 469 (1989).

² Post *Croson* the primary cases in the Eleventh Circuit involving MWBE issues are *Cone Corp. v. Hillsborough County*, 908 F.2d 909 (11th Cir 1990), *Engineering Contractors v. Dade County*, 943 F.Supp 1546 (SD Fla 1996), *Engineering Contractors v. Dade County*, 122 F.3d 895 (11th Cir 1997), and *Webster v. Fulton County*, 51 F. Supp. 2d 1354 (ND Ga 1999).

³ New Jersey is located in the Third Circuit.

- A remedial race-conscious program is subject to strict judicial scrutiny under the Equal Protection Clause of the Fourteenth Amendment to the United States Constitution.
- Strict scrutiny has two basic components: compelling governmental interest and narrow tailoring.
- To survive the strict scrutiny standard, remedial race-conscious programs must be based on a compelling governmental interest.
- Compelling interest means that the government has to demonstrate that there is a problem that requires remedial attention.
- There must be a “strong basis in the evidence” for the compelling governmental interest.
- The evidentiary foundation must be reviewed as part of the implementing jurisdiction's decision-making process to establish relevance for any subsequent legal challenge.
- Statistical evidence of discrimination is essential; anecdotal evidence is permissible and complementary to statistical evidence.
- The subsequent program(s) arising from the compelling governmental interest(s) must be narrowly tailored to remedy the identified discrimination.
- Narrow tailoring means that the remedy cannot exceed the magnitude of the problem.
- A lesser standard, intermediate judicial scrutiny, is applicable when analyzing programs that establish gender preferences.
- To survive the intermediate scrutiny standard, a remedial gender conscious program must serve important governmental objectives and be substantially related to the achievement of those objectives.

2.2 City of Richmond v. J.A. Croson Company

In 1983, the Richmond City Council adopted a Minority Business Utilization Plan (the Plan) following a public hearing in which seven citizens testified about historical societal discrimination. In adopting the Plan, the Council also relied on the findings of a construction procurement study indicating that “while the general population of Richmond was 50 percent African American, only 0.67 percent of the city’s prime construction contracts had been

awarded to minority businesses in the five-year period from 1978 to 1983.”⁴ The evidence before the Council established that a variety of state and local contractor associations had little or no minority business membership. The Council also relied on a statement by a Council member that “the general conduct of the construction industry in this area, the state, and around the nation, is one in which race discrimination and exclusion on the basis of race is widespread.”⁵ There was, however, no direct evidence of race discrimination on the part of the city, per se, in its contracting activities, or any evidence that the city’s prime contractors had discriminated against minority subcontractors.⁶

The Plan required the city’s prime contractors to subcontract at least 30 percent of the dollar amount of each contract to one or more minority-owned business enterprises (MBEs). The Plan did not establish any geographic limits for eligibility. Therefore, an otherwise qualified MBE from anywhere in the United States could benefit from the 30 percent set-aside.

J.A. Croson Company, a non-MBE mechanical plumbing and heating contractor, filed a lawsuit against the City of Richmond alleging that the Plan was unconstitutional and violative of the Equal Protection Clause of the Fourteenth Amendment. After the district court and circuit court upheld the Plan, the Supreme Court vacated the decisions of the lower courts and remanded the case for further consideration in light of its decision in *Wygant v. Jackson Board of Education*.⁷

On remand, a divided United States Court of Appeals for the Fourth Circuit refused to uphold the Richmond Plan. The court held that “findings of societal discrimination will not suffice [to support a race-based plan]; the findings must concern prior discrimination by the

⁴ Id. at 479-80.

⁵ Id. at 480.

⁶ Id.

⁷ *City of Richmond v. J.A. Croson Co.*, 478 U.S. 1016 (1986); *Wygant v. Jackson Board of Education*, 476 U.S. 267(1986).

governmental unit involved.”⁸ The court further held that the Plan was not narrowly tailored to accomplish a remedial purpose. The 30 percent set-aside requirement of the Plan was held to have been chosen arbitrarily and not sufficiently related to the number of minority subcontractors in Richmond or any other relevant number.⁹ As a result, the Fourth Circuit struck down the Richmond Plan¹⁰ and the Supreme Court affirmed this decision.¹¹

2.3 Standards of Review for Race-Specific and Gender-Specific Programs

2.3.1 Race-Specific Programs

In *Croson*, the Supreme Court determined that strict scrutiny is the appropriate standard of judicial review for race-conscious affirmative action programs. The Court concluded that a race-conscious program must be based on a compelling governmental interest; and the program must be narrowly tailored to achieve its objective. Ordinarily, courts will find a governmental classification constitutional if it has a “rational basis” to a legitimate governmental interest or purpose.¹² Further, a race-neutral law does not violate the Equal Protection Clause solely because it has (for example) a racially disproportionate impact.¹³ Because the affirmative action plan adopted by the City of Richmond denied certain citizens the opportunity to compete for a fixed percentage of public contracts based solely on their race, the Court determined that a strict scrutiny standard of review must be applied.¹⁴ This standard requires a firm evidentiary basis for concluding that the underrepresentation of minorities is a product of past discrimination.¹⁵

⁸ *City of Richmond v. J.A. Croson Co.*, 822 F.2d 1355, 1358 (4th Cir. 1987).

⁹ *Id.* at 1360.

¹⁰ *Id.* at 1362.

¹¹ *Croson*, 488 U.S. at 511.

¹² *United States v. Carolene Products Co.*, 304 U.S. 144, 152-53 n.4 (1938).

¹³ *Washington v. Davis*, 426 U.S. 229, 239 (1976).

¹⁴ *City of Richmond v. J.A. Croson Co.*, 478 U.S. 1016 (1986); *Wygant v. Jackson Board of Education*, 476 U.S. 267 (1986).

¹⁵ *Croson*, 488 U.S. at 472,

2.3.2 Gender-Specific Programs

The Supreme Court has never directly addressed the issue of a gender-based classification in the context of woman-owned business enterprise (WBE) programs. *Croson* was limited to the review of an MBE plan. In general, in evaluating gender-based classifications that operate to the advantage of women, the Court has used "intermediate scrutiny," which is a lower standard of review less stringent than the strict scrutiny test employed to analyze race-based classifications. This analysis requires the governmental organization to demonstrate an important governmental objective and to develop a program that bears a direct and substantial relation to achieving that objective.¹⁶ Some federal courts have required that classification based on gender satisfy an "exceedingly persuasive justification" test.¹⁷

Several courts, including the district court in *Engineering Contractors*, have employed the intermediate scrutiny standard in reviewing WBE programs, but have struck down the programs nevertheless.¹⁸ The one exception was in *Coral Construction v. King County*, where the court upheld a WBE program under the intermediate scrutiny standard.¹⁹ But even under intermediate scrutiny, the court in *Coral Construction* noted that some degree of discrimination must be demonstrated in a particular industry before a gender-specific remedy

¹⁶ *Mississippi University for Women v. Hogan*, 458 U.S. 718, 724 (1982); *Craig v. Boren*, 429 U.S. 190, 211 (1976) (Powell, J, concurring).

¹⁷ *United States v. Virginia Military Institute*, 116 S.Ct. 2264 (1996). *Mississippi University for Women v. Hogan*, 458 U.S. 718, 724 (1982), as well as *Associated General Contractors of California v. City and County of San Francisco*, 813 F. 2d. (9th Cir. 1987) and *Michigan Road Builders Ass'n., Inc. v. Milliken*, 834 F. 2d. 583 (6th Cir. 1987).

¹⁸ See, e.g., *Engineering Contractors v. Dade County*, 943 F.Supp 1546, 1556 (SD Fla 1996), *Associated Utility Contractors v. Baltimore*, 83 F.Supp2d 613 (D Md 2000) (citing *U.S. v. Virginia*, 518 US. 515 (1996)); *Scott v. City of Jackson*, 199 F.3d 206, 215, n. 9 (1999); *Arrow Supply v. Detroit*, 826 F. Supp. 1072 (ED Mich 1993). See, e.g., *Builders Association of Greater Chicago v. County of Cook*, 2001 U.S. App. LEXIS 15066 (7th Cir 2001).

¹⁹ *Coral Construction v. King County*, 961 F.2d 910 (9th Cir 1991) , cert. denied, 112 S. Ct. 875 (1992).

may be instituted in that industry: "The mere recitation of a benign, compensatory purpose will not automatically shield a gender-specific program from constitutional scrutiny."²⁰

2.4 To Withstand Strict Scrutiny an MBE Program Must Be Based on a Compelling Governmental Interest such as Remediating Discrimination

Under strict scrutiny, a race-conscious affirmative action program must be based on a "compelling governmental interest" and must be "narrowly tailored" to achieve that interest.

In general, it is settled law that:

*In practice, the interest that is alleged in support of racial preferences is almost always the same—remediating past or present discrimination. That interest is widely accepted as compelling. . . . [T]he true test of an affirmative action program is usually not the nature of the government's interest, but rather the adequacy of the evidence of discrimination offered to show that interest.*²¹

The courts have identified two factors necessary to establish a compelling governmental interest. First, as noted by the district court in ruling on a preliminary injunction in *Association for Fairness in Business v. New Jersey*,²² there needs to be identified discrimination in the local relevant market. For example, the Casino Control Act for the State of New Jersey provided that each casino licensee had a 15 percent M/WBE goal. In striking down the State of New Jersey casino set-aside program, the court found "little evidence that the Casino Control Commission relied on particularized findings of discrimination in promulgating the regulations for the set-aside program."²³

²⁰ Id. at 932.

²¹ *Engineering Contractors Ass'n of South Florida, Inc. v. Metropolitan Dade County*, 122 F.3d 895, 906 (11th Cir. 1997) (*Engineering Contractors II*) (citing *Ensley Branch NAACP v. Seibels*, 31 F.3d 1548, 1564 (11th Cir. 1994) (citations and internal quotation marks omitted)). *Maryland Troopers Ass'n, Inc. v. Evans*, 993 F.2d 1072, 1076 (4th Cir. 1993).

²² *Assn for Fairness in Business v. New Jersey*, 82 F. Supp. 2d 353 (2000).

²³ Id. at 360.

In *Association for Fairness in Business* such particularized findings meant that in order to justify the implementation of an affirmative action program, the state agency itself—as opposed to another state agency—must have previously engaged in discriminatory conduct.²⁴ In the New Jersey Casino set-aside case, the district court ruled that they could not rely on the state disparity study (which did not cover casinos) because:

*The Casino Control Act...targets discrimination by casino licensees, not the State. As a result, the Commission's report offers little support for the proposition that casino licensees have engaged in discrimination in a way that justifies the set-aside program established by the Casino Control Act.*²⁵

The second factor necessary to show a compelling governmental interest is that “the governmental actor enacting the set-aside program must have somehow perpetuated the discrimination to be remedied by the program.”²⁶

2.4.1 Federally Funded Projects

Federal DBE programs are now governed by the constitutional standards set in the 1995 Supreme Court case of *Adarand Constructors, Inc. v. Peña*.²⁷ The *Adarand* ruling overturned the constitutional test in *Fullilove v. Klutznick*²⁸ for federal DBE programs. The Supreme Court in *Adarand* decided that federal DBE programs should be examined by the same strict scrutiny standard used for state and local programs.²⁹ In January 1999, the United States Department of Transportation (USDOT) published its final DBE rule in Title 49, Code of Federal Regulations, Part 26 (49 CFR 26) that addressed the Clinton Administration’s affirmative action review and the *Adarand* decisions.

²⁴ See also *F. Buddie Contracting, Ltd. v. Cuyahoga Community College District*, 31 F.Supp.2d 571,581 (N.D. Ohio 1998).

²⁵ *Assn for Fairness in Business v. New Jersey*, 82 F. Supp. 2d 353, 361(2000).

²⁶ *Coral Construction* at 500-501.

²⁷ *Adarand v. Peña*, 790 F.Supp. 240, 16 F.3d 1537 (10th Cir. 1996), cert. granted, 63 U.S.L.W. 3213 (U.S. Oct. 4, 1996) (No. 63-12), 115 S.Ct. 2097 (1995).

²⁸ *Fullilove v. Klutznick*, 100 S.Ct. 2758 (1980).

²⁹ Upon remand the District Court ruled in favor of *Adarand*. The District Court found that while there was a compelling government interest for the program, the program was not narrowly tailored. In March of 1999 the Tenth Circuit vacated the District Court ruling as moot because *Adarand* had become certified as a DBE. In January of 2000 the U.S. Supreme Court vacated the Appeals Court decision on mootness and remanded the case for a ruling on the merits of *Adarand v. Slater*, 120 S.Ct. 722 (2000).

In the latest round of the *Adarand* litigation, the Court of Appeals in the Tenth Circuit upheld the revised USDOT DBE program, as modified by the new regulations in 49 CFR 26. The Tenth Circuit found in *Adarand v. Slater*,³⁰ as has every other court considering the matter, that Congress did have a compelling interest for the DBE program. The ruling noted two barriers that demonstrated a link between “public funds for construction contracts and the channeling of those funds due to private discrimination”: (1) discriminatory barriers to the formation of DBE subcontractors; and (2) barriers to fair competition between minority and nonminority subcontractors.³¹ The first barrier was supported by evidence of behavior by prime contractors, unions, lenders, and bonding companies. Evidence for the second barrier showed that “informal, racially exclusionary business networks dominate the subcontracting construction industry” exemplified by family-run firms with long-standing relationships with majority subcontractors. The court also noted evidence that when DBE programs are discontinued, DBE contracting participation falls sharply. The Court stated that while this evidence “standing alone is not dispositive, it strongly supports the government's claim that there are significant barriers to minority competition in the public subcontracting market, raising the specter of racial discrimination.”³²

Several related points were made recently in *Gross Seed v. Nebraska Department of Roads*³³ that are similar to *Adarand v. Slater*. On compelling interest, the court said it is not going to second guess Congressional findings in this area. In addition, the court upheld the view that Congress has considerably more power to correct racial discrimination than do state and local government (a point also made by Justice O'Connor in *Croson*). Moreover,

³⁰ *Adarand v. Slater*, 228 F.3d 1147 (10th Cir 2000). On appeal the Supreme Court dismissed the writ of certiorari as improvidently granted. *Adarand Constructors, Inc. v. Mineta*, 534 U.S. 103 (2001) (per curiam).

³¹ *Adarand v. Slater*, at 13.

³² *Id.* at 18.

³³ *Gross Seed v. Nebraska Department of Roads*, Case No. 4:00CV3073 (NB 2002). See also *Sherbrooke Turf v. Minnesota*, 2001 U.S. Dist. LEXIS 19565 (D Minn 2001).

the court stated that the Constitution imposes different requirements when a state implements a federal M/WBE program, as opposed to when a state or locality initiates its own M/WBE program. One consequence of this view is that as a recipient of federal DOT funds, a state DOT need not independently prove that the federal DBE program satisfies the strict scrutiny standard, provided a sufficient factual predicate has been provided by Congress.³⁴

2.4.2 A Strong Evidentiary Basis Must Exist That Specifically Identifies and Demonstrates the Discrimination to be Remedied by the M/WBE Program

Although the Supreme Court in *Croson* did not specifically define the methodology that should be used to establish the evidentiary basis required by strict scrutiny, the Court did outline governing principles. Lower courts have expanded the Supreme Court's *Croson* guidelines and have applied or distinguished these principles when asked to decide the constitutionality of state, county, and city programs that seek to enhance opportunities for minorities and women. It is important to point out, however, that a number of courts have stated—including most recently the Court of Appeals in the 10th Circuit—that the “Fourteenth Amendment does not require a court to make an ultimate finding of discrimination before a municipality may take affirmative steps to eradicate discrimination.”³⁵

2.4.2.1 Postenactment Evidence

The Supreme Court in *Croson* found pre-enactment evidence of discrimination insufficient to justify the program. The defendant in *Croson* did not seek to defend its program based on postenactment evidence. However, following *Croson* a number of

³⁴ *Gross Seed v. Nebraska Department of Roads*, at 15. See also *Milwaukee County Pavers v. Feidler*, 922 F.2d 429, 423 (7th Cir 1991).

³⁵ *Concrete Works v. Denver IV*, 2003 US App Lexis 2396 (10th Cir 2003), quoting *Concrete Works v. Denver II*, 6 F.3d at 1522.

circuits, including the Eleventh Circuit in *Engineering Contractors*, did defend the use of postenactment evidence to support the establishment of a local public affirmative action program.³⁶ Some cases required preenactment and postenactment evidence.³⁷

The Supreme Court case in *Shaw v. Hunt*³⁸ raised anew the issue of postenactment evidence in defending local public sector affirmative action programs. *Shaw* involved the use of racial factors in drawing voting districts in North Carolina. In *Shaw*, the Supreme Court rejected the use of reports providing evidence of discrimination in North Carolina because the reports were not developed before the voting districts were designed. Thus, what was critical was whether the legislative body believed that discrimination existed before the districts were drafted.³⁹

Following the *Shaw* decision, two districts courts rejected the use of postenactment evidence in the evaluation of the constitutionality of local minority business programs.⁴⁰ In *Associated Utility Contractors v. Baltimore* the City of Baltimore had enacted a minority business ordinance in 1986. Following *Croson*, the City held public hearings and adopted a new ordinance that readopted the original goals of the earlier ordinance. Although an annual review of the program was required by the ordinance, the same goals were readopted without dispute in every subsequent year. The City of Baltimore had never conducted a disparity study, nor maintained data upon which a disparity study could be conducted. There were earlier decisions in the Fourth Circuit permitting consideration of

³⁶ See, e.g., *Engineering Contractors v. Dade County*, 122 F.3d 895, 911 (11th Cir 1997); *Contractors Assn v. Philadelphia*, 6 F.3d 990 (2d Cir 1993); *Concrete Works v. The City and County of Denver*, 36 F.3d 1513 (10th Cir 1994)

³⁷ See, e.g., *Coral Construction v. King County*, 941 F.2d 910 (1991).

³⁸ *Shaw v. Hunt*, 517 U.S. 899 (1996).

³⁹ *Shaw v. Hunt*, 517 U.S. 899, 910 (1996).

⁴⁰ *Associated Utility Contractors v. Baltimore*, 83 F.Supp.2d 613 (D Md 2000); *West Tenn ABC v. Memphis City Schools*, 64 F.Supp.2d 714 (WD Tenn 1999).

postenactment evidence in the judicial review of affirmative action programs,⁴¹ but the court in *Associate Utility Contractors* deemed those decisions as being before the clarification provided by the Supreme Court in *Shaw*. Consequently, the district court in *Associate Utility Contractors* did not admit the postenactment evidence submitted by the City of Baltimore.⁴²

In *West Tennessee ABC v. Memphis City Schools* the court stated that "The holdings of *Wygant*, *Croson*, and *Shaw* collectively suggest that the court's task is not to determine if there is now a compelling interest to justify race-based remedial action; its task is to determine if the defendants, at the time they adopted race-based plans, had a compelling interest to act on the basis."⁴³ The Third Circuit has not revisited the post enactment problem in the context of a minority business program since the *Shaw* decision.

2.5 Evidence of Significant Statistical Disparities Between Minorities Utilized and Qualified Minorities Available May Satisfy Strict Scrutiny and Justify a Narrowly Tailored M/WBE Program

Regarding statistical evidence to support a race-conscious program, the Supreme Court in *Croson* stated that "where gross statistical disparities can be shown, they alone in a proper case may constitute *prima facie* proof of a pattern or practice of discrimination."⁴⁴ But the statistics may not compare the general population to prime construction contracts awarded to MBEs. The Court objected to this comparison since the proper statistical evaluation would compare the percentage of MBEs in the relevant market that are qualified to undertake City subcontracting work with the percentage of total City construction dollars that are presently awarded to minority subcontractors.⁴⁵

⁴¹ See, e.g., *Poderbesky v. Kirwan*, 38 F.3d 147 (4th Cir 1994); *Maryland Troopers Assn v. Evans*, 993 F.2d 1072 (4th Cir 1993).

⁴² *Concrete Works v. Denver IV* did not expressly take up the postenactment evidence issue. However, the court did note the key relevance of evidence on nongoal projects and marketplace discrimination as opposed to evidence from the M/WBE program itself. *Concrete Works v. Denver IV*, 84.

⁴³ *West Tennessee ABC v. Memphis City Schools*, 64 F. Supp.2d 714, 718 (WD Tenn 1999).

⁴⁴ *Croson*, 488 U.S. at 501, quoting *Hazelwood School Division v. United States*, 433 U.S. 299, 307-308 (1977).

⁴⁵ *Croson*, 488 U.S. at 501.

To measure disparity in utilization, courts have accepted the standard disparity index.⁴⁶ The Supreme Court in *Croson* recognized the use of statistical comparison to measure disparity by comparing the number of available M/WBEs qualified to perform certain contracts with the amount of City construction dollars that were actually being awarded to M/WBEs in order to demonstrate discrimination in the local construction industry.⁴⁷

2.5.1 Relevant Time Frame for Statistical Analysis

To demonstrate an evidentiary basis for enacting a race- or gender-conscious program and to satisfy *Croson*'s compelling interest prong, governmental entities must present evidence of underutilization of M/WBEs that would give rise to an inference of discrimination in public contracting.⁴⁸

A number of studies have been criticized because of infirmities in the underlying data. Also, it is not clear how many years must be reviewed. There is some judicial opinion that two years is inadequate.⁴⁹ In *Arrow Supply v. City of Detroit*⁵⁰ the program was struck down in part because of incomplete collection of utilization data. In *Arrow*, the district court criticized the study prepared by the defendant's expert for a "small sample taken (on an unknown basis) of a vast group of undisclosed size."⁵¹ In *Webster*, the disparity study was criticized for using data from different agencies without adequate justification to draw conclusions about Fulton County procurement.⁵²

⁴⁶ See e.g., *Contractor Assn v. Philadelphia*, 91 F.3d 586 (1996); *Cone Corp. v. Hillsborough County*, 908 F.2d 909, 916 (11th Cir 1990); *O'Donnell Construction v. District of Columbia*, 963 F.2d 420, 426 (DC 1992)

⁴⁷ *Croson*, 488 U.S. at 503-504.

⁴⁸ *Croson*, 488 U.S. at 509.

⁴⁹ *Phillips & Jordan v. Watts*, 13 F.Supp. 1308, 1315 (ND Fla 1998) (data aggregated for two years).

⁵⁰ *Arrow Supply v. Detroit*, 826 F. Supp. 1072 (ED Mich 1993).

⁵¹ *Arrow Supply*, at 1080.

⁵² *Webster v. Fulton County*, 51 F. Supp. 2d 1354 (ND Ga 1999).

In *Engineering Contractors*, the district court criticized the factual predicate for relying on release of lien data to measure subcontractor utilization. The district court argued that the release of lien data included prime contractors acting as subcontractors on their own projects, and that the sales data for firms filing a contractor's release of lien included sales from anywhere in the United States.⁵³

2.5.2 Determining Availability

One of the most important elements of the disparity index is the determination of “availability”—the number of qualified minority contractors willing and able to perform a particular service for the municipality. In *Croson*, the Court stated:

*Where there is a significant statistical disparity between the number of qualified minority contractors **willing and able** to perform a particular service and the number of such contractors actually engaged by the locality or the locality's prime contractors, an inference of discriminatory exclusion could arise.*⁵⁴ (emphasis added)

An accurate determination of availability is necessary so that the legislative body may “determine the precise scope of the injury it seeks to remedy” by its program.⁵⁵ Following *Croson's* statements on availability, lower courts have decided how legislative bodies may determine the precise scope of the injury sought to be remedied by an MBE program. Availability statistics must be collected accurately and evaluated carefully. If the availability determination is too narrow, potential discrimination will be understated or dismissed. If the availability determination is too broad, discrimination will be exaggerated. However, as will be seen below, the federal courts have not consistently favored one data source or universal technique for measuring M/WBE availability.

⁵³ *Engineering Contractors v. Dade County*, at 1567, n158

⁵⁴ *Id.*, 488 U.S. at 509.

⁵⁵ *Id.*, 488 U.S. at 498.

2.5.3 Racial Classifications

In determining availability, a threshold issue is the appropriate racial groups to consider.⁵⁶ In *Croson*, the Supreme Court criticized the City of Richmond's inclusion of "Spanish-speaking, Oriental, Indian, Eskimo, or Aleut persons" in the City's affirmative action program.⁵⁷ These groups had not previously participated in city contracting, and "the random inclusion of racial groups that, as a practical matter, may never have suffered from discrimination in the construction industry in Richmond suggests that perhaps the city's purpose was not in fact to remedy past discrimination."⁵⁸ To properly evaluate availability, data must be gathered for each racial group.

Several subsequent cases have dropped specific groups for lack of evidence. For example, in *Association for Fairness in Business v. New Jersey* the court stated, "In addition, the set-aside program is over-inclusive as between minority business enterprises. New Jersey has offered no evidence of discrimination against companies run by individuals of Native American, Native Alaskan, or Hawaiian decent."⁵⁹

2.5.4 Relevant Market Area

Another central issue in availability analysis is the definition of the relevant market area. Specifically, the question is whether the relevant market area should be defined as the area from which a specific percentage of purchases is made, the area in which a specific percentage of willing and able contractors is located, or if the area is a fixed geopolitical boundary. If the relevant market area is not properly defined, it can artificially inflate or

⁵⁶ Racial groups, as the term is used herein, includes both racial and ethnic categories.

⁵⁷ *Id.*, 488 U.S. at 506.

⁵⁸ *Id.*

⁵⁹ *Assn for Fairness in Business v. New Jersey*, 82 F.Supp. 2d 353, 362 (D NJ 2000). See also *Northeastern Florida AGC v. Jacksonville*, 2123 S.Ct. 2297 (1993). See also *Feriozzi Concrete v. Casino Reinvestment Corporation*, 342 NJ Super 237 (2001) ("To allow minority groups who have not been subject to discriminatory conduct to gain an advantage at the expense of other groups who similarly have not been subject to discriminatory conduct denies the latter group equal protection under the law").

deflate M/WBE availability. The Supreme Court has not yet established how the relevant market area should be defined. However, some courts of appeal have done so, including the Tenth Circuit in *Concrete Works*.⁶⁰ *Concrete Works of Colorado*, a non-M/WBE construction company, argued that *Croson* precluded consideration of discrimination evidence from the six-county Denver Metropolitan Statistical Area (MSA), and, therefore, Denver should be confined to the use of data within the City and County of Denver alone. However, the Tenth Circuit, interpreting *Croson*, concluded, “The relevant area in which to measure discrimination . . . is the local construction market, but that is not necessarily confined by jurisdictional boundaries.”⁶¹ The court further stated:

*It is important that the pertinent data closely relate to the jurisdictional area of the municipality whose program we scrutinize, but here Denver’s contracting activity, insofar as construction work is concerned, is closely related to the Denver MSA.*⁶²

The Tenth Circuit ruled that over 80 percent of Denver Department of Public Works construction and design contracts were awarded to firms located within the Denver MSA; therefore, the appropriate market area should be the Denver MSA—not the City and County of Denver alone.⁶³ Accordingly, data from the Denver MSA was “adequately particularized for strict scrutiny purposes.”⁶⁴ In *Concrete Works*, the Court accepted data concerning only construction and construction-related services in determining the relevant market area.

2.5.5 Firm Qualifications

Another availability consideration is whether the M/WBE firms considered are qualified to perform the required services. In *Croson*, the Supreme Court noted that although gross statistical disparities may demonstrate *prima facie* proof of discrimination, “when special qualifications are required to fill particular jobs, comparisons to the general

⁶⁰ *Concrete Works of Colorado, Inc. v. City and County of Denver*, 36 F.3d 1513, 1520 (10th Cir. 1994).

⁶¹ *Id.*

⁶² *Id.*

⁶³ *Id.*

⁶⁴ *Id.*

population (rather than to the smaller group of individuals who possess the necessary qualifications) may have little probative value.”⁶⁵ The Court, however, did not define the appropriate mechanism for determining whether a firm is qualified.

Nevertheless, considering firm qualifications is important not only to assess whether M/WBEs in the relevant market area are capable of providing the goods and services required, but it also ensures proper comparison between the number of qualified M/WBEs and the total number of similarly qualified contractors in the relevant market area.⁶⁶ In short, proper comparisons are necessary to ensure the integrity of the statistical analysis.

One element of qualifications is that courts have generally ruled that it is necessary to examine prime contractors and subcontractors separately.⁶⁷ The district court decision in *Contractors Assn of Eastern Pennsylvania, Inc. v. City of Philadelphia*⁶⁸ required that prime contractors be counted from the list of prequalified firms. It should be noted that during the appellate review, the Third Circuit did state that “the issue of qualifications can be approached at different levels of specificity, however, and some consideration of the practicality of various approaches is required.”⁶⁹

2.5.6 Willing

Croson requires that in order to be considered available a firm must not only be qualified to provide the required services but also be willing to provide the required services. An inference of discriminatory exclusion arises when there is significant statistical disparity between the number of qualified MBEs and MBEs actually engaged by the locality.⁷⁰ In this context, it can be a difficult task to determine whether a business is willing. Courts reviewing this issue have looked favorably on including businesses in the availability pool that may not

⁶⁵ *Croson*, 488 U.S. 469, 501, citing *Hazelwood*, 433 U.S. at 308, n.13.

⁶⁶ *Hazelwood School Dist.*, 433 U.S. 299.

⁶⁷ *Engineering Contractors v. Dade County*, 943 F.Supp 1546 (SD Fla 1996); *Scott v. City of Jackson*, 199 F.3d at 218 (1999).

⁶⁸ 893 F.Supp. 419 (ED Pa 1995).

⁶⁹ *Contractors Assn of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 91 F.3d 586, 603 (3rd Cir 1996).

⁷⁰ *Croson*, 488 U.S. at 509.

be on a governmental entity's certification list. In *Concrete Works*, Denver presented evidence as part of its availability analysis indicating that while most MBEs and WBEs had never participated in city contracts, "almost all firms contacted indicated that they were interested in City work."⁷¹

In *Contractors Association of Eastern Pennsylvania, Inc.*, the Third Circuit explained, "In the absence of some reason to believe otherwise, one can normally assume that participants in a market with the ability to undertake gainful work will be 'willing' to undertake it."⁷²

*Past discrimination in a marketplace may provide reason to believe the minorities who would otherwise be willing are discouraged from trying to secure the work. . . . [I]f there has been discrimination in City contracting, it is to be expected that African American firms may be discouraged from applying, and the low numbers [of African American firms seeking to prequalify for City-funded contracts] may tend to corroborate the existence of discrimination rather than belie it.*⁷³

2.5.7 Able

Another availability consideration is whether the firms considered are able to perform a particular service. Those who challenge affirmative action often question whether M/WBE firms have the "capacity" to perform particular services, which focuses on the availability determination of firm size. *Concrete Works II and IV* recognized the shortcomings of such a focus.⁷⁴ Additionally, the court observed that when a challenger introduces credible evidence of firm capacity, "it becomes a factor that the court should consider."⁷⁵ The court also acknowledged the City of Denver's argument that "a construction firm's precise 'capacity' at a given moment in time belies quantification due to the industry's highly elastic nature."⁷⁶

⁷¹ *Concrete Works*, 36 F.3d at 1529.

⁷² *Contractors Association of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 91 F.3d 586, 603 (3rd Cir. 1996).

⁷³ *Id.* at 603-04.

⁷⁴ *Concrete Works*, 36 F.3d at 1528-29.

⁷⁵ *Id.* at 1528.

⁷⁶ *Id.* *Concrete Works IV*, 2003 U.S App. Lexis 2396 (10th Cir 2003).

In *Engineering Contractors*, statistical analysis did show that firm size was a factor in explaining firm utilization. However, the trial court ruled that the remaining disparities after controlling for firm size did not provide a "strong basis in evidence" to justify a procurement preference to black firms.⁷⁷

On the one hand, considering a firm's size may be necessary to determine whether the firm is capable and available to provide the requested services. On the other hand, the 10th Circuit recently noted that the relevance of firm size is somewhat diminished by the practice of hiring employees.⁷⁸ It is a common practice among construction companies of all sizes to routinely vary the size of their employment ranks depending on the type of project being undertaken.

2.5.8 The Use of Various Data Sources to Measure Availability

One area of controversy on the availability side has been the use of census data. Census data have the benefit of being accessible, comprehensive, and objective in measuring availability. In *Contractors Association of Eastern Pennsylvania*, the Third Circuit—while acknowledging some of the limitations of census data—admitted that census data could be of some value in disparity studies. In that case the City's consultant calculated a disparity using data concerning the total amount of contract dollars awarded by the City, the amount that went to MBEs, and the number of African American construction firms. The consultant combined these data with data from the Census Bureau on the number of construction firms in the Philadelphia Standard Metropolitan Statistical Area.⁷⁹ However, the District Court in *Engineering Contractors* stated:

⁷⁷ *Concrete Works II* at 1566

⁷⁸ *Concrete Works IV*, 2003 U.S App. Lexis 2396 (10th Cir 2003).

⁷⁹ *Contractors Association of Eastern Pennsylvania, Inc., v. City of Philadelphia*, 91 F.3d at 604.

*The census data used in both studies simply represent individuals or firms located in Dade County which list themselves as being in the business of construction. The census data do not identify whether these entities have ever done work specifically for the County, or to what degree their reported sales or income stems from private source versus public sources, much less whether the earnings are primarily the result of work done for Dade.*⁸⁰

Some commentators have suggested the use of bidder data to measure M/WBE availability.⁸¹ It is worth noting, however, that *Croson* did not require the use of bidder data to determine availability. In *Concrete Works II*, the Circuit court noted that looking solely at bidders has its limits. Firms that bid may not be qualified or able, and firms that do not bid may be qualified and able to undertake agency contracts.⁸² The disparity studies in *Engineering Contractors* and *Webster v. Fulton*, however, did present an analysis of MWBE bids.

Moreover, not all contracts are let by competitive bids. The use of vendor data, which is determined by identifying MBEs that have actually performed work for the governmental entity or who have expressed an interest in securing contracts by affirmatively registering with a local agency, has the advantage. This is because using vendor data excludes firms that are uninterested or unable to provide goods or services to the governmental entity, while recognizing that a broader pool of firms seeks public opportunities than simply those seeking contracts that are competitively bid.

2.5.9 Statistical Significance

In *Engineering Contractors II*, the Eleventh Circuit addressed what constitutes a significant level of disparity. Generally, disparity indices of 80 percent or greater—which are close to full participation—are not considered significant.⁸³ The court referenced the Equal Employment Opportunity Commission’s disparate impact guidelines, which establish the 80

⁸⁰ *Engineering Contractors v. Dade County*, 943 F.Supp 1546, 1573 (SD Fla 1996).

⁸¹ G. LaNoue, “Who Counts? Determining the Availability of Minority Businesses for Contracting After *Croson*,” 21 *Harvard Journal of Law and Public Policy* 793, 833 (1998).

⁸² *Concrete Works v. Denver IV*, at 89-90.

⁸³ *Engineering Contractors Ass’n of South Florida, Inc.*, 122 F.3d at 914.

percent test as the threshold for determining a *prima facie* case of discrimination.⁸⁴ According to the Eleventh Circuit, no circuit that has explicitly endorsed using disparity indices has held that an index of 80 percent or greater is probative of discrimination, but they have held that indices below 80 percent indicate “significant disparities.”⁸⁵

In support of the use of standard deviation analyses to test the statistical significance of disparity indices, the Eleventh Circuit observed that “social scientists consider a finding of two standard deviations significant, meaning there is about one chance in 20 that the explanation for the deviation could be random and the deviation must be accounted for by some other factor than chance.”⁸⁶ With standard deviation analyses, the reviewer can determine whether the disparities are substantial or statistically significant, which lends further statistical support to a finding of discrimination.

2.6 Anecdotal Evidence of the Experiences of Non-MBE, Minority, and Woman-Owned Firms May Be Used to Justify an M/WBE Program

Most disparity studies utilize anecdotal evidence along with statistical data. The Supreme Court in *Croson* discussed the relevance of anecdotal evidence and explained: “Evidence of a pattern of individual discriminatory acts can, if supported by appropriate statistical proof, lend support to a local government’s determination that broader remedial relief is justified.”⁸⁷ Although the Supreme Court in *Croson* did not expressly consider the form or level of specificity required for anecdotal evidence, the Ninth Circuit has addressed both issues.

⁸⁴ Id. at 914 (citing 29 C.F.R. § 1607.4D concerning the disparate impact guidelines and threshold used in employment cases).

⁸⁵ *Engineering Contractors Ass’n of South Florida, Inc.*, 122 F.3d at 914 (referencing *Contractors Ass’n of Ea. Pa.*, 6 F.3d at 1005, crediting disparity index of 4 percent; and *Concrete Works*, 36 F.3d at 1524, crediting disparity indices ranging from 0 percent to 3.8 percent).

⁸⁶ *Engineering Contractors Ass’n of South Florida, Inc.*, 122 F.3d at 914 (citing *Peightal v. Metropolitan Dade County*, 26 F.3d 1545, 1556 n.16 (11th Cir. 1994)(quoting *Waisome v. Port Authority*, 948 F.2d 1370, 1376 (2d Cir. 1991)).

⁸⁷ *Croson*, 488 U.S. at 509.

Regarding the appropriate form of anecdotal evidence, the Ninth Circuit in *Coral Construction* noted that the record provided by King County was "considerably more extensive than that compiled by the Richmond City Council in *Croson*."⁸⁸ The King County record contained affidavits of at least 57 minority or female contractors, each of whom complained in varying degrees of specificity about discrimination within the local construction industry. The *Coral Construction* court stated that the M/WBE affidavits "reflected a broad spectrum of the contracting community" and the affidavits "certainly suggested that ongoing discrimination may be occurring in much of the King County business community."⁸⁹

In *AGCC II*, the Ninth Circuit addressed the specificity of anecdotal evidence required by *Croson*.⁹⁰ The contractors contended that the City's evidence lacked the specificity required by both *Croson* and *AGCC I*. The court held that the City's findings were based on substantially more evidence than the anecdotes in the two prior cases, and "they [were] clearly based upon dozens of specific instances of discrimination that are laid out with particularity in the record, as well as significant statistical disparities in the award of contracts."⁹¹ The court also ruled that the City was under no burden to identify specific practices or policies that were discriminatory.⁹²

Reiterating the City's perspective, the court stated that the City "must simply demonstrate the existence of past discrimination with specificity; there is no requirement that the legislative findings specifically detail each and every instance that the legislative body had relied upon in support of its decision that affirmative action is necessary."⁹³

⁸⁸ *Coral Construction Co.*, 941 F.2d at 917.

⁸⁹ *Id.* at 917-18.

⁹⁰ *Associated General Contractors of California, Inc.*, 950 F.2d at 1414.

⁹¹ *Id.* at 1416. This evidence came from ten public hearings and "numerous written submissions from the public."

⁹² *Id.* at 1410.

⁹³ *Id.* at 1416.

Not only have courts found that a municipality does not have to specifically identify all the discriminatory practices impeding M/WBE utilization, the Circuit Court in *Concrete Works IV* also held that anecdotal evidence collected did not have to be verified. The Court stated:

*There is no merit to the [plaintiff's] argument that witnesses' accounts must be verified to provide support for Denver's burden. Anecdotal evidence is nothing more than a witness' narrative of an incident told from the witness' perspective and including the witness' perceptions...Denver was not required to present corroborating evidence and [the plaintiff] was free to present its own witnesses to either refute the incidents described by Denver's witnesses or to relate their own perceptions on discrimination in the Denver construction industry.*⁹⁴

Lower courts have relied on anecdotal data to demonstrate the existence of past and present discrimination. Both the Ninth and Tenth Circuits (e.g., in *AGCC II* and *Concrete Works IV*) have indicated that while anecdotal evidence alone is generally not sufficient to prove discrimination, the combination of specific incidents of discrimination in conjunction with significant statistical disparities satisfies the "strong-basis-in-evidence" test for establishing discrimination to justify a narrowly tailored race- and gender-conscious program.⁹⁵

In *Coral Construction*, the Ninth Circuit addressed the use of anecdotal evidence alone to prove discrimination. Although King County's anecdotal evidence was extensive, the court noted the absence in the record of any statistical data in support of the program. Additionally, "While anecdotal evidence may suffice to prove individual claims of discrimination, rarely, if ever, can such evidence show a *systemic pattern of discrimination necessary for the adoption of an affirmative action plan.*"⁹⁶ The court concluded that "the combination of convincing anecdotal and statistical evidence is potent."⁹⁷

⁹⁴ *Concrete Works IV*, at 108.

⁹⁵ *Coral Construction Co.*, 941 F.2d at 919; *Concrete Works IV*, at 89.

⁹⁶ *Coral Construction Co.*, 941 F.2d at 919 (emphasis added).

⁹⁷ *Id.*

2.7 The Governmental Entity or Agency Enacting an MBE Program Must Be Shown to Have Actively or Passively Perpetuated the Discrimination

The Supreme Court stated in *Croson*: “It is beyond dispute that any public entity, state or federal, has a *compelling* interest in assuring that public dollars, drawn from the tax contributions of all citizens, do not serve to finance the evil of *private* prejudice.”⁹⁸

Croson provided that the government “can use its spending powers to remedy private discrimination, if it identifies that discrimination with the particularity required by the Fourteenth Amendment.”⁹⁹ The government agency's active or passive participation in discriminatory practices in the marketplace may show the compelling interest. Finding discrimination in the sectors of the private sector economy that are subjects of the disparity study can also show passive participation. In *Croson*, the Court stated, “A municipality has a compelling government interest in redressing not only discrimination committed by the municipality itself, but also discrimination committed by private parties within the municipality's legislative jurisdiction, so long as the municipality in some way participated in the discrimination to be remedied by the program.”¹⁰⁰

The recent Court of Appeals decision in *Adarand* concluded that there was a compelling interest for a DBE program based primarily on evidence of private sector discrimination.¹⁰¹ Subsequent lower court cases have restated that the government agency has a compelling interest in not financing private discrimination with public dollars.¹⁰²

In reliance on this language in *Croson* a number of local agencies have increased their reliance on evidence of discrimination in the private sector.¹⁰³ The City of Atlanta, in the

⁹⁸ *Coral Construction Co.*, 941 F.2d at 922 (citing *Croson*, 488 U.S. at 492) (emphasis added).

⁹⁹ See *Richmond v. Croson*, 488 U.S. 492 (1989); see generally I. Ayres and F. Vars, “When Does Private Discrimination Justify Public Affirmative Action?” 98 *Columbia Law Review* 1577 (1998).

¹⁰⁰ *Croson*, 488 U.S. 46, 109 S.Ct. at 720-21, 744-45.

¹⁰¹ *Adarand v. Slater*, 228 F.3d 1147 (10th Cir 2000).

¹⁰² *Drabik*, 214 F.3d at 734-35. See also *Concrete Works II*, 36 F.3d at 1529. *Coral Construction*, 941 F.2d at 916; *AGC v. New Haven*, 791 F.Supp. at 947.

¹⁰³ This was motivated in part by a law review article by Ian Ayres and F. Vars, “When Does Private Discrimination Justify Public Affirmative Action?” *Columbia Law Review* 98 (1998) 1577.

revisions to its program, tried to focus on evidence of discrimination in the private sector.¹⁰⁴ This strategy has not always succeeded. In the purest case, Cook County did not produce a disparity study but instead presented anecdotal evidence that M/WBEs were not solicited for bids in the private sector. Cook County lost the case.¹⁰⁵ Similarly, evidence of private sector discrimination presented in litigation was found inadequate in the Philadelphia, Dade County, and Fulton County cases.¹⁰⁶

However, recently in *Concrete Works IV*, the Court of Appeals upheld the relevance of data from the private marketplace to establish a factual predicate for M/WBE programs.¹⁰⁷ The basic issues have been as follows. First, is it necessary to demonstrate a nexus between private and public discrimination? The Third Circuit, for example, has stated, in discussing low MBE participation in a local contractors association, that “racial discrimination can justify a race-based remedy only if the City has somehow participated in or supported that discrimination...[however] nothing in *Croson* suggests that awarding contracts pursuant to a competitive bidding scheme and without reference to association membership could alone constitute passive participation by the City in membership discrimination by contractor associations.”¹⁰⁸

Second, is M/WBE utilization on public sector projects higher than on private sector projects simply due to the presence of an M/WBE program in the public sector, or is there evidence of private sector discrimination? This objection was raised by Judge Posner in the

¹⁰⁴ The new Atlanta program has the following key provisions: A prime contractor can bid a contract if it can show that in the last two years it awarded at least 34 percent of subcontracts on both private and public sector jobs to M/WBE firms; if the prime cannot satisfy the first requirement above, it must show good faith efforts; if the vendor cannot meet the goal at the end of two years, then the vendor can no longer bid on city contracts. The program also contains a mentor-protégée component. There are no set-asides or geographical preferences in the new program. Atlanta Ordinance 00-0-1859 (2001). The program has not been challenged as of this date.

¹⁰⁵ *Builders Association of Greater Chicago v. County of Cook*, 123 F. Supp. 2d 1087 (ND IL 2000).

¹⁰⁶ *Webster v. Fulton County*, op.cit., *Contractors Assn. of Eastern Penn v. Philadelphia*, op.cit.; *Engineering Contractors Ass'n of South Florida, Inc.*, 122 F.3d at 914.

¹⁰⁷ *Concrete Works IV*, at 69

¹⁰⁸ *Contractors Ass'n of Eastern Pennsylvania v. Philadelphia*, 91 F.3d 586, 602 (3d Cir 1996); see also *Webster v. Fulton County*, 51 F. Supp. 2d 1354 (ND GA 1999).

recent Cook County litigation.¹⁰⁹ *Concrete Works IV*, however, expressly cited evidence from contractors that were used for business with the City of Denver but not used by the same prime contractors for private sector contracts.¹¹⁰

Third, as raised in the Cook County case, is evidence that prime contractors simply do not solicit M/WBEs as subcontractors sufficient evidence of discrimination, or is it necessary to provide evidence that there is discrimination in hiring M/WBE subcontractors?¹¹¹ The court argued that evidence of failure to solicit M/WBEs was not the same as evidence of being denied the opportunity to bid. The court also stated that the anecdotal testimony was sufficient only to make the case against a few prime contractors. In other words, anecdotal evidence does not constitute evidence of systematic bias in the industry as a whole, neither does it establish that a general contractor awarded contracts to non-M/WBEs less qualified than M/WBEs, or non- M/WBEs who bid a higher price for work.

Fourth, is evidence of private sector analysis simply another form of “societal discrimination” that lacks the specificity required by *Croson*? In *Engineering Contractors* one component of the factual predicate was a study that compared entry rates into the construction business for M/WBEs and non-M/WBEs. The analysis provided evidence that minorities and women entered the construction business at (statistically significant) rates lower than would be expected, given their numerical presence in the population and human and financial capital variables. The study argued that those disparities that persisted after the appropriate statistical controls were applied most likely the result of current and past discrimination.¹¹² But in Dade County, the court criticized this material for reliance on census data and the lack of particularized evidence of active or passive discrimination by Dade County.¹¹³

¹⁰⁹ *Builders Assn of Greater Chicago v. County of Cook*, 2001 U.S. App. LEXIS 15066 (7th Cir 2001).

¹¹⁰ *Concrete Works IV*, at 69.

¹¹¹ *Builder Assn of Chicago v. Cook County*, 123 F.Supp. 1087 (ND IL 2000).

¹¹² *Id.* at 1573

¹¹³ *Engineering Contractors Ass’n of South Florida, Inc.*, 122 F.3d at 914.

Fifth, is evidence of a decline in M/WBE utilization following a change in or termination of an M/WBE program relevant to establishing a factual predicate for an M/WBE program? The Appeals Court in *Concrete Works IV* did find that such a decline in M/WBE utilization is evidence that prime contractors are not willing to use M/WBEs in the absence of legal requirements.¹¹⁴ However, in *AGC v. Columbus*, the district court noted that M/WBE utilization would have to fall below M/WBE availability in order to show that the M/WBE program was not simply artificially propping up M/WBE utilization.¹¹⁵

Finally, is evidence of capital market discrimination relevant to determining whether or not there is private sector discrimination? Discrimination in commercial lending also adversely affects the competitiveness of M/WBEs by raising their costs. In *Concrete Works III*, Denver presented evidence of discrimination in the Denver metropolitan area commercial lending market. Denver argued that M/WBEs were denied business loans, based in part on race, and that Denver city government was a passive participant in this discrimination because Denver had placed its funds into some of those institutions. The District Court in *Concrete Works III* found the evidence of discrimination in business lending unpersuasive.¹¹⁶ However, in *Adarand v. Slater* the Appeals Court in the Tenth Circuit cited evidence of capital market discrimination as relevant to establishing the factual predicate for the federal DBE program.¹¹⁷ And the Appeals Court in the Tenth Circuit, in overturning the district court decision in *Concrete Works III*, argued again that barriers to business formation were relevant to establishing a factual predicate for an M/WBE program insofar as credit market evidence demonstrated that M/WBEs are “precluded from the outset from competing for public construction contracts.”¹¹⁸

¹¹⁴ *Concrete Works IV* at 95.

¹¹⁵ *AGC v. Columbus*, 936 F. Supp. 1363 (SD Ohio 1996) (vacated on procedural grounds).

¹¹⁶ *Concrete Works III*, at 1072.

¹¹⁷ *Adarand v. Slater*, DC No 90-K-1413 (10th Cir 2000).

¹¹⁸ *Concrete Works IV*, at 72. Along these same lines, the Circuit Court in the Tenth Circuit also found evidence—from a regression analysis of census data—of disparities in self-employment and income from self-employment as relevant to showing barriers to M/WBE formation. *Id* at 78.

2.8 To Withstand Strict Scrutiny, an MBE Program Must Be Narrowly Tailored to Remedy Identified Discrimination

The discussion of the compelling interest in the court cases has been extensive, but the key issue is narrow tailoring. As David Straus, a law professor at the University of Chicago, noted when the Supreme Court first ruled on *Adarand* in 1995:

*The requirement that an interest be “compelling” is seldom what defeats a statute; over the years, the Supreme Court has found an enormous range of government interests to be “Compelling.” It is the requirement that a measure be “necessary” or “narrowly tailored” that has proved difficult to satisfy. States seldom have a difficult time advancing some obviously important interest that is arguably or plausibly promoted by a challenged law. What makes strict scrutiny effective is that it is difficult to show that the measure is an especially good way of promoting that objective.*¹¹⁹

In line with this insight, the judicial review of many state and local M/WBE courts typically states that even if a compelling interest for the M/WBE program is found, the program is not narrowly tailored. This was the conclusion of the Third Circuit in *Contractors Association of Eastern Pennsylvania*.¹²⁰

But at the same time, the federal courts (in *Adarand v. Slater*, *Sherbrooke Turf*, *Gross Seed*, and *Western States Paving*)¹²¹ have found that the new DBE program, established pursuant to the regulations (49 CFR, Part 26), issued under The Transportation Equity Act (TEA-21) (1998) is narrowly tailored to serve a compelling interest. Previously, the federal court had ruled that there was a factual predicate for the federal DOT DBE program, but the program was not narrowly tailored.¹²² These rulings provide some guidance as to what program configurations the courts will judge to be narrowly tailored.

¹¹⁹ David Strauss, Affirmative Action and the Public Interest, *Supreme Court Review* (1995), at 29-30.

¹²⁰ *Contractors Association of Eastern Pennsylvania, Inc., v City of Philadelphia*, 91 F.3d at 605.

¹²¹ *Adarand v. Mineta*, U.S. Supreme Court, *per curiam*, November 27, 2001; *Sherbrooke Sodding v. MDOT* (2001 US Dist Lexis 19565) (November 14, 2001); *Sherbrooke Turf v. MDOT* (2003 U.S. App. LEXIS 20287); *Gross Seed v. Nebraska Department of Roads*, Case No. 4:00CV3073 (NB 2002); *Western States Paving v. Washington DOT*, Case No. C00-5204-RBL (WA 2003).

¹²² In 1998 in *Sherbrooke I* the Minnesota district court had ruled that while there was a compelling interest for the DBE program the program was not narrowly tailored. In 1996, before the new DBE regulations, the district court in Colorado, upon remand from the 1995 U.S. Supreme Court, had made a similar ruling in *Adarand v. Pena*.

Courts have identified the following elements of narrow tailoring remedial race-conscious programs:¹²³

- the utilization of race-neutral alternatives;
- the relationship between remedial goals and availability;
- program flexibility;
- the relationship between the remedies and the beneficiaries of those remedies;
- the impact on innocent third parties; and
- limited duration and/or periodic review.

2.8.1 Race-Neutral Alternatives

Concerning race-neutral alternatives, the Supreme Court in *Croson* concluded that a governmental entity must demonstrate that it has evaluated the use of race-neutral means to increase minority business participation in contracting or purchasing activities.¹²⁴ Typical race neutral schemes include the elimination of pre-qualification requirements, breaking down the size of projects, bond guarantees programs, prompt payment ordinances, mentor-protégé programs, and outreach and instructional resources. In *Webster*, the court criticized Fulton County for not considering such race-neutral alternatives in the 20 years of the program.¹²⁵

In this area the courts have found the new DBE regulations to be narrowly tailored, particularly because of the emphasis that a granting agency “must meet the maximum feasible portion of [its] overall goal by using race-neutral means of facilitating DBE participation.”¹²⁶ Moreover, Congress explicitly considered race-neutral alternatives before

¹²³ Pre-*Croson* case; see *U.S. v. Paradise*, 480 U.S. 149, 171 (1987).

¹²⁴ *Croson*, 488 U.S. at 507.

¹²⁵ *Webster*, 51 F.Supp. 2d at 1380. See also *Contractors Assn of Eastern Pennsylvania v. City of Philadelphia*, 91 F.3d at 609. *Drabik*, 214 F.3d at 738.

¹²⁶ *Adarand v. Slater*, at 21 [citing 49 CFR Sec 26.51(a)(2000)].

adopting TEA-21. However, strict scrutiny does not mandate that every race-neutral measure be considered and found wanting.¹²⁷

2.8.1.1 What Constitutes a Race-Specific and Gender-Specific Business Preference Program?

Following the termination of M/WBE programs, a variety of approaches have been used to address M/WBE underutilization. Sometimes it is not clear what constitutes a race-neutral program.

2.8.1.2 Racial Classifications

Even after program termination an agency may continue to use racial classifications. So the question arises: Does the mere use of racial classifications violate race neutrality? The California Appeals Court for the Third Appellate District argued in *Connerly v. State Personnel Board*¹²⁸ that simply because a law is race conscious does not mean that it necessarily invites strict scrutiny. The *Connerly* court gave the example of a law prohibiting racial discrimination in employment as being race conscious but as not being subject to strict scrutiny. Nevertheless, other racial classifications standing alone might trigger strict scrutiny. For example, the *Connerly* court indicated that granting a rebuttable presumption of disadvantage accruing to any ethnic group is still a racial preference, at least for purposes of Proposition 209, because one group must prove its disadvantage relative to nonminority male vendors.

Another variation on the theme of racial classification is the practice of agency tracking of M/WBE spending. (Under Virginia state law state agencies must report certain information on M/WBE utilization to the Virginia Department of Minority Business Enterprise.)¹²⁹ There are differences among the courts as to whether agencies can even report M/WBE spending. In *Barlow v. Davis*, the California Court of Appeals upheld the

¹²⁷ *Coral Construction*, 941 F.2d at 923, "While strict scrutiny requires serious, good faith consideration of race-neutral alternatives, strict scrutiny does not require exhaustion of every possible such alternative"; see also *AGC of California*, 950 F.2d at 1417.

¹²⁸ *Connerly v. State Personnel Board*, 92 Cal. App.4th 16 (2001) relying on the U.S. Supreme Court voting rights decision in *Shaw v. Reno*, 509 U.S. 630, 647 (1993).

¹²⁹ Virginia Code Section 2.1-64.38.

governor's executive order preventing the State of California from collecting and reporting of data on M/WBE utilization. For the *Barlow* court the reporting requirement could not be severed from the affirmative action statute and was thus in violation of Proposition 209.¹³⁰ Similarly, the *Connerly* court found that the reporting scheme for the state community college system was "entirely bound up and intermixed with the success of the preferential hiring scheme" and hence an integral part of the unconstitutional preference program.¹³¹ In a non-Proposition 209 case, the federal court prohibited the City and County of Denver from reporting M/WBE spending following the decision in *Concrete Works*.¹³² As noted earlier, this ruling was overturned by the Court of Appeals for the 10th Circuit. No other M/WBE case (outside of the Proposition 209 cases) prohibited tracking M/WBE spending following program termination. And in the settlement of some cases, tracking of M/WBE spending was in fact required.¹³³

2.8.2 Relationship of Goals to Availability

Narrow tailoring under the *Croson* standard requires that remedial goals be in line with measured availability. For example, in *Webster* the district court found that the 35 percent goal was not adequately justified, particularly given the statistically insignificant disparities.¹³⁴ Similarly, in *Engineering Contractors* the district court noted that Dade County's "participation goals do not have a reasonable basis given the County's own evidence concerning MWBE's participation in the construction SIC categories."¹³⁵

¹³⁰ *Barlow v. Davis*, 72 Cal. App.4th 1258, 1260 (1999).

¹³¹ *Connerly v. State Personnel Board*, at 61. At the same time, in *Connerly* the California appeals court observed that tracking outcomes by race as a vehicle for detecting discrimination does not grant a preference in violation of Proposition 209.

¹³² Order on Defendant's Post Trial Motions, *Concrete Works of Colorado v. City and County of Denver*, Civil Action No. 92-M-21, (March 29, 2000) ("The court also finds that provisions of Division 3 relating to the collection of data on MBEs and WBEs and the certification of MBEs and WBEs are not severable from the rest of Division 3 because they are linked fundamentally to the function and purpose of the unconstitutional goals program.")

¹³³ *Prior Tire v. Atlanta Public Schools*, No. 1-95-CV-825-JEC (ND GA 1997).

¹³⁴ *Webster*, 51 F.Supp.2d at 1379, 1381.

¹³⁵ *Engineering Contractors, v. Dade County*, 943 F.Supp 1546, 1583 (SD Fla 1996).

In contrast, the courts have upheld the goal setting process for the DOT DBE program. The DOT DBE regulations require that goals be based on one of several methods of measuring DBE availability.¹³⁶ Moreover, there are built-in mechanisms to ensure that DBE goals are not set excessively high relative to DBE availability. For example, DBE goals are not even permitted if the overall goal is met for two consecutive years by race-neutral means.¹³⁷ And DBE contract goals must be reduced if overall goals have been exceeded with race-conscious means for two consecutive years.¹³⁸

2.8.3 Flexibility

The two elements of flexibility are waivers and project goals that prevent a program from constituting a set quota. *Croson* favorably mentioned the contract-by-contract waivers in the federal DBE DOT program. Virtually all MBE programs have this waiver feature in their enabling statutes. For instance, King County's program permitted prime contractors to request a waiver of the MBE participation requirement when a non-MBE was the sole source of a good or service, or if no MBE was otherwise available or competitively priced. In addition, under the preference method, if no MBE could price within 5 percent of the lowest bidder, a non-MBE was awarded the contract. Therefore, the Ninth Circuit concluded, "King County's MBE program is not facially unconstitutional for want of flexibility."¹³⁹

Similarly, it is important that project goals are not rigidly set. For example, the DOT DBE program provides for the setting of aspirational, not mandatory, goals. Quotas are expressly forbidden by the DBE regulations. Recipient agencies are no longer bound to the national 10 percent goal. For example, in *Sherbrooke Turf* the state DOT had an M/WBE goal of 10 percent on one project and 1.2 percent on another project. In the new DBE regulations, overall goals are simply a framework for setting contract goals, if any. Goals are

¹³⁶ 49 CFR, Section 26, Part 45

¹³⁷ 49 CFR, Section 26, Part 51(f)(3).

¹³⁸ 49 CFR, Section 26, Part 51(f)(4).

¹³⁹ *Id.* at 925.

not required on every contract.¹⁴⁰ In fact, states are permitted to opt out of the goals (altogether nine state recipients have opted out of the program).¹⁴¹ DBE goals are set based on local data regarding DBE availability.

2.8.4 Overinclusion

Narrow tailoring also involves limiting the number and type of beneficiaries of the program. As noted above there has to be evidence of discrimination to justify a group-based remedy for a particular group.

The regulations covering certification mean that the DBE program does not provide blanket protection to minorities. And DBEs must be present in the local market. There is some suggestion from the Supreme Court in *Adarand* that individual inquiry into disadvantage may be required for narrow tailoring with reference to the personal net worth requirements in the DOT DBE regulations.¹⁴²

Another aspect of the overinclusion issue is that the MBE program must be limited in its geographical scope to the boundaries of the enacting jurisdiction.¹⁴³ The Supreme Court in *Croson* indicates that a local agency has the power to address discrimination only within its own marketplace. One fault of the Richmond MBE programs was that minority firms were certified from around the United States.¹⁴⁴ In *Coral Construction*, the Ninth Circuit concluded that the King County MBE program failed this aspect of the narrow tailoring requirement. Specifically, the definition of MBEs eligible to benefit from the program was deemed overbroad because it included MBEs having no prior contact with King County who could not demonstrate that discrimination occurred "in the particular geographic areas in which it operates."¹⁴⁵ This MBE definition suggested that the program was designed to eradicate

¹⁴⁰ 49 CFR, Section 26, Part 51(e)(2).

¹⁴¹ See www.osdbuweb/dot.gov/business/dbe/fhwagoal.html

¹⁴² *Adarand VII*, slip op. at 21-22.

¹⁴³ *Id.*

¹⁴⁴ *Croson*, 488 U.S. at 508.

¹⁴⁵ *Id.*

discrimination not only in King County but also in the particular area in which a nonlocal MBE conducted business. In essence, King County's program focused on the eradication of discrimination in any jurisdiction, which is clearly beyond the power of the state or local entity. The court concluded, therefore, that since "the County's interest is limited to the eradication of discrimination within King County, the only question that the County may ask is whether a business has been discriminated against in King County."¹⁴⁶

In clarifying another important aspect of the narrow tailoring requirement, the court in *Croson* defined the issue of eligibility for MBE programs as one of participation, not location. For an MBE to reap the benefits of an affirmative action program, the business must have been discriminated against in the jurisdiction that established the program.¹⁴⁷ As a threshold matter, before a business can claim to have suffered discrimination, it must have attempted to do business with the County.¹⁴⁸ It is significant that "if the County successfully proves malignant discrimination within the King County business community, an MBE would be presumptively eligible for relief if it had previously sought to do business within the County."^{149, 150} Consequently, the presumptive rule requires that the enacting governmental agency establish that systemic discrimination exists within its jurisdiction and that the MBE is, or attempted to become, an active participant in the agency's business community.

2.8.5 Burden on Third Parties

Narrow tailoring also necessitates limiting the burden of the program on third parties. Waivers are one tool that serves this purpose. Another tool is the good faith compliance provisions in the DBE regulations that allow prime contractors to not meet the goal if they attempted to comply in good faith.¹⁵¹ Finally, the DOT DBE regulations seek to reduce the

¹⁴⁶ *Id.*

¹⁴⁷ *Id.*

¹⁴⁸ *Id.*

¹⁴⁹ *Id.*

¹⁵⁰ *Id.*

¹⁵¹ 49 CFR, Section 26, Part 53.

program burden on non-DBEs by avoiding DBE concentration in certain industries or subspecialties,¹⁵² and allowing for the inclusion of nonminority DBEs in the DBE program itself.

2.8.6 Program Duration

Since the equal protection clause does not foresee that M/WBE goal programs will be established in perpetuity narrow tailoring requires some form of sunset provision. In *Webster v. Fulton County* the district court noted that the program had been in place for 20 years with no contemplation of expiration.¹⁵³

The DOT DBE also established a variety of sunset and program termination provisions. First, the program as a whole was to sunset in 2004. Second, DBEs could participate in the program for only ten and a half years. Third, annual certification involving personal net worth and business size limitations was required to ensure continued program eligibility.¹⁵⁴ Finally, the program was to be terminated if it meets annual DBE goals for two years entirely through race-neutral means.

2.9 Small Business Procurement Preferences

Small business procurement preferences have existed since the 1940s. The first small business program had its origins in the Smaller War Plants Corporation (SWPC) established during World War II.¹⁵⁵ For the purpose of channeling war contracts to small businesses. In 1947, Congress passed the Armed Forces Procurement Act, declaring: "It is the policy of Congress that a fair proportion of the purchases and contracts under this

¹⁵² 49 CFR, Section 26, Part 33.

¹⁵³ *Webster v. Fulton County*, 51 F.Supp. at 1382. It is interesting to note that there were no sunset provisions in the University of Michigan Law School admissions program upheld in *Grutter*.

¹⁵⁴ A provision cited favorably in *Gross Seed v. Nebraska Department of Roads*, at 19.

¹⁵⁵ See, generally, Thomas J. Hasty III, "Minority Business Enterprise Development and the Small Business Administration's 8(a) Program: Past, Present, and (Is There a) Future?" *Military Law Review* 145 (Summer 1994): 1-112.

chapter be placed with small business concerns."¹⁵⁶ Continuing this policy, the 1958 Small Business Act required that government agencies award a "fair proportion" of procurement contracts to small business concerns.¹⁵⁷ The regulations were designed to implement this general policy.¹⁵⁸

Section 8(b)(11) of the Small Business Act authorized the SBA to set aside contracts for placement with small business concerns. The SBA has the power:

*to make studies and recommendations to the appropriate Federal agencies to insure that a fair proportion of the total purchases and contracts for property and services for the Government be placed with small-business enterprises, to insure that a fair proportion of Government contracts for research and development be placed with small-business concerns, to insure that a fair proportion of the total sales of Government property be made to small-business concerns, and to insure a fair and equitable share of materials, supplies, and equipment to small-business concerns.*¹⁵⁹

Every acquisition of goods and services anticipated to be between \$2,500 and \$100,000 is set aside exclusively for small business unless the contracting officer has a reasonable expectation of fewer than two bids by small businesses.¹⁶⁰

2.9.1 Challenges to Federal Small Business Procurement Programs

There has been only one constitutional challenge to the long-standing federal SBE programs. In *J. H. Rutter Rex Manufacturing v. United States*,¹⁶¹ a federal vendor unsuccessfully challenged the Army's small business set-aside as in violation of the due process clause of the Fifth Amendment to the U.S. Constitution, as well as the Administrative Procedures Act and the Armed Forces Procurement Act.¹⁶² The vendor argued that the small business program deprived it of a property interest without due

¹⁵⁶ 10 U.S.C. § 2301 (1976).

¹⁵⁷ 15 USC 631(a).

¹⁵⁸ See 32 C.F.R. §§ 1-701.1 to 1-707.7.

¹⁵⁹ 15 U.S.C. § 637(b)(11).

¹⁶⁰ *Federal Acquisition Regulations* 19.502-2.

¹⁶¹ 706 F.2d 702(5th Cir 1983), cert denied 464 U.S. 1008 (1983).

¹⁶² Administrative Procedures Act, 5 U.S.C. §§ 552(a)(1)(E) (1976) and the "fair proportion" language of the Armed Forces Procurement Act, 10 U.S.C. § 2301 et seq. (1976), and the Small Business Act, 15 U.S.C. § 631 et seq. (1976).

process of law because the program reduced the number of contracts on which larger vendors are able to bid.¹⁶³

The federal appeals court held that there is not a constitutional right granted to private vendors to contract with the government on the basis of competitive bidding,¹⁶⁴ observing that, "We are unaware of a single independent source in either state or federal law which would support Rutter Rex's claim of a Fifth Amendment property entitlement to participate in the awarding of government contracts."¹⁶⁵ Moreover, the "Supreme Court has long recognized the special judicial deference due administrative agencies in the area of procurement,"¹⁶⁶ and that the government, like private individuals and businesses, has the power "to determine those with whom it will deal, and to fix the terms and conditions upon which it will make needed purchases."¹⁶⁷ Similarly, the Comptroller General has interpreted the Small Business Act as allowing for premium prices to be paid to small businesses.¹⁶⁸

The court held that classifying businesses as small was not a "suspect classification" subject to strict scrutiny. Instead the court ruled:

*Since no fundamental rights are implicated, we need only determine whether the contested socioeconomic legislation rationally relates to a legitimate governmental purpose... Our previous discussion adequately demonstrates that the procurement statutes and the regulations promulgated thereunder are **rationally related** to the sound legislative purpose of promoting small businesses in order to contribute to the security and economic health of this Nation.¹⁶⁹ (emphasis added)*

¹⁶³ Congressional opponents of small business set-asides had made a similar Fifth Amendment argument in 1961-62 when legislation was introduced to repeal small business set-asides at the behest of the Association of General Contractors of America (AGCA). See Jonathon Bean, "Big Business and Affirmative Action" (2001), pages 29-31.

¹⁶⁴ See also *Ray Baillie*, 477 F.2d at 709 ("There is no constitutional duty to offer government procurement contracts for competitive bidding."); *Crown Zellerbach Corp. v. Marshall*, 441 F. Supp. 1110 (E.D.La.1977) (denying preliminary injunction requiring government to contract with firms not meeting standard for affirmative action plan).

¹⁶⁵ *J. H. Rutter Rex Manufacturing*, at 713.

¹⁶⁶ *J. H. Rutter Rex Manufacturing*, at 707 [citing *Perkins v. Lukens Steel Co.*, 310 U.S. 113, 127-28 (1940)].

¹⁶⁷ See also *Perkins*, 310 U.S. at 127, 60 S. Ct. at 876.

¹⁶⁸ *Osmose Wood Preserving Co.*, 78-2 CPD Para 24 (Oct. 23, 1978).

¹⁶⁹ *J. H. Rutter Rex Manufacturing*, at 730. See also *Dandridge v. Williams*, 397 U.S. 471, 90 S. Ct. 1153, 25 L. Ed. 2d 491 (1970).

Consequently, the rational relationship test is a more relaxed standard of judicial review that holds that the courts will not second guess a legislative enactment if a rational basis is provided for the rule in question.

Other dicta in subsequent U.S. Supreme Court cases also established that small business procurement programs were subject to a relaxed standard of judicial review. For example, in *Adarand v. Peña*, the U.S. Supreme Court observed that:

The Government urges that "[t]he Subcontracting Compensation Clause program is . . . a program based on disadvantage, not on race," and thus that it is subject only to "the most relaxed judicial scrutiny." [Brief for Respondents 26.] To the extent that the statutes and regulations involved in this case are race neutral, we agree.¹⁷⁰ (emphasis added)

On the other hand, there was one case where the Comptroller General did object to a specific set-aside (not small business set-asides in general), in which a small company dominated a market because of its unique capacity to meet government needs.¹⁷¹ In this instance the firm was deemed to be small in absolute terms but not relative to other firms in its market niche.

Despite challenges based on case law, a number of state and local governments have maintained small business preference programs for many years.¹⁷² No state or district court cases have overturned a state and local small business reference program, per se. One reason for the paucity of litigation in this area is that there is not significant organizational opposition to SBE programs, such that there are no reported cases of AGC litigation against local SBE programs. And the legal foundations that have typically sued M/WBE programs have, in fact, had the opposite effect of promoting SBE procurement preference programs as a race-neutral substitute for M/WBE programs.¹⁷³

¹⁷⁰ *Adarand v. Peña*, 513 U.S. 1108 (1995).

¹⁷¹ *Charles Beseler*, 62 Comp Gen. 637 (1983).

¹⁷² For example, Florida started a small business preference program in 1985 (FL St Sec. 287), Minnesota in 1979 (Mn Stat 137.31), New Jersey in 1993 (N.J.S.A 52:32-17).

¹⁷³ See, e.g., Southeastern Legal Foundation, "Race Neutral Alternatives for the City of Atlanta M/WBE Program" (July 1999) (promoting Miami's SBE goals program), www.southeasternlegal.org/library/aa/specialreportaa; see also Pacific Legal Foundation, Press Release re Los Angeles County, May 2001 ("There's no problem with the county's affirmative action program in contracting to the extent its goals include greater participation of 'disadvantaged and disabled veteran-owned businesses.'") www.pacificlegal.org/press_releases

2.10 Conclusions

When developing and implementing a race- or gender-conscious program, it is necessary to understand the ramifications of case law established by the federal courts. These cases have established specific factors to be addressed for such programs to withstand judicial review. Before instituting affirmative action programs, the governmental entity involved must engage in a specific fact-finding process to compile an evidentiary foundation. It is also important to understand the kinds of evidence to provide a sufficient factual predicate for a race- or gender-conscious program. Ultimately, MBE and WBE programs can prevail legally if enacting jurisdictions comply with the requirements outlined by the Supreme Court and other relevant lower court cases. On the one hand, although, federal DBE programs have been required to meet the specifications of narrow tailoring. SBE programs face negligible risk of attack on these and other constitutional grounds.

**3.0 REVIEW OF CONTRACTING
POLICIES, PROCEDURES, AND
PROGRAMS**

3.0 REVIEW OF CONTRACTING POLICIES, PROCEDURES, AND PROGRAMS

The following sections review New Jersey's procurement policies and procedures in three categories of purchase—Professional Services, Goods and Commodities, and Other Services—and implications for their impact on the utilization of small, minority, and women business enterprises. The goal is to provide a description of the procurement and contracting environment in which small, minority, and women business enterprises (S/M/WBEs) operate; to identify procurement barriers to M/WBE utilization, if any; to provide background for the data analysis; and to lay a foundation for the report recommendations. We will also discuss the structure and operations of the New Jersey S/M/WBE programs in operation during the study period and race-neutral efforts currently in place, including the state's small business enterprise (SBE) set-aside program.

Section 3.1 describes the methodology used to conduct the review of contracting policies, procedures, and programs. Sections 3.2 through 3.4 present programs and procurement methods relative to small, women, and minority-owned businesses.

3.1 Methodology

This section describes the methodology for our analysis of the state's contracting and purchasing policies. Descriptions are also provided for New Jersey's race- and gender-based programs, the state's race- and gender-neutral programs, and the vendor certification process. The focus of this review is on elements of the purchasing process, including remedial programs that impact M/WBE utilization.

During January and February of 2004, MGT conducted 40 interviews with current staff representing state authorities, agencies, commissions, colleges and universities,

and departments. MGT's Interview Guide for Staff is provided in Appendix B. The analysis included the following steps.

- Collect, review, and summarize the state's contracting and purchasing policies currently in use and discuss with purchasing agents changes in contracting and purchasing policies during the study interval and their effects on remedial programs.
- Conduct interviews with state contracting and purchasing staff and officials to determine how existing contracting and purchasing policies have been implemented. MGT conducted interviews with state management and staff regarding the application of policies, discretion in the use of policies, exceptions to written policies and procedures, and the impact of policies on users.
- Review applicable state statutes, regulations, resolutions, and policies that guide the remedial programs. Discuss with appropriate personnel in the state, as well as program participants, the operations, policies, and procedures of the remedial programs. Discuss changes over time in the remedial program.

MGT also collected and reviewed copies of previous disparity studies conducted in New Jersey and neighboring states (e.g., the 1993 disparity study of New Jersey's Public Works Procurement and Construction Contracts; MGT's 2003 New York/New Jersey Port Authority Disparity Study; MGT's 2003 Newark Public Schools study, and MGT's Nassau County, New York Disparity Study). State documents collected and reviewed for this portion of the study are presented in **Exhibit 3-1**.

**EXHIBIT 3-1
DOCUMENTS REVIEWED AS PART OF POLICY AND PROCEDURES REVIEW**

Index	Description
1.	New Jersey Commerce and Economic Growth Commission, <i>1999 Annual Report</i>
2.	New Jersey Commerce and Economic Growth Commission, <i>Fiscal Year 2002 Annual Report</i>
3.	State of New Jersey Department of Commerce and Economic Development, <i>Doing Business in New Jersey</i> , (January 1998)
4.	State of New Jersey Circular Letter No. 00-13-DPP (PC-23-I), <i>Revised Procurement Circular – Direct Purchase Authorization</i> (April 14, 2000)
5.	New Jersey Commerce and Economic Growth Commission, MBE/WBE Certification Application
6.	New Jersey State Statutes, Chapter 11, <i>Women Owned and Minority Owned Businesses</i> (May 18, 1998)
7.	State of New Jersey Circular Letter No. 96-18-OMB, <i>Payments to Vendors</i>
8.	New Jersey Department of the Treasury, Interoffice Memorandum, <i>Adjustment to Public Bidding Threshold</i> (June 20, 2001)
9.	New Jersey Department of the Treasury, Interoffice Memorandum, <i>Adjustment to Public Bidding Threshold</i> (November 8, 2000)
10.	New Jersey State Statute, Chapter 32, Title 52:32-21, <i>Percentages of Contracts for Small, Minority, and Female Businesses</i>
11.	New Jersey State Statute, Chapter 32, Title 52:32-24, <i>Designation of Small Business, Minority Business and Female Business Bidders</i>
12.	New Jersey State Statute, Chapter 32, Title 52:32-23.1, <i>Selective Assistance Vendor Information Database; Eligibility for Set-Aside Program</i>
13.	New Jersey State Statute, Chapter 34, Title 52:34-12.2, <i>State Contracts to Comply with MacBride Principles of Nondiscrimination in Employment</i>
14.	New Jersey Commerce and Economic Growth Commission, <i>Small Business Vendor Registration Form</i>
15.	Executive Order No. 66(1978), Chapter 9, <i>Goods and Services Contracts for Small Businesses, Minority Businesses, and Female Businesses</i> , signed in 1992; expires March 26, 2003
16.	New Jersey Small Business Development Center, <i>NJSBDC Strategic Plan 2000 – 2005</i>
17.	New Jersey State Statute, Chapter 12, Title 17:12 et al., Subchapter 1A, <i>Procurement Methodology</i>
18.	New Jersey State Statute, Chapter 12, Title 17:12-1.1, Subchapter 1, <i>Description of Organization</i>
19.	Sean McManus, <i>The MacBride Principles</i> , December 1997
20.	State of New Jersey Circular Letter No. 96-02-OMB, <i>Purchase of Goods or Services from State Colleges and Universities</i>
21.	New Jersey State Statute, Chapter 32, Title 52:32-21 et al., <i>Goals</i>
22.	New Jersey State Statute, Chapter 12 et al., <i>Division of Purchase and Property: Purchase Bureau and Contract Compliance and Administration Unit; Surplus Property Unit, Computer Distribution</i>
23.	State of New Jersey Local Public Contracts Law, N.J.S.A 40A:11-1 et seq.
24.	State of New Jersey Circular Letter No. 00-03-DPP/OIT, <i>Procurement of Information Technology (IT) Hardware, Software and Related Services</i> .
25.	New Jersey Commerce and Economic Growth Commission, <i>Small Business Owner Letter</i> (August 2003)
26.	New Jersey Commerce and Economic Growth Commission, <i>Annual Verification Form</i>
27.	New Jersey State Statute, Chapter 11, Title 40A:11-5, <i>Exceptions</i>
28.	Jason Miller, "How OMB Will Limit Contract Bundling," <i>Government Contracting News</i> , October 30, 2002.
29.	New Jersey State Statute, Title 12A:9-1, Chapter 9, <i>Development of Small Businesses and Women and Minority Businesses</i>
30.	<i>Final Report, State of New Jersey Governor's Study Commission on Discrimination in Public Works Procurement and Construction Contracts</i> , February 22, 1993.

3.2 Remedial Programs

3.2.1 Historical Background

The State of New Jersey enacted the Small Business Assistance Act in 1981 (PL 1981, Ch. 283). However, it was not until 1983 that the Act's focus changed to encourage small business participation in state procurement by authorizing the Department of Treasury to stipulate contracts open to bid to small business firms only. This was a race- and gender-neutral program with size limitations for small businesses with 500 or fewer employees "having principal place of business in the state of New Jersey and independently owned and operated."¹

The Small Business Assistance Act was amended in 1985 to include minority and woman-owned businesses, with no employee size limitations.² The Department of Commerce and Economic Development, a Division of Development of Small Businesses and Women and Minority Businesses, was created to provide some of the following services:

- loan referral and packaging program;
- compiled vendor list;
- managerial and technical assistance;
- centralized information concerning laws and rules;
- internship programs;
- uniform certification;
- financial analysis and accounting assistance; and
- a central resource for eligible businesses in their dealings with governmental entities.³

¹ N.J.S.A52:32-17

² The Small Business Set-Aside Act was adopted as effective in 1985 to include SBEs, MBEs, and WBEs (with no employee size limitations) N.J.S.A 52:32-17.

³ New Jersey State Statute, Title 12A:9-1, Chapter 9, *Development of Small Businesses and Women and Minority Businesses*.

The Act also provided for the establishment of the Office of Women Business Enterprise and the Office of the Director of the Division for the Development of Small Businesses and Women and Minority Businesses to provide “consolidated state services” to small, minority, and women-owned businesses.

1993 State Disparity Study

In the first New Jersey disparity study conducted in 1993, it was reported that “studies have revealed that when the State purchases goods and services, a disproportionately small percentage of its contracting dollars goes to women- and minority-businesses that are capable and available to do the job.”⁴ For example, between 1984 and 1989, the state spent only 1.5 percent of its dollars with M/WBEs, whereas M/WBEs comprised between 14.7 percent and 18.5 percent of the suppliers of goods and services available. Moreover, it was reported that the Commission found women and minority businesses were underutilized for construction contracts by the State of New Jersey.

Based on the findings presented in the first disparity study, the following recommendations were made to help increase the state’s utilization of M/WBE firms.

- The Set-Aside Act for Small Businesses, Female Businesses, and Minority Businesses, N.J.S.A. 52:32-17, should be reinstated.
- M/WBE firms should receive a “fair share of benefits from economic development programs,”⁵ including target goals should be set to encourage M/WBE participation.
- A uniform reporting system should be implemented for all state agencies, requiring them to track and monitor both contracting and subcontracting activity.
- The state should sanction municipal and county governments to restore M/WBE goals and set-aside programs where evidence of discrimination has been found.

⁴ *Final Report, State of New Jersey Governor’s Study Commission on Discrimination in Public Works Procurement and Construction Contracts*, February 22, 1993, page i.

⁵ *Ibid.*, page ii.

New Jersey Commerce and Economic Growth Commission

The New Jersey Department of Commerce and Economic Development was abolished by statute in 1998 and replaced by the New Jersey Commerce and Economic Growth Commission (NJCEGC).⁶ NJCEGC works in conjunction with other state authorities, commissions, and enterprises to address the vital issues of economic growth and development.⁷ The Commission is composed of the Office of Business Advocate and Information (OBA),⁸ the Department of Client Promotion, the Department of Strategic Initiatives, and the Department of Marketing and Communications. The Commission's principal function is to oversee account management, business advocacy, international trade, economic development, travel and tourism, urban enterprise zones, and development of small/minority/woman/ business enterprises (S/M/WBEs). Pursuant to Executive Order No. 66 (1978), Chapter 9, *Development of Small Businesses and Women and Minority Businesses*, S/M/WBE development statutes were readopted May 22, 1998.⁹ The purpose of this Act was to provide services to S/M/WBEs, establish small business development centers and a small business set-aside program,¹⁰ and present educational workshops and outreach programs for small businesses.

3.2.2 Goal Setting

Until 2003, state statutes governing the small business program, as amended in 1985, established goal percentages on contracts for small, minority, and women-owned businesses. According to New Jersey State statute, "there are established goals that

⁶ New Jersey State Statute, Title 52:27H-6, Public Law 1987, c. 55.

⁷ New Jersey Commerce coordinates with the New Jersey Economic Development Authority, the Urban Enterprise Zone Authority (UEZ).

⁸ OBA assists with educating vendors on the regulatory process, handling complaints from companies, and assisting with case management.

⁹ R.1998 d.312; N.J.R. 1399(a) and 2236(a)

¹⁰ Statutorily mandated by N.J.S.A 52:32-17, et seq.

contracting agencies award at least 15 percent of their contracts for small businesses, at least 7 percent of their contracts for minority businesses, and at least 3 percent of their contracts for female businesses.”¹¹ These goals were to be “attained by direct designation of prime contracts for small business, minority business, or female business or, in the case of a prime contract not directly designated for small business, minority business, or female business...each contracting agency shall make a good faith effort to attain goals established.”¹² The goals were to be achieved autonomously. “Any given contract may be counted for the purposes of attaining the small business goal, the minority business goal, and the female business goal, but not towards more than one goal.”¹³

To achieve these goals the state statute allowed the contracting departments or agencies to set aside contracts or portions of the contract for bid to small, minority, or women-owned businesses.¹⁴ According to state statute, “Compliance with the set-aside requirements shall be calculated based upon the dollar value of the payments actually made each year to, and received by, all parties awarded State contracts by that agency.”¹⁵

3.2.3 Legal Challenges to the M/WBE Program

In March 2000, the federal district court enjoined the State of New Jersey casino set-aside program¹⁶ on the grounds that the Casino Control Commission had not been part of the 1993 New Jersey State Disparity Study. Accordingly, the court found “little evidence that the Casino Control Commission relied on particularized findings of

¹¹ New Jersey State Statute, Chapter 32, Title 52:32-21 et al., *Goals*. 1983.

¹² *Ibid.*

¹³ *Ibid.*

¹⁴ Set-aside contract is defined as a contract, or a portion of a contract when that portion is so allocated, specifically designated by a contracting agency as exclusively being available for award to either a small business, minority business, or female business.

¹⁵ New Jersey State Statute, Chapter 32, Title 52:32-22.1 et al., *Goals*.

¹⁶ *Association for Fairness in Business v. New Jersey*, 82 F. Supp. 2d 353 (2000) (enjoining the enforcement of N.J.S.A. Sections 5:12-184 through 5:12-190).

discrimination in promulgating the regulations for the set-aside program,¹⁷ adding that “there is no evidence in the record that New Jersey attempted race-neutral measures before adopting the minority set-aside program.”¹⁸

In *GEOD Corporation v. State of New Jersey, et al.*, GEOD Corporation challenged the constitutionality of New Jersey’s set-aside program in federal court,¹⁹ the outcome of which was a July 2003 permanent injunction against enforcement of the Set-Aside Act and the regulations implementing the statute insofar as they require or permit the state either to set aside contracts only for MBEs or WBEs, or to impose targets or goals for payment to MBE/WBE firms. In response on July 9, 2003, the state filed emergency amendments to conform the Set-Aside Act and its implementing rules to the Consent Decree.²⁰ By statute, the emergency amendments expired on September 7, 2003, and, through normal rulemaking procedures, adopted the Joint Adopted Concurrent Amendments to remain in effect until September 4, 2008. These amendments deleted all references to minority and women businesses and the certification process of minority and women businesses, and redefined a “small business,” based on the annual gross revenue of the firm.²¹

Following the July 2003 injunction, Executive Order No. 71 was issued by the Governor of New Jersey, increasing the set-aside for small business from 15 percent to 25 percent.²² The order also authorized agencies to utilize M/WBEs as much as possible.

¹⁷ *Ibid.*, 82 F. Supp. 2d 353, 360 (2000).

¹⁸ *Ibid.*, 82 F. Supp. 2d 353, 362 (2000).

¹⁹ *GEOD Corporation, State of New Jersey, et al.*, Civil Action No. 01-2656(SRC, U.S. District Court for the District of New Jersey.

²⁰ “A Consent Decree established that the Set-Aside Act violated the U.S. Constitution Equal Protection Clause. The decree established that the violation of the Equal Protection Clause required that a permanent injunction be entered against the state’s set aside of contracts for bidding by only minority-owned and female-owned businesses, and against the establishment of state contract dollar targets paid to minority-owned and female-owned business.” *Set-Aside Act Amended to Remove State Contract Set-Aside for Minority Owned and Female Owned Business*, John D. Cromie and John T. Fojut, www.ctg-lawfirm.com/articles/setaside.html.

²¹ The state also removed the subcontracting provisions applicable to state agencies under NJAC 12A:10A-4.1 and 17:14-4.1(d) and dropped the right to an informal hearing prior to contract award if a set-aside designation had been withdrawn.

²² N.J.A.C. 12A:10 and 17:13, Goods and Services Contracts for Small Businesses.

3.2.4 Registration and Certification

Registration

For firms to register with the State of New Jersey as SBEs, the following procedures were implemented:²³

- Any business seeking to register as a small, minority, or female business must apply to NJCEGC and pay the applied fees. Vendor registration forms are available to the state's contracting agencies.
- A business must document its "principal place of business and independent status, and, as appropriate, the number of its employees."
- Once the application has been approved, a newly registered approval notice is issued to the business and the business is added to the Department's small, minority, or female vendor lists.

For a business to be considered as a small, minority, or women contractor or subcontractor on a contract, it must apply for registration no later than one day prior to the deadline for bids being received and opened by state agencies. However, the qualification of a small, minority, or women-owned business may be challenged with a written complaint to the Commission. This challenge is applicable only to the qualifications of the business as a small, minority, or women-owned business and not to the ability to perform.

Certification

The Office of Business Services (OBS) is a division of NJCEGC²⁴ and has exclusive authority to certify eligible businesses as S/M/WBEs for the purpose of bidding on state contracts. Vendors must apply for recertification every five years and must submit an annual verification form indicating any changes regarding the status of their business. A firm's failure to comply with the Contracting and Certification Office

²³ New Jersey State Statute, Chapter 17, Title 17:13-3.1, *Certification and Registration*. Recodified from 17:13-1.4 and 1.5 and amended by R.1994 d.309, effective January 3, 1995.

²⁴ This program is authorized by New Jersey Public Law 1986 Chapter 195, Unified Certification Act, and per Regulations.N.J.A.C. 12A:11 *et seq.*

regulations results in the assignment of “inactive” status and may lead to its decertification as an S/W/MBE.

NJCEGC also participates in the Unified Certification Program authorized by New Jersey Public Law 1986 Chapter 195. The Unified Certification Act and N.J.A.C. 12A:11. requires NJCEGC to employ a unified procedure for certification of women and minority-owned businesses.

Finally, based on staff interviews, “fronts” have been an issue in the certification of businesses. “Fronts” are firms that establish a minority individual or a woman as the principal business owner when, in fact, they are operated and controlled by a nonminority male individual or group. However, the state has attempted to address this issue by conducting on-site visits and desk audits, and by requiring annual verification reports. NJCEGC generates and maintains regular certification reports with data regarding application and denial status.

New Jersey Selective Assistance Vendor Information Database

Once a business has been certified as a minority and/or women-owned business, the business is then listed in the New Jersey Selective Assistance Vendor Information system (NJSAVI/SAVI-II), an electronic database maintained by NJCEGC. The primary purpose of this database is to assist business owners in conducting business with the State of New Jersey by matching prime contractor vendors with potential subcontractors. Using NJSAVI/SAVI-II, “contracting agencies and persons bidding on, or performing, State contracts [have] access to the names of businesses...eligible to perform set-aside contracts and the department and contracting agencies [may] monitor participation by these businesses in State contracting [to obtain credit toward meeting the contracting goal.]”²⁵

²⁵ New Jersey State Statute, Title 52:32-23.1 Selective Assistance Vendor Information Database; Eligibility for Set-Aside Programs.

To be listed in NJSAVI, the vendor must complete the State of New Jersey Small Business Vendor Registration Form. NJSAVI lists vendors by name and federal identification number, and specifies the services provided by the vendor. It also details contact information (e.g., address and telephone numbers) and distinguishes vendors as small, minority, or women-owned businesses. A nonrefundable application fee of \$100 is required for a listing in NJSAVI, which currently lists approximately 6,000 S/M/WBEs.

3.2.5 Disadvantaged Business Enterprise (DBE) Program

For business owners to participate as a DBE in federally funded projects, the business must comply with the Unified Certification Affidavit and complete the small business registration process provided by the NJCEGC. New Jersey certifying agencies using the Unified Certification Affidavit for DBEs include the New Jersey Transit; the New York/New Jersey Port Authority; and the New Jersey Department of Transportation. Currently, New Jersey Transit Authority has an overall goal of 25 percent—21 percent race-conscious, and 4 percent race-neutral. In 2004, the New Jersey Department of Transportation established an overall goal of 11.5 percent for DBEs—2.9 percent race-conscious, and 8.6 percent race-neutral.

3.3 Race- and Gender-Neutral Programs

3.3.1 Small Business Enterprise (SBE) Contract Set-Aside Program

As noted earlier, the state has had a race-neutral SBE program in place since the early 1980s. In July 2003, after the M/WBE set-aside program was enjoined, the State of New Jersey revised the small business set-aside program to require that each state entity make a good faith effort to award a stated percentage of the state contracts and purchase orders to an SBE.²⁶ As established by state statute, “Each State contracting

²⁶ New Jersey State Statute, Chapter 14, Title 17:14-4.1, *Remedial Set-Aside Program Goals and Procedures*.

agency shall establish written procedures and maintain records as necessary to define, document and report its good faith efforts to attain the established set-aside contracting goals. Contracts executed under delegated purchasing authority shall be subject to set-aside provisions established by the delegating agency in its formal delegation procedures.”²⁷

Based on a mathematical average of the most recent three completed tax years, for goods and services contracts, an SBE can be registered in one of three categories of gross revenue threshold:²⁸

- Gross revenues do not exceed \$500,000; at least 5 percent of set-aside contracts must be awarded to an SBE.
- Gross revenues do not exceed \$5 million; at least an additional 5 percent of set-aside contracts must be awarded to an SBE.
- Gross revenues do not exceed \$12 million; at least another 5 percent of set-aside contracts must be awarded to an SBE.

Finally, the SBE program does not use bid preferences or mandatory joint venture requirements. In our interviews with agency procurement staff (discussed in greater detail later in the chapter), most staff could not describe compliance monitoring other than what was prescribed by the state for reporting purposes, and some agency representatives indicated that they no longer had an M/WBE staff person or that M/WBE initiatives were handled by the Procurement office.

3.3.2 Commercial Nondiscrimination Business Policy

In 1933, New Jersey enacted legislation to prohibit discrimination in public works employment. The statute provided that for every contract on behalf of the state for the construction, alteration, or repair of any public building or public work the contractor must

²⁷ New Jersey State Statute, Chapter 14, Title 17:14-4.1b, *Remedial Set-Aside Program Goals and Procedures*.

²⁸ Applicable to goods and services only.

agree not to discriminate in their hiring practices on the basis of race, creed, or color.²⁹ In 1962, the statute was revised to prohibit discrimination in the acquisition of materials, goods and supplies, or services. In 1975, P.L. 1975, c.127 was implemented to provide that “no public work contractors can be awarded nor any moneys paid until the prospective contractor has agreed to contract performance which complies with an approved affirmative action program. This law applies to...service and procurement contracts and construction contracts.”

3.3.3 Financial Assistance

The State of New Jersey provides a number of programs and services to assist small firms. The New Jersey Development Authority for Small Businesses, Minorities and Women Enterprises (NJDA) assists S/M/WBEs with financial and technical support.

Other examples of financial assistance programs include the following:

- New Jersey Transit Authority has developed a Small Business Loan Program in conjunction with Fleet Bank.³⁰ This program provides concessions regarding credit (business and personal) issues for business owners. Loans of more than \$15 million have been made over a three-year period.
- In addition to the Small Business Loan Program, the Greater Northern Consortium and New Jersey Economic and Development Authority provide “micro loans” to small business owners.
- The Regional Alliance for Small Contractors offers programs to assist small, minority, and women-owned businesses with financing and bonding for the participating firms.

3.3.4 Management and Technical Assistance

The Office of Business Advocate and Information (OBA) assists businesses with interpretations of state regulations, licensing and certification, business referrals, and compliance with regulations. In addition, NJCEGC has established the Next Step

²⁹ This statute was amended in 1945. The 1945 amendment extended the prohibition against discrimination in employment on public works to include discrimination due to “national origin or ancestry.” L. 1945, c. 171 section 1.

³⁰ Fleet is currently in the process of merging with Bank of America. In addition, New Jersey Transit formally had a strategic alliance with Summit Bank.

Workshops (Next Step I and Next Step II) to assist vendors in the procurement process who are registered and certified in the State of New Jersey as a small, minority, or women-owned business.

Collaboration with Educational Institutions

A number of county colleges offer technical certification and coursework in Small Business Management and Entrepreneurial Studies. Through its Commercial Lending Division, the New Jersey Economic Development Authority (NJEDA) has developed the Entrepreneurial Training Institute (ETI) to assist individuals with developing business plans. Once program participants of the program have completed and submitted a business plan, law, banking, accounting, marketing, and economic development professionals assess these plans. ETI also offers a Business Mentoring Program for individuals who have successfully completed the program to assist individuals with any business-related barriers they may encounter when conducting business with the state.

Private and Multiagency Efforts

Based on staff interviews, the Atlantic City Region Chamber of Commerce conducts workshops for S/M/WBEs. New Jersey Transit Authority (NJTA), Rutgers Small Development Office, Interracial Council of Business Opportunities, NY/NJ Minority Purchasing Council, and Greater Northern Consortium provide workshops for SBEs. NJTA conducts workshops often cosponsored with other state entities and chambers. Consequently, NJTA is also preparing a mentor/protégé program and some state entities have either participated in and/or conducted conferences with technical experts to provide technical assistance to SBEs.

Business Advocacy Groups

The Regional Alliance for Small Contractors is a public-private body providing training, bonding, and financing services. The Regional Alliance has a number of

programs to assist small contractors. The Regional Alliance Managing Growth program offers 30 courses taught by construction professionals covering blueprint reading, contract administration, contract law, estimation, project management, cost control, project scheduling, strategic planning, and other small business management topics. The Loaned Executive Assistance program (LEAP) enlists consultants who evaluate the ability of small firms to undertake public contracts and recommend needed changes. The Regional Alliance also operates two Business Assistance Centers to provide one-on-one technical assistance.

The New Jersey Small Business Development Centers

Created following the passage of Public Law 96-302, the New Jersey Small Business Development Centers (NJSBDC) was established in 1977 as part of a small business development center pilot project. According to its vision statement: "NJSBDC will provide entrepreneurs with practical information, skills and strategies that make measurable, positive impact on the performance of their businesses and by extension, on the communities in which they work."³¹ NJSBDC responsibilities include:

- developing and assessing business plans;
- formulating marketing plans and strategies;
- creating mentor/protégé programs;
- assisting with the development of financial statements; and
- providing educational and business resources for S/M/WBEs.

The NJSBDC is composed of 11 regional centers, 18 satellite offices, and 16 affiliate offices, all of which are funded by the United States Small Business Administration, various state entities,³² and private sector corporations.

³¹ New Jersey Small Business Development Centers, *NJSBDC Strategic Plan 2001 –2004*.

³² Some of these state entities include Rutgers University, New Jersey Commerce and Economic Growth Commission, Department of Labor, Commission on Science and Technology, regional universities, state colleges, and community colleges.

The New Jersey Development Authority

The New Jersey Development Authority (NJDA) provides two vehicles for small, women, and minority-owned businesses: a training institute, and a contractor assistance program. The Entrepreneurial Training Institute, an eight-week program, helps businesses learn the basics of business operations and business plan development, and how to qualify for financing.

3.3.5 Outreach

The State of New Jersey has partnered with the New Jersey Small Business Development Center (NJSBDC), New Jersey Institute of Technology, the Regional Alliance of small contractors, and several other organizations to establish an outreach program that identifies and encourages the participation of small, minority, or women-owned businesses to compete for state contracts, as well as other bidding opportunities. Other instances of community outreach³³ for S/M/WBEs include.

- The New Jersey Turnpike Authority partners with the Interstate Commerce Commission (ICC) to host a biannual workshop for M/WBEs.
- New Jersey Housing and Mortgage Finance Authority sponsors an annual outreach program for M/WBEs.
- In accordance with 49 CFR, Part 26, USDOT regulations, respective authorities have hosted and/or participated in several outreach programs to inform S/M/WBEs.
- Procurement staff for state colleges have membership in the New Jersey Higher Education Purchasing Association (HEPA) and the Higher Education Partnership Sustainability (HEPS), both of which sponsor workshops and other outreach efforts.
- The University of Medicine and Dentistry of New Jersey (UMDNJ) holds an annual procurement fair and awards luncheon to network major corporations with S/M/WBEs. According to university literature, UMDNJ has participated in joint venture, program, and business initiatives for S/M/WBEs for nearly 20 years.

³³ In general, staff interviewed stated that outreach programs have significantly decreased due to the GEOD case and the revised SBE set-aside program.

- The New Jersey Transit Authority established the Minority Advisory Committee (MAC) which was intact for several years. This committee was made up of the representatives from the community, M/WBEs, and major organizations in the state; however, it was deemed ineffective, and eliminated after five years.

Public Advertising and Formal Bids

Outreach through advertising can improve opportunities for small, newer firms. Public advertisement of bids requires that bids be placed in newspapers or other media for at least 10 working days prior to the bid opening date. If alterations to the advertised bid are necessary, amendments must be advertised for a minimum of 5 working days prior to the bid opening. In addition to placing advertisements in newspapers (or similar modes of advertisement), the Division of Purchase and Property must also issue notices of bid opportunities on the Division's Internet Web site.

From MGT's interviews with procurement staff, it was reported that agencies employ both local and statewide media such as *The Trenton Times*, *The Star Ledger*, *New Jersey Media*, and *The Courier Post*. Prior to July 2003, UMDNJ also placed ad campaigns in media vehicles catering to Hispanic American and African American vendors. The New Jersey Transit Authority has created the DBE hotline, mail-outs, and ad campaigns to inform S/D/M/WBE firms of bid opportunities. And, the State of New Jersey's Web site for the Department of Treasury's Division of Purchase and Property posts current contracts available with the state³⁴ and provides notification of bid opportunities and bid threshold amounts, and information on the set-aside program. Finally, other agencies maintain separate Web sites with similar information such as the South Jersey Transit Authority and the New Jersey Turnpike Authority.

Otherwise, agency Web sites seem to be minimally informative with regard to other procurement information. Although NJCEGC maintains a list of certified firms, it is

³⁴ State of New Jersey's Department of Treasury, Division of Purchase and Property, <http://www.state.nj.us/treasury/purchase/index.shtml>.

only for internal use. NJCEGC also provides basic information on how to do business with the state on its Web site, but procurement forecasts must be obtained from written reports. Among the colleges and universities, Thomas Edison State College also produces a procurement forecast available to a vendor on request.

3.4 State Procurement Policies and M/WBE Utilization

From interviews with procurement staff, there were recurrent themes pertaining mostly to informal purchases. These had to do with p-card purchases, bid waivers, state contracting, and problems with prompt payment to vendors.

3.4.1 Informal Purchases

Although the Division of Purchase and Property is the governing authority for the State of New Jersey's agency procurement, state entities are allowed some discretion in the procurement process. For instance, for bids under \$25,000, state agencies are allowed exceptions to the public bidding process. In this instance, state agencies inform vendors of opportunities by a variety of methods including solicitation of telephone quotes, written quotes, facsimile quotes, and requests for waivers. The dollar threshold and type of vehicle used to inform the vendor about upcoming opportunities varies by agency type. However, since July 12, 2004, based on staff interviews, procurement staff are no longer required to solicit M/WBEs when soliciting for quotes or telephone bids.

3.4.2 Procurement Card (P-Card)

Since 1998, state agencies have participated in a Citibank purchasing card program. The p-card program permits governmental units to use agency credit cards for small dollar purchases of goods and services,³⁵ and for transactions that are high-volume and repetitive. Currently, the State of New Jersey does not track M/WBEs

³⁵ Originally, the purchase threshold was set at \$150.

through p-card purchases, nor are there vendor lists that indicate M/WBE vendors who accept p-card purchases.

3.4.3 Bid Waivers

According to state statute, bid waivers can be granted in one of 22 categories.³⁶ In some interviews, state staff indicated a tendency to solicit incumbent vendors, typically non-M/WBEs, for informal procurement, and for emergency procurement projects granted bid waivers.

3.4.4 State Contracts and M/WBE Utilization

Purchasing goods and services from state contracts can be a time-saving device for agency buyers, but state contracts can also serve as another device to limit the participation of S/M/WBE businesses, even when those businesses provide goods or services at competitive prices and comparable levels of quality. In some interviews, state staff expressed concern that buyers are often required to use state contracts that have been extended over a period of years to the same incumbent vendors and that these incumbents are rarely SBEs or M/WBEs. Two interviewees indicated that state contracts with M/WBEs may have the effect of limiting agency utilization of M/WBEs only to these contracts. Nevertheless, SBE and M/WBE vendors are identified as such on state contracts, which also should facilitate utilization of SBEs.³⁷ Other interviewees suggest that state contracts have been an effective vehicle for the promotion of M/WBEs.

³⁶ Professional services; product services where written specifications cannot be developed; materials/supplies available only through one bidder; work done through college employees; printing of legal notices, briefs, materials, textbooks; copyrighted materials, newspapers, other audio/visual materials, library materials; food supplies and services; service through public utilities; equipment repair services or parts orders; specialized machinery or equipment; insurance; publishing of legal notices; acquisition of artifacts of historic or artistic nature; student loan collections; professional consulting services; entertainment including theatrical presentations; contracts relating to student activity fees or student funds not under direct control of the college; printing; data processing software, systems, services and equipment; personnel recruiting and advertising; educational supplies, books purchased by a college bookstore; and purchase or rental of graduation gowns, certificates, or plaques. NJSA 64-56a *et seq.*

³⁷ Based on staff interviews, M/WBEs were identified on state contracts until the implementation of the newly adopted SBE set-aside program. However, some staff have stated that M/WBEs are still identified on State contracts.

3.4.5 Prompt Payment

According to statute, the State of New Jersey is to make payments within 60 days of received goods or services or receipt of a properly executed state payment voucher.³⁸ Most agencies indicated that the internal prompt payment policy was 30 days upon receipt of properly completed documents and acceptance of goods. An agency can pay subcontractors directly, but the prevailing practice is not to get directly involved with subcontractors. The DBE plan for the Department of Transportation calls for payment to subcontractors by prime contractors to be made within 30 days of the prime's receipt of payment. Most agency staff indicated in interviews that prompt payment to vendors had not been an issue with vendors in general, or with small, women-owned, and minority-owned firms in particular.

3.5 Conclusion

Several observations can be made at this juncture regarding state procurement policy and M/WBEs:

- The State of New Jersey has clearly defined procurement policies. The majority of the state contracting agencies rely on the state's statutes and circulars as the basis for their manuals and policies.³⁹
- The state also has a long-standing tradition for implementing race- and gender-neutral purchasing incentive alternatives in conjunction with its M/WBE programs.
- The state's colleges and universities tend to be more proactive in soliciting M/WBE participation. (This was borne by our subsequent disparity analysis reported in Chapter 5.0.) however, interviewees, in general, tended to have a thorough understanding of the process of setting aside contracts on the prime contractor level, but scant knowledge of their authority to set goals at the subcontractor level, also confirmed by MGT's analysis revealing scant evidence of subcontractor utilization.

³⁸ 96-18-OMB III.A Department of the Treasury Payments to Vendors.

³⁹ It must be noted, however, that many of the state municipalities rely on the state's procurement policies as well as the state's contracts. In fact, many vendors testified that they are unable to obtain contracts in their own municipalities if they do not have a state contract number and the only way to obtain a state contract number is to be awarded a state contract.

- Procurement areas where there has been less than full competition in formal bidding, such as informal purchases, bid waivers, state contracts and p-cards, were a source of concern in staff interviews for the tendency to reinforce the preference for utilizing incumbent vendors at the expense of M/WBEs. There was some evidence in the vendor utilization data reported in Chapter 4.0 to support these assertions, primarily in the area of small (less than \$25,000) informal purchases.

**4.0 RELEVANT MARKET AREA,
UTILIZATION, AND
AVAILABILITY ANALYSES**

4.0 RELEVANT MARKET AREA, UTILIZATION, AND AVAILABILITY ANALYSES

MGT's study for the State of New Jersey documents and analyzes the participation of minority, women, and nonminority male-owned businesses in the state's procurements for five fiscal years beginning on July 1, 1999, through June 30, 2004. This chapter describes the state's relevant market areas and reports utilization and availability of minority, women, and nonminority male-owned firms. Results ultimately determine whether minority, women, or nonminority businesses were underutilized or overutilized in these procurements.

Chapter 4.0 is presented with reference to the following sections:

- 4.1 Methodology
- 4.2 Professional Services
- 4.3 Other Services
- 4.4 Goods and Commodities
- 4.5 Summary

4.1 Methodology

Section 4.1 presents an overview of the methodology for the collection of data and analysis of market areas, utilization, and availability of minority-owned and nonminority-owned firms. The descriptions of business categories and minority- and women-owned business enterprise (M/WBE) classifications are also presented, as well as the process used to determine geographical market areas, utilization, and availability of firms.

4.1.1 Business Categories

Three business categories were used to delineate the state's relevant market areas and the utilization of M/WBE and nonminority firms:

- Professional Services (excluding construction-related architectural and engineering services)
- Goods and Commodities
- Other Services

These categories were classified with reference to account codes and/or descriptions of purchases provided by the participating agencies, colleges, commissions and authorities who supplied data for this study. Each vendor payment was grouped into one of the above categories based on account code descriptions which were verified by appropriate employees familiar with each of the several accounting systems. The definitions used to group purchase orders and payments are as follows.

Professional Services:¹ Any services provided by a person or firm that are of a professional nature and requiring special licensing, educational degrees, and/or unusually highly specialized expertise, including:

- Accounting and financial services
- Advertising services
- Laboratory testing services
- Legal services
- Management consulting services
- Professional and technical services
- Technical services
- Training

Other Services: Any service that is labor intensive and not professional or construction related including, but not limited to:

- Equipment rental
- Janitorial and maintenance services
- Landfill services
- Laundry and dry cleaning
- Maintenance and repairs
- Printing
- Real property
- Security services
- Special department supplies
- Subsidy, care, and support
- Technical services
- Telecommunications
- Temporary help

¹ MGT's study of New Jersey's procurement in Professional Services was limited to non-construction-related professional services. A companion disparity study, examining construction-related procurement, will present this analysis in a separate report which includes procurement in construction-related professional services.

Goods and Commodities: Equipment and consumable items purchased in bulk, or a deliverable product including, but not limited to:

- Automobiles and equipment
- Chemicals and laboratory supplies
- Construction materials and supplies
- Equipment parts and supplies
- Fuels and lubricants
- Janitorial and cleaning supplies
- Office equipment
- Office supplies
- Radio equipment
- Special department supplies
- Technical supplies
- Tires and tubes
- Traffic signals
- Uniforms

Purchases classified as any of the following were excluded from this study:

- administrative items such as utility payments, leases for real estate, insurance, or banking transactions;
- fringe benefits such as payments for food, parking, or conference fees;
- government entities and nonprofit organizations, including state agencies and federal agencies; and
- construction and construction-related professional services.

4.1.2 M/WBE Classifications

In this study, businesses classified as M/WBEs are firms that were at least 51 percent owned and controlled by members of one of five groups: African Americans, Hispanic Americans, Asian Americans, Native Americans, and nonminority women. These groups have been defined according to the United States Census Bureau as follows:

- **African Americans:** U.S. citizens or lawfully admitted permanent residents having an origin in any of the black racial groups of Africa.
- **Hispanic Americans:** U.S. citizens or lawfully admitted permanent residents of Mexican, Puerto Rican, Cuban, Central or South

American, or other Spanish or Portuguese cultures or origins regardless of race.

- **Asian Americans:** U.S. citizens or lawfully admitted permanent residents who originate from the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands.
- **Native Americans:** U.S. citizens or lawfully admitted permanent residents who originate from any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.
- **Nonminority Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white females. Minority women were included in their respective minority category.

4.1.3 Collection and Management of Data

To determine the most appropriate data for our analyses of state procurement activity and to identify data sources, MGT conducted interviews from November 2003 through January 2004 with staff knowledgeable about procurement processes employed in each of the four administrative categories specified by the State of New Jersey: agencies, authorities, colleges, and commissions. Between December 2003 and July 2004, purchasing data was transmitted from 23 state databases, representing all four categories for the original four-year period of the study—July 1, 1999, through June 30, 2003. In July 2004, New Jersey officials authorized an additional year of analysis, extending the study to cover purchases made from July 1, 2003, through June 30, 2004. Data requested for this additional period were provided by participating entities from early July 2004 through late November 2004.²

Inasmuch as four administrative categories were reviewed—state agencies, authorities, colleges, and commissions—sources of data for the study were many and varied. For the agency category (16 agency units), payment data were extracted from the New Jersey Central Financial System (NJCFS). Procurement information pertaining

² As noted in earlier chapters, we have referred to the original four-year period of the study as the “pre-set-aside program” period, and the period from July 1, 2003, through June 30, 2004 as the “post-set-aside program” period.

to related contracts and purchase orders was extracted from the Management Acquisition Control System–Enhanced (hereafter, MACS–E). For each of the other three categories—colleges (12), commissions (3) and authorities (10)—there was no centralized source of data but, rather, data were extracted from independent accounts payable or procurement databases.

While conducting its assessment of available data from participating entities, MGT was able to determine, for the most part, that subcontractor activity for nonconstruction purchasing was rare to nonexistent, which is consistent with MGT’s experience in other disparity studies for these categories and likely germane to the finding in Chapter 3.0 regarding procurement officers’ general “lack of understanding” regarding subcontracting protocol. Indeed, no participating agency was able to chronicle subcontractor activity for these categories of purchase in agency contract files, per se. Consequently, with the approval of New Jersey’s project management team, MGT resolved to examine instances of large dollar contracts for selected professional services and to inquire of vendors directly to determine subcontractor activity from a sample of such contracts. (See discussion of verification reports below.)

Data Collection

MGT began the process of collecting state contract, purchase order, payment, and bidder data by aggregating all data provided by entities into a master list to identify the purchases authorized and made during the study period. Obviously, with so many entities involved, data capabilities varied broadly, and even changed dramatically over the period of the study within agencies as technological capabilities improved over the five-year course of the study as a function of technological improvements historically. In the case of the agency category served by the NJCFS and MACS-E databases, in general, payments were consistently linkable to a purchase order. By using information

from these systems, MGT combined each of the payments by vendor where the payment was linked to a purchase order number, and resulting total payments reflected a total PO amount by vendor by PO. Once the two data sources were combined, we eliminated any duplicate PO's and payments, which resulted in a master list of PO's and payments for all agencies. Every possible effort was made to collect 100 percent of the data from the state. MGT was able to classify these transactions into one of the three work types listed previously based on the account codes within the payment systems. By breaking down the payments into more detailed classifications, MGT was able to show a clearer picture of where the state's dollars were spent.

Data stored in the master purchase order list were as follows:

- name of firm awarded the purchase order;
- award amount of the purchase order;
- award date of the purchase order; and
- a description of the purchase order.

Data stored in the master PO/payments list were as follows:

- vendor number of the firm that was paid, which matches the vendor database provided by the state;
- vendor short name field to help identify the full vendor name;
- amount of the payment;
- date of the payment; and
- Account, Fund, and Center codes.

P-Card Purchases

P-cards are credit cards issued to public employees and used most commonly for expedient purchases of day-to-day items such as office supplies, gas, travel expenses, and other items. In this study, for the agency category, data related to P-card transactions were recorded in the NJCFS accounts payable system. For the other categories, data assessments revealed that P-card purchases were recorded variously

by internal data systems and reported to MGT (for example, among colleges and universities, Rutgers University was able to provide data for its p-card transactions). In other instances, entity P-card purchases were maintained for administrative units by private banks, which were invoiced by client agencies at regular intervals for a lump sum amount representing all P-card utilization for a given period. However, the P-card purchases were generally included in databases provided by the larger participating entities, and among other entities the total dollar amounts for all transactions during the study interval were estimated at less than 0.0001 percent of the goods and supplies payments. Consequently, MGT and state project management staff determined that concentration on the financial system payment data in which P-card purchases were recorded would capture all but a statistically insignificant dollar amount of personal discretion purchasing through P-cards, such that purchasing trends could be ascertained using data provided by the agencies. (Communication between MGT and New Jersey project managers, February 11, 2004.)

In a typical disparity study of much smaller scale and scope, MGT customarily provides its clients with a copy of its data for review and, given sufficient time for review and approval, MGT is instructed to proceed with its analysis. For this study, these data consisted of more than 3.3 million records totaling \$6.6 billion in purchases over five years. Although MGT submitted its data in October 2004 to New Jersey's project manager, as a practical matter—given severe time constraints for this study—approval was more a function of shared decisions made along the way. MGT and New Jersey's project management team conferred nearly daily throughout the study regarding the nature of available data from the dozens of entities participating in the study. These conversations led to several decisions as to how to receive and manage data from

different agencies, based on strengths and weaknesses of each administrative unit's data capabilities.

MGT's original data requests to all participating entities requested any data pertaining to purchases maintained by the entity, including contract and purchase order information and payments made to vendors, recognizing that with so many entities involved, the consistency of source data would be highly variable. These requests were consistent for all participating entities and were quite detailed. (See Appendix C for text.) In general, entity response was a function of their organizational capacity and resources. For example, in the agency category, data systems were highly centralized and quite sophisticated in their ability to provide all of the data items requested. In this category, state agencies made purchases through the Department of Procurement and Purchasing's MACS-E procurement system with payments made to vendors recorded in the agencies' accounts payable system, NJCFS. Payments to vendors were linkable electronically to relatively complete purchase order or contract information maintained by MACS-E.

For the other three categories—colleges, commissions, and authorities; most entities were able to provide purchase order data and payment data, but a minority provided only payment or voucher information with no reference to purchase orders or contracts, per se. Exhibit 4.1 lists participating entities in each category and the nature of the data they were able to provide; that is, contract/purchase order and/or payment information.

**EXHIBIT 4-1
NATURE OF DATA PROVIDED BY NEW JERSEY AGENCIES, AUTHORITIES,
COMMISSIONS, AND COLLEGES AND UNIVERSITIES**

New Jersey Agency/Entity	Category	Contract/ PO Data	Payment Data
State Agencies (All)	Agency	•	•
Casino Redevelopment Authority	Authority		•
South Jersey Transit Authority	Authority	•	•
New Jersey Turnpike Authority/Garden State Parkway	Authority	•	•
New Jersey Home Mortgage Finance Authority	Authority		•
New Jersey Economic Development Authority	Authority		•
New Jersey Sports and Exhibition Authority	Authority	•	•
New Jersey Water Supply Authority	Authority	•	•
New Jersey Transit Authority	Authority	•	•
North Jersey Water Supply District	Commission	•	•
New Jersey Economic Growth Commission	Commission	•	•
Meadowlands Commission	Commission		•
Ramapo College	College/University		•
Rutgers University	College/University		•
Thomas Edison University	College/University		•
College of New Jersey	College/University	•	•
New Jersey City University	College/University	•	•
New Jersey Institute of Technology	College/University	•	•
Rowan University	College/University	•	•
Kean University	College/University	•	•
UMDNJ	College/University	•	•
Richard Stockton University	College/University	•	•
Thomas Edison College	College/University	•	•
William Paterson University	College/University	•	•

Source: Data received by MGT from various agencies, authorities, colleges, and commissions.

In the case of the New Jersey Healthcare Finance Authority, purchase data were stored in hard copy, except for the most recent six months of purchases at any given time, which were accessible electronically. However, electronic data were swept from the system at the end of each six-month cycle, after records for a previous six-month budget period were downloaded to hard copy.³

Availability (Vendor) Data Collection

Determining the availability of firms is an important element in developing disparity analyses. MGT uses several sets of data to determine the percentage of firms available to do work for the State of New Jersey, depending on the work type of the vendor.

For the purposes of this study, MGT defines vendors as firms that (1) have performed work for the state in the past; (2) have bid on work for the state in the past; (3) have registered with any of the state's agencies, commissions, authorities, or colleges; (4) are registered with any of the associations listed below; or (5) are Professional Services, Other Services, or Goods and Commodities firms found otherwise in the state's procurement and accounting systems. These firms are defined as available vendors because they have either performed work or have indicated their willingness to perform work for the State of New Jersey. MGT also used other availability analyses, including census data and bidder availability for comparison purposes, which will be referenced throughout this chapter.

Various agencies, M/WBE lists, and trade associations from around the state were also used to further identify the business category and ethnicity of firms, gathered with the considerable efforts of New Jersey's Disparity Study Project Management Team. A

³ In fact, for this one agency, it was determined from our December 2003 data assessment that total annual purchases averaged less than \$125,000, or \$625,000 for the period of the study. This amount constituted less than one-one hundredth of 1 percent of purchases for the entire study (\$6.6 billion). After it was determined that transferring HCFA's data from hard copy files to an electronic format would delay the study four weeks (for the pre-set-aside program period only), MGT and New Jersey's project management team determined in a communication on March 12, 2004, that the cost of on-site data collection would far exceed its benefit inasmuch as the result would have no statistical impact on the study, given such a small purchasing budget. Consequently, HCFA's data were not included in the study.

list of all entities and business associations contacted is shown below. Additional vendors, aside from those provided by the organizations listed below, include those from the state's agencies, authorities, colleges, and commissions that maintained internal vendor lists. Otherwise, MGT was successful in collecting vendor information from the following sources:

- Borough of Palmyra MBEs
- Elizabeth's African American Businesses
- Metropolitan Trenton African American Chamber of Commerce List
- New Jersey ABWL Vendors
- New Jersey State NAACP Conference Participants List
- Passaic County Hispanic Owned and Operated Mailing List
- New York/New Jersey Port Authority Study (conducted by MGT, 2003)
- Salem County Chamber of Commerce
- TCNJ M/WSBE Vendors
- Telephone Survey of African American and Hispanic American Firms
- UEZ M/WBE Vendors
- InfoUSA Marketing Associates
- Dun and Bradstreet
- Market Analytics, Inc.

The vendors in the combined agency, authority, college, and commission systems provided the basis for the master vendor database, including firms identified by the New Jersey Selective Vendor Assistance Information System (SAVI). Firms considered to be available vendors included:

- vendors who won contracts;
- vendors identified from the government agencies and trade associations listed earlier in the chapter; and
- vendors who bid on contracts.

Again, the agency, trade association, and M/WBE lists were also used to identify the ethnicity and business category of firms already in the master vendor database. MGT excluded from the study the names of any firms that met the criteria for exclusion listed earlier in the chapter. Once the data were collected and entered or transferred into the MGT database, the data were processed as follows:

- The county in which the vendor operated was identified by matching ZIP codes with a ZIP code database of counties. (MGT maintains a ZIP code database containing all United States ZIP codes.) For those firms without addresses and services, MGT used a CD-ROM of yellow pages and the Internet to identify vendor address and service type.
- Records not pertinent to the study were eliminated.

Approximately 305,000 firm records of the approximately 650,000 total records were excluded from the availability analyses. The most common reasons for exclusion were:

- duplicate vendor records (i.e., unique vendors who appeared in multiple vendor databases provided by the state? approximately 72%);
- no business category (i.e., vendors who were not utilized, a business type was not provided, or a business type could not be identified from their name? approximately 3%);
- incomplete address—could not determine county (approximately 4%);
- nonprofit agencies, associations, or councils (approximately 2%);
- governmental agencies including schools and universities (about 2%);
- travel related, including hotels, car rental, and conference fees (1.6%);
- real estate (0.3%); and
- periodicals, media, utilities, postage, hospital, and no longer in business and other (approximately 15%).

The 345,000 remaining vendors make up the total master vendor table which was used to calculate availability, although true availability must be considered as a function of the factors related to capacity previously discussed in the availability methodology.

Verification Reports

MGT's experience in disparity studies is that, by far, the overwhelming majority of subcontracting activity takes place in the construction and construction-related architecture and engineering procurement categories—on the order of 20 to 25 percent

of most disparity studies. In an effort to exercise due diligence to determine if this might also be the case for the three categories of purchase reviewed for this study and despite universal assertions of minimal potential for subcontractor activity made by procurement officers representing agencies, authorities, colleges, and commissions in the three categories of purchase reviewed for this study, with the approval of New Jersey's Project Management Team, MGT distributed verification report requests (see example of report form and correspondence text in Appendix D) to a sample of New Jersey vendors representing the Professional Services category, as the category most likely to retain subcontractors. On May 19, 2004, MGT mailed 387 verification reports directly to vendors, statistically representative of a population of 30,623 vendors awarded contracts by the state in the Professional Services category. To derive this sample as statistically representative, MGT used the following equation:

$$n = \left[\frac{z_{u/2} \mathbf{S}}{E} \right]^2$$

Where:

- n = sample size
- $z_{u/2}$ = critical value
- \mathbf{S} = standard deviation
- E = margin of error

Reports requested the following information:

- firm ethnicity and gender;
- verification of a recorded contract's dollar amount and award date;
- verification of services provided; and
- information regarding name, ethnicity, services provided by, and any amounts paid to any subcontractors.

Vendors were also asked to edit and correct the data included in the verification report and to provide any additional subcontracting information not listed in the report. Of 387 mailed reports, 22 were returned to MGT as undeliverable owing to incorrect address

information from agency files. MGT attempted to obtain updated information for these undeliverables through the U.S. Postal Service, however, with no success. Of the 365 presumably delivered reports, 90 returned reports represented a 25 percent response rate consistent with MGT's typical response rate in other disparity studies of between 25 and 35 percent. Twenty-six of the 90 respondents were M/WBE firms. Of returned reports, four (approximately 5%) contained corrected information, leading to an assumption that the data were relatively accurate for firms that did not return reports. Regarding reported subcontractor activity, seven reports (1.8%) indicated a total of \$339,874 in payments, all of which were made to one company. In discussion with New Jersey's Project Management Team, it was agreed that the salient purchasing activity related to vendor utilization in the three categories reviewed in this study pertained to purchases recorded in the data provided to MGT by participating agencies, authorities, colleges, and commissions, and that this would be the focus of analysis for the study.

Data for Analysis

For the five-year period of the study, MGT analyzed 2,732,289 records (individual purchase orders/payments? see **Exhibit 4-2**). The number of records was calculated from the purchase order/payments database compiled by MGT staff with cooperation from the state. **Exhibit 4-2** reports the number of contracts or payments made for each of the three business categories, not taking into account the relevant market area calculations.

**EXHIBIT 4-2
STATE OF NEW JERSEY
NUMBER OF ANALYZED RECORDS
FISCAL YEARS 2000 THROUGH 2004**

Business Category	No. of Records
Professional Services	870,943
Other Services	637,591
Goods & Commodities	1,223,755

Source: MGT databases of the state's contract information.

4.1.4 Market Area Methodology

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

Overall Market Area

A United States county is the geographical unit of measure selected for determining market area. The use of counties as geographical units is based on the following considerations:

- The courts have accepted counties as a standard geographical unit of analysis in conducting equal employment opportunity and disparity analysis.
- County boundaries are externally determined and, hence, are free from any researcher bias that might result from any arbitrary determinations of boundaries of geographical units of analysis.
- Census and other federal and state data are routinely collected and reported by county.

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

Relevant Market Area

The relevant market area was determined for each business category. The first step was to sum the dollars awarded in each county according to business category. The counties were listed according to the number of firms awarded contract dollars, and then by the dollar amounts awarded. Succeeding counties were added, as needed, until at least 75 percent of the total dollars was included.

The use of the “75 percent rule” for market area determination is generally accepted in antitrust cases. In another relevant case, the court accepted less than 100 percent of data when it was reasonable to assume that the missing data would not significantly change the results of the analysis.⁴

The data used to determine the overall and relevant market areas for the State’s business categories follow:

- number of individual vendors;
- percentage of total vendors;
- total dollars;
- percentage of total dollars;
- number of purchase orders/payments; and
- percentage of purchase orders/payments.

4.1.5 Utilization Methodology

M/WBE and non-M/WBE utilization analysis includes the firms located within the relevant market areas. Professional Services, Other Services, and Goods and Commodities firm utilization was derived from information contained in the state’s financial systems for activity occurring between July 1, 1999, and June 30, 2004. Using this data source, MGT calculated the percentage of total dollars awarded to M/WBEs and non-M/WBEs during the relevant time period. The numbers in the utilization charts to follow reflect payments for each business category. MGT also conducted purchase order analyses for agencies that supplied purchase order data.

4.1.6 Availability Methodology

To evaluate disparate impact, if any, we must identify available M/WBEs in the relevant market area by each business category. This determination, referred to as *availability*, has been an issue in recent court cases. The issue is that if the availability of minority and women firms is overstated or understated, a distortion of the disparity

³James C. Jones v. New York County Human Resources Administration, 528 F.2d 696 (.2d Cir.1976)

determination will result. This distortion occurs because the quantitative measure of disparity is a direct ratio between utilization and availability.

To determine availability, several methodologies have been used, including census data, vendor data, and bidder data. Bidder data has been criticized as being too narrow. The use of census data has been criticized because it does not consider whether minority and women contractors actually are willing, available, or able to perform contracts. The use of vendor data is a more appropriate methodology, since it excludes firms that are uninterested or unable to provide goods and services to the locality, as we have stated. Vendor data are determined by identifying M/WBEs that have actually performed work for the locality or have expressed an interest in securing contracts. For our analysis, for the most part, we used vendor data as the basis of the availability component. All of the data were then compiled into the MGT Master Vendor Database for analysis.

MGT's Master Vendor Database comprised 219,327 individual firms, 155,232 of which were located in the relevant market area calculated for the study. A summary of the total number of firms in the database by business category and the number of firms in the relevant market area is shown in **Exhibit 4-3**. In the exhibit, firms that were available to provide goods or services in more than one business category are included in each respective business category where the firm can perform work for the state. Therefore, the figures in **Exhibit 4-3** may be greater than the total number of individual firms in the Master Vendor Database.

**EXHIBIT 4-3
AVAILABILITY OF FIRMS BY BUSINESS CATEGORY
CALENDAR YEARS 1999 THROUGH 2004**

Business Category	No. of Total Firms in Database	No. Relevant Market Area Firms
Professional Services	59,422	46,672
Other Services	142,498	111,757
Goods & Supplies	85,877	51,998

Source: MGT's Master Vendor Database

4.2 Professional Services

This section presents the state's relevant market area analysis for Professional Services, and the utilization and availability analysis of M/WBEs and non-M/WBEs as Professional Services vendors.

4.2.1 Relevant Market Area Analysis

As discussed in section 4.1.4 the relevant market area is determine by first summing the dollars awarded in each county according to business category. The counties were listed according to the number of firms awarded contract dollars, and then by the dollar amounts awarded. Succeeding counties were added, as needed, until at least 75 percent of the total dollars was included.

Approximately \$1.6 billion were spent by the state on Professional Services procurement over the five-year study period. **Exhibit 4-4** shows the location of firms awarded Professional Services procurement by county of domicile and dollar amount. The relevant market area for the state's Professional Services contract awards consists of 10 counties. Approximately \$1.2 billion (75%) of the \$1.6 billion in total Professional Services awards went to firms in the relevant market area. A total of 834,735 payments were made to 25,343 firms within the relevant market area. Overall, 870,943 payments were made to 30,167 individual firms.

Relevant Market Area, Utilization, and Availability Analyses

**EXHIBIT 4-4
STATE OF NEW JERSEY
PROFESSIONAL SERVICES
MARKET AREA ANALYSIS
FISCAL YEARS 2000 THROUGH 2004**

County, ¹ State	# of Payments	% of Payments	# of Vendors	% of Vendors	Dollars	% of Dollars	Cum% ²
NEW JERSEY	810,392	93.05%	22,064	73.14%	\$921,824,325.84	58.00%	58.00%
NEW YORK, NY	5,404	0.62%	1064	3.53%	\$74,728,515.41	4.70%	62.70%
PHILADELPHIA, PA	6,268	0.72%	541	1.79%	\$43,089,239.61	2.71%	65.41%
BUCKS, PA	4,924	0.57%	325	1.08%	\$12,598,162.94	0.79%	66.21%
MONTGOMERY, PA	2,416	0.28%	276	0.91%	\$21,783,479.31	1.37%	67.58%
KINGS, NY	859	0.10%	258	0.86%	\$1,377,407.46	0.09%	67.66%
COOK, IL	1,419	0.16%	203	0.67%	\$74,317,140.41	4.68%	72.34%
WASHINGTON, DC	1,101	0.13%	170	0.56%	\$13,287,492.93	0.84%	73.18%
WESTCHESTER, NY	496	0.06%	149	0.49%	\$1,382,816.64	0.09%	73.26%
DELAWARE, PA	878	0.10%	147	0.49%	\$1,045,492.42	0.07%	73.33%
LOS ANGELES, CA	578	0.07%	146	0.48%	\$36,647,724.86	2.31%	75.63%
RELEVANT M.A. TOTALS	834,735	95.84%	25,343	84.01%	\$1,202,081,797.83	75.63%	
ROCKLAND, NY	1,280	0.15%	130	0.43%	\$750,489.33	0.05%	75.68%
NASSAU, NY	945	0.11%	113	0.37%	\$3,532,201.60	0.22%	75.90%
MIDDLESEX, MA	490	0.06%	112	0.37%	\$11,595,830.00	0.73%	76.63%
QUEENS, NY	829	0.10%	108	0.36%	\$1,393,731.94	0.09%	76.72%
MONTGOMERY, MD	349	0.04%	98	0.32%	\$10,214,140.76	0.64%	77.36%
CHESTER, PA	1,261	0.14%	86	0.29%	\$12,139,525.43	0.76%	78.13%
NEW CASTLE, DE	357	0.04%	76	0.25%	\$587,667.02	0.04%	78.16%
RICHMOND, NY	229	0.03%	73	0.24%	\$299,537.89	0.02%	78.18%
SUFFOLK, NY	187	0.02%	70	0.23%	\$1,466,472.08	0.09%	78.28%
FAIRFIELD, CT	1,069	0.12%	68	0.23%	\$4,878,785.92	0.31%	78.58%
FAIRFAX, VA	1,522	0.17%	65	0.22%	\$51,988,219.43	3.27%	81.85%
FULTON, GA	2,192	0.25%	65	0.22%	\$42,702,877.68	2.69%	84.54%
NORTHAMPTON, PA	1,079	0.12%	60	0.20%	\$697,909.89	0.04%	84.58%
ALLEGHENY, PA	357	0.04%	59	0.20%	\$16,456,113.71	1.04%	85.62%
SUFFOLK, MA	457	0.05%	59	0.20%	\$7,181,910.59	0.45%	86.07%
ORANGE, NY	1,077	0.12%	59	0.20%	\$646,295.71	0.04%	86.11%
BRONX, NY	132	0.02%	57	0.19%	\$309,566.77	0.02%	86.13%
BALTIMORE (CITY), MD	536	0.06%	55	0.18%	\$3,935,022.26	0.25%	86.38%
SAN DIEGO, CA	97	0.01%	48	0.16%	\$785,606.49	0.05%	86.43%
MARICOPA, AZ	194	0.02%	45	0.15%	\$1,074,420.68	0.07%	86.50%
NEW HAVEN, CT	214	0.02%	44	0.15%	\$344,882.83	0.02%	86.52%
PRINCE GEORGE'S, MD	110	0.01%	40	0.13%	\$2,003,042.50	0.13%	86.64%
ORANGE, CA	627	0.07%	39	0.13%	\$1,419,785.18	0.09%	86.73%
SAN FRANCISCO, CA	105	0.01%	39	0.13%	\$713,101.14	0.04%	86.78%
ULSTER, NY	134	0.02%	37	0.12%	\$389,676.10	0.02%	86.80%
HARTFORD, CT	361	0.04%	36	0.12%	\$4,302,290.31	0.27%	87.07%
LEHIGH, PA	116	0.01%	35	0.12%	\$412,463.88	0.03%	87.10%
HENNEPIN, MN	108	0.01%	34	0.12%	\$2,563,303.61	0.16%	87.26%
DALLAS, TX	2,954	0.34%	34	0.11%	\$2,459,122.69	0.15%	87.42%
KING, WA	48	0.01%	34	0.11%	\$293,973.94	0.02%	87.43%
OTHER	16,792	1.93%	2,946	9.77%	\$199,712,428.35	12.57%	100.00%
Total	870,943	100.00%	30,167	100.00%	\$1,589,332,193.55	100.00%	

Source: Various New Jersey payment systems.

¹ Counties above the line are included in the relevant market area.

² Cumulative total of percentage of dollars in market area.

4.2.2 Utilization Analysis

Vendor utilization was derived from information contained in the financial systems derived from the state's authorities, agencies, colleges, and commissions for activity occurring between July 1, 1999, and June 30, 2004. Using these data sources, MGT calculated the percentage of total dollars awarded to M/WBEs and non-M/WBEs during the relevant time period. The numbers in the utilization charts that follow reflect the combined payments made to vendors in each race, ethnicity, and gender category.

MGT analyzed the Professional Services dollars awarded by the state to M/WBE and non-M/WBE vendors located in the relevant market area. The utilization analysis results are presented by calendar year, dollar amount of the POs/payments, number of POs awarded, and individual firms according to race/ethnicity/gender classifications.

Exhibit 4-5 presents the utilization analysis of Professional Services vendors in the state's relevant market area for both the pre-set-aside program and post-set-aside program periods. During the pre-set-aside program period, M/WBEs received roughly 1.3 percent of the Professional Services dollars awarded to vendors in the relevant market area and nearly 2.0 percent of Professional Services dollars awarded during the post-set-aside program period. Of the \$930 million spent by the state for Professional Services in the relevant market area during the pre-set-aside program period, approximately \$11.8 million were awarded to M/WBEs, as shown in **Exhibit 4-5**. During the post-set-aside program period, M/WBEs received \$5.4 million of a total of \$271 million paid to all firms. During the pre-set-aside program period, nonminority-owned firms received 98.7 percent of the state's Professional Services dollars and 98.0 percent paid during the post-set-aside program period.

Exhibit 4-6 shows the utilization by the number of payments made to firms and the number of Professional Services firms used during the study period. Our analysis shows that during the pre-set-aside program period, 747,172 (99.69%) of 749,468

payments went to nonminority firms compared with 84,399 payments (98.98%) of the 85,267 total payments made during the post-set-aside program period. Less than 1 percent (131 firms) of the 21,113 firms used by the state for Professional Services activities during the pre-set-aside program period were M/WBEs, as compared to nearly 1.1 percent (100 firms) during the post-set-aside program period. In the pre-set-aside program period, African American and nonminority women owned firms combined accounted for roughly two-thirds of all M/WBE Professional Services firms. During the post-set-aside program period, African American Professional Services firms accounted for more than one-third of all M/WBE firms in this category. Over the five-year period of the study, in all, 195 unique professional services M/WBEs were utilized.

**EXHIBIT 4-5
STATE OF NEW JERSEY
PROFESSIONAL SERVICES
UTILIZATION ANALYSIS OF VENDORS
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
FISCAL YEARS 2000 THROUGH 2004**

Fiscal Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Dollars Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2000	\$431,464.28	0.28%	\$116,927.58	0.08%	\$383,518.95	0.25%	\$290.00	0.00%	\$240,775.21	0.16%	\$1,172,976.02	0.77%	\$150,985,833.95	99.23%	\$152,158,809.97
2001	\$154,616.65	0.06%	\$137,226.45	0.05%	\$1,521,459.31	0.56%	\$0.00	0.00%	\$4,492,145.07	1.65%	\$6,305,447.48	2.31%	\$266,181,000.58	97.69%	\$272,486,448.06
2002	\$144,379.08	0.06%	\$140,096.75	0.06%	\$1,037,773.81	0.45%	\$1,463.50	0.00%	\$329,737.48	0.14%	\$1,653,450.62	0.72%	\$226,929,936.50	99.28%	\$228,583,387.12
2003	\$374,606.08	0.14%	\$269,701.87	0.10%	\$1,216,496.31	0.44%	\$13,600.00	0.00%	\$800,254.81	0.29%	\$2,674,659.07	0.96%	\$274,597,759.36	99.04%	\$277,272,418.43
Pre-Set-Aside Total	\$1,105,066.09	0.12%	\$663,952.65	0.07%	\$4,159,248.38	0.45%	\$15,353.50	0.00%	\$5,862,912.57	0.63%	\$11,806,533.19	1.27%	\$918,694,530.39	98.73%	\$930,501,063.58
2004	\$1,129,519.19	0.42%	\$167,228.44	0.06%	\$820,967.69	0.30%	\$27,585.20	0.01%	\$3,274,234.86	1.21%	\$5,419,535.38	2.00%	\$266,161,198.87	98.00%	\$271,580,734.25
Post-Set-Aside Total	\$1,129,519.19	0.42%	\$167,228.44	0.06%	\$820,967.69	0.30%	\$27,585.20	0.01%	\$3,274,234.86	1.21%	\$5,419,535.38	2.00%	\$266,161,198.87	98.00%	\$271,580,734.25
Total	\$2,234,585.28	0.19%	\$831,181.09	0.07%	\$4,980,216.07	0.41%	\$42,938.70	0.00%	\$9,137,147.43	0.76%	\$17,226,068.57	1.43%	\$1,184,855,729.26	98.57%	\$1,202,081,797.83

Source: Various New Jersey payment systems.

¹ Percentage of total dollars awarded annually to vendors.

**EXHIBIT 4-6
STATE OF NEW JERSEY
PROFESSIONAL SERVICES
UTILIZATION ANALYSIS FISCAL YEARS 2000 THROUGH 2004
NUMBER OF PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATION**

Fiscal Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Subtotal		Nonminority Firms		Total Payments
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2000	37	0.03%	257	0.20%	29	0.02%	1	0.00%	146	0.12%	470	0.37%	125,734	99.63%	126,204
2001	106	0.04%	353	0.14%	225	0.09%	0	0.00%	160	0.06%	844	0.32%	259,701	99.68%	260,545
2002	56	0.03%	257	0.15%	44	0.03%	3	0.00%	126	0.07%	486	0.29%	169,774	99.71%	170,260
2003	79	0.04%	218	0.11%	85	0.04%	1	0.00%	113	0.06%	496	0.26%	191,963	99.74%	192,459
Pre-GEOD Total	278	0.04%	1,085	0.14%	383	0.05%	5	0.00%	545	0.07%	2,296	0.31%	747,172	99.69%	749,468
2004	266	0.31%	296	0.35%	158	0.19%	3	0.00%	145	0.17%	868	1.02%	84,399	98.98%	85,267
Post-GEOD Total	266	0.31%	296	0.35%	158	0.19%	3	0.00%	145	0.17%	868	1.02%	84,399	98.98%	85,267
Total Payments	544	0.07%	1,381	0.17%	541	0.06%	8	0.00%	690	0.08%	3,164	0.38%	831,571	99.62%	834,735

Number of Unique Vendors by Race/Ethnicity/Gender Classification

Fiscal Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Subtotal		Nonminority Firms		Total Unique Vendors
	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#
2000	16	0.20%	8	0.10%	11	0.14%	1	0.01%	21	0.26%	57	0.72%	7,871	99.28%	7,928
2001	10	0.11%	10	0.11%	16	0.17%	0	0.00%	15	0.16%	51	0.55%	9,262	99.45%	9,313
2002	14	0.16%	15	0.17%	9	0.10%	2	0.02%	23	0.26%	63	0.71%	8,803	99.29%	8,866
2003	21	0.23%	11	0.12%	14	0.15%	1	0.01%	18	0.19%	65	0.70%	9,233	99.30%	9,298
Pre-GEOD Total	40	0.19%	20	0.09%	27	0.13%	3	0.01%	41	0.19%	131	0.62%	20,982	99.38%	21,113
2004	37	0.04%	11	0.01%	22	0.03%	2	0.00%	28	0.03%	100	1.10%	8,980	98.90%	9,080
Post-GEOD Total	37	0.41%	11	0.12%	22	0.24%	2	0.02%	28	0.31%	100	1.10%	8,980	98.90%	9,080
Total Unique Vendors Over Five Years ³	68	0.27%	26	0.10%	36	0.14%	4	0.02%	61	0.24%	195	0.77%	25,148	99.23%	25,343

Source: Various New Jersey payment systems

¹ Percentage of *Total Payments*.

² Percentage of *Total Unique Vendors*.

³ The *Total Unique Vendors* counts a vendor only once for each year the firm receives work. Since a Vendor could be used in multiple years, the total unique Vendors for the entire study period may not equal the sum of all years.

4.2.2.1 Professional Services Utilization by POs—Threshold Analysis

MGT also analyzed the utilization of M/WBE Professional Services firms by examining purchase order awards in two dollar ranges: awards less than \$25,000 and PO awards \$25,000 and above. For both threshold categories, **Exhibits 4-7** and **4-8** report the percentage of Professional Services POs to unique vendors, and **Exhibits 4-9** and **4-10** report utilization in terms of dollars earned from POs in each threshold category.

4.2.2.2 Percentage of Professional Services Purchase Order Awards

POs Less than \$25,000

From fiscal years 1999 through 2004, MGT obtained 186,886 records for Professional Services purchase order awards to vendors from participating agencies, authorities, colleges, and commissions. Of this total, roughly 40 percent (73,310) were valued at less than \$25,000. During the pre-set-aside program period, nonminority firms received 56,884 of 57,120 POs valued at less than \$25,000, or 99.59 percent. For the post-set-aside program period, the percentage of nonminority firm awards dropped to 97.82, with nonminority firms receiving 15,837 of 16,190 awards.

Although M/WBE utilization was dramatically low when compared with nonminority male-owned vendor utilization (for all five fiscal years, M/WBEs received only 589 PO awards in this category compared with 72,721 nonminority firms), it is noteworthy that during the pre-set-aside program period African American firms received nearly one-half (138) of the 236 awards to M/WBEs and nearly one-half of awards to M/WBEs made during the post-set-aside program period (176 of 353).

POs \$25,000 and Higher

Of 186,486 records for Professional Services purchase order awards to vendors, roughly 60 percent (113,176) were valued at \$25,000 or more. During the pre-set-aside

program period, nonminority firms received 109,410 of 110,346 POs valued at \$25,000 or more, or 99.15 percent. For the post-set-aside program period, this percentage of nonminority firm awards dropped only slightly to 97.35, with nonminority firms receiving 2,755 of 2,830 awards.

Although M/WBE utilization in the higher valued PO category was also dramatically low when compared with nonminority male-owned vendor utilization (for all five fiscal years, only 1,011 M/WBEs received PO awards in this category compared with 112,165 nonminority firms), during the pre-set-aside program period Hispanic American firms received nearly two thirds of the awards to M/WBEs (618 of 936) and Asian American firms received nearly 80 percent of awards to M/WBEs made during the post-set-aside program period (60 of 75). For both the pre-set-aside program and post-set-aside program periods, participating entities reported no Professional Services PO awarded to a Native American-owned firm.

**EXHIBIT 4-7
STATE OF NEW JERSEY
PROFESSIONAL SERVICES
THRESHOLD ANALYSIS OF VEODORS
DOLLARS AND PERCENTAGE OF PURCHASE ORDERS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
FISCAL YEARS 2000 THROUGH 2004**

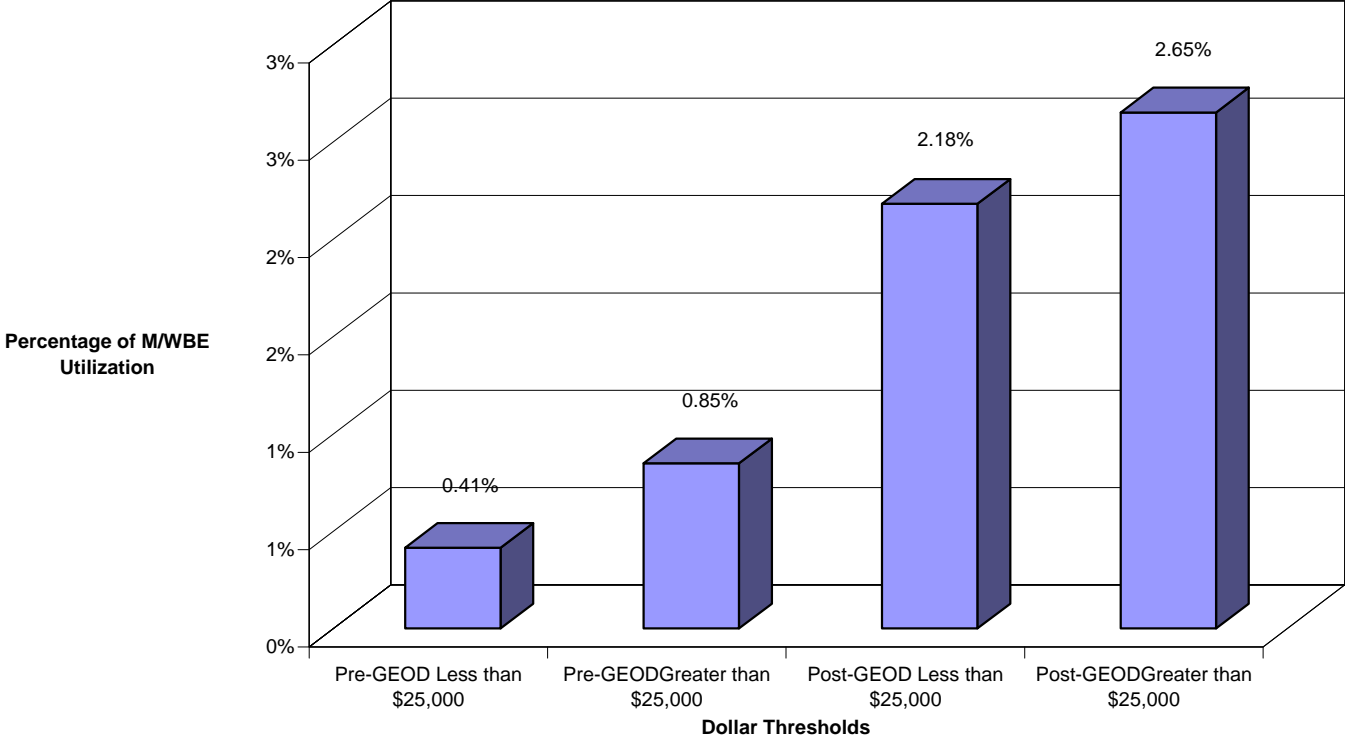
Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total POs Awarded	
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	
Pre-GEOD																
Less than \$25,000	138	0.24%	10	0.02%	56	0.10%	0	0.00%	32	0.06%	236	0.41%	56,884	99.59%	57,120	
Greater than \$25,000	56	0.05%	618	0.56%	174	0.16%	0	0.00%	88	0.08%	936	0.85%	109,410	99.15%	110,346	
Post-GEOD																
Less than \$25,000	176	1.09%	50	0.31%	37	0.23%	0	0.00%	90	0.56%	353	2.18%	15,837	97.82%	16,190	
Greater than \$25,000	9	0.32%	1	0.04%	60	2.12%	0	0.00%	5	0.18%	75	2.65%	2,755	97.35%	2,830	
Total	379	0.20%	679	0.36%	230	0.12%	0	0.00%	215	0.12%	1,600	0.86%	184,886	99.14%	186,486	

Source: Various New Jersey payment systems.

¹ Percentage of total amount of POs awarded annually to vendors.

**EXHIBIT4-8
PROFESSIONAL SERVICES**

Percentage of M/WBE Utilization by Dollar Threshold



Source: Various New Jersey payment systems.

4.2.2.3 Percentage of Professional Services Purchase Order Dollars Received by Vendors

POs Less than \$25,000

As **Exhibits 4-9** and **4-10** show, although Professional Services PO awards in terms of dollar amounts tended to increase for M/WBEs as a percentage of total dollar awards, we must conclude that this was, at least in part, an artifact of improvements in later years of the study in agencies' technical and accounting capabilities over the course of the full five-year study period enabling them to provide more purchase order-related information, per se, than some agencies were able to provide in earlier years. This does not, however, negate the fact that for this category of purchase the general pattern of dollars received by M/WBEs and nonminority male-owned firms remained fairly stable at roughly 1 percent and 99 percent of all dollars received, respectively, by both categories of vendors for both periods.

POs \$25,000 and Higher

Although the percentage of POs is consistent for POs less than \$25,000 with the percentages of PO amounts in this category, POs greater than or equal to \$25,000 differ. For POs greater than \$25,000, M/WBEs received 4.2 percent and 3.9 percent of the PO dollars during the pre-set-aside program and post-set-aside program time periods respectively. Keeping in mind aforementioned cautions with regard to the effect of improved PO reporting capabilities of agencies in the latter years, it is noteworthy that dollar receipts in this category improved considerably for nonminority women owned vendors, but that for M/WBEs as a group, Professional Services PO dollars received still accounted for less than 4.3 percent in this higher dollar category of purchase, regardless of the period.

**EXHIBIT 4-9
STATE OF NEW JERSEY
PROFESSIONAL SERVICES
THRESHOLD ANALYSIS OF VENDORS
DOLLARS AND PERCENTAGE OF PURCHASE ORDERS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
FISCAL YEARS 2000 THROUGH 2004**

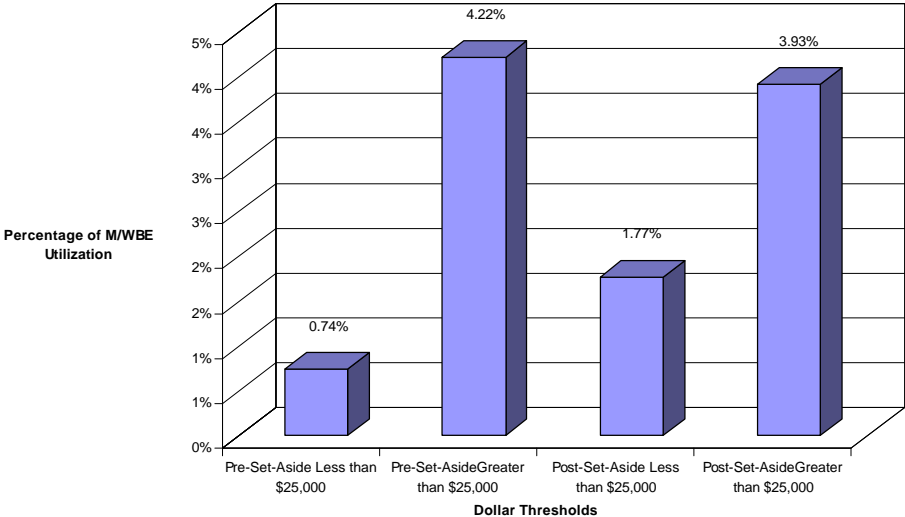
Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total PO Amounts Awarded	
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	
Pre-GEOD																
Less than \$25,000	\$179,278.90	0.26%	\$10,837.85	0.02%	\$183,622.03	0.27%	\$0.00	0.00%	\$140,332.79	0.20%	\$514,071.57	0.74%	\$68,634,938.32	99.26%	\$69,149,009.89	
Greater than \$25,000	\$37,325.75	0.03%	\$160,096.66	0.13%	\$584,860.66	0.47%	\$0.00	0.00%	\$4,486,252.02	3.60%	\$5,268,535.09	4.22%	\$119,505,489.04	95.78%	\$124,774,024.13	
Post-GEOD																
Less than \$25,000	\$166,861.58	0.60%	\$48,868.50	0.17%	\$124,284.30	0.44%	\$0.00	0.00%	\$154,234.36	0.55%	\$494,248.74	1.77%	\$27,461,075.90	98.23%	\$27,955,324.64	
Greater than \$25,000	\$238,514.19	0.24%	\$18,817.50	0.02%	\$592,095.24	0.60%	\$0.00	0.00%	\$3,030,690.81	3.07%	\$3,880,117.74	3.93%	\$94,971,319.22	96.07%	\$98,851,436.96	
Total	\$621,980.42	0.19%	\$238,620.51	0.07%	\$768,482.69	0.24%	\$0.00	0.00%	\$7,811,509.98	2.44%	\$10,156,973.14	3.17%	\$310,572,822.48	96.83%	\$320,729,795.62	

Source: Various New Jersey payment systems.

¹ Percentage of total amount of POs awarded annually to vendors.

**EXHIBIT 4-10
PROFESSIONAL SERVICES**

Percentage of M/WBE Utilization by Dollar Threshold



Source: Various New Jersey payment systems.

4.2.3 Vendor Availability—Professional Services

Exhibits 4-11 and **4-12** report vendor availability for vendors engaged in Professional Services derived, respectively, from data provided by New Jersey agencies, authorities, colleges, and commissions, and from the 2000 U.S. Census of New Jersey state vendors. As noted earlier, since the courts have rejected the use of census data as a source for determining vendor availability, **Exhibit 4-12** is provided to enable a comparison of Professional Services vendors determined to be available by the State of New Jersey and the universe of Professional Services vendors as recorded by the U.S. Census.

Examining both availability exhibits, we find that the total number of Professional Services vendors identified from state sources (46,672) is nearly 78 percent of the theoretically available universe of Professional Services vendors recorded by the 2000 census (60,090). Available African American Professional Services vendors recorded by the state over the five-year period of the study (1,155) represented more than 140 percent of Professional Services firms recorded by the U.S. Census in 2000 (806), and nonminority male Professional Services vendors recorded by the state (42,543) represented more than 90 percent of the number of Professional Services vendors recorded by the U.S. Census.

Using the same comparison analog—state-identified versus Census-reported vendors—there was a greater numerical discrepancy of available Professional Services vendors in the other M/WBE categories, particularly Asian Americans and nonminority women. A discussion of the differences in availability calculated from the state's vendor data and availability according to Census data is provided in Chapter 7.0.

**EXHIBIT 4-11
STATE OF NEW JERSEY
PROFESSIONAL SERVICES
AVAILABILITY OF VENDORS
BASED ON VENDOR DATA
FISCAL YEARS 2000 THROUGH 2004**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-Minority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	1,155	2.47%	514	1.10%	684	1.47%	31	0.07%	1,745	3.74%	4,129	8.85%	42,543	91.15%	46,672

Source: MGT's master vendor database.

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

**EXHIBIT 4-12
STATE OF NEW JERSEY
PROFESSIONAL SERVICES
2000 CENSUS VENDOR AVAILABILITY**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-Minority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	806	1.34%	1,157	1.93%	3,168	5.27%	14	0.02%	7,717	12.84%	12,862	21.40%	47,228	78.60%	60,090

Source: SMOBE & SWOBE Census data for all counties in New Jersey.

¹ Minority male and female firms are included in their respective minority classifications

4.3 Other Services

This section presents the state's relevant market area analysis for Other Services, and utilization and availability analyses for M/WBEs and non-M/WBEs as Other Services vendors.

4.3.1 Relevant Market Area Analysis

As discussed in section 4.1.4 the relevant market area is determined by first summing the dollars awarded in each county according to business category. The counties were listed according to the number of firms awarded contract dollars, and then by the dollar amounts awarded. Succeeding counties were added, in descending order of vendor utilization until at least 75 percent of the total dollars were included.

Approximately \$1.4 billion were spent by the state on Other Services contracts over the five-year study period. **Exhibit 4-13** shows the location of firms awarded Other Services procurement by county of domicile and dollar amount. The relevant market area for the state's Other Services PO awards consists of all New Jersey counties and 8 counties located in other states. Approximately \$1.1 billion (75%) of the \$1.4 billion in total Other Services awards went to firms in the relevant market area representing 547,799 payments to 26,543 firms. Overall, 637,591 payments were made to 36,851 individual firms.

**EXHIBIT 4-13
OTHER SERVICES
RELEVANT MARKET AREA ANALYSIS
CALENDAR YEARS 2000 THROUGH 2004**

County, ¹ State	# of Payments	% of Payments	# of Vendors	% of Vendors	Dollars	% of Dollars	Cum% ²
NEW JERSEY	485,580	76.16%	22,621	61.39%	\$888,150,654.65	61.71%	61.71%
NEW YORK, NY	4,624	0.73%	828	2.25%	\$25,500,787.75	1.77%	63.48%
PHILADELPHIA, PA	21,152	3.32%	785	2.13%	\$46,939,216.61	3.26%	66.75%
COOK, IL	8,055	1.26%	547	1.48%	\$40,798,367.17	2.83%	69.58%
MONTGOMERY, PA	7,988	1.25%	469	1.27%	\$33,408,649.13	2.32%	71.90%
BUCKS, PA	6,302	0.99%	464	1.26%	\$14,742,838.39	1.02%	72.93%
LOS ANGELES, CA	9,036	1.42%	343	0.93%	\$11,637,681.36	0.81%	73.74%
MIDDLESEX, MA	2,157	0.34%	249	0.68%	\$8,466,899.45	0.59%	74.32%
NASSAU, NY	2,905	0.46%	237	0.64%	\$14,632,522.02	1.02%	75.34%
RELEVANT M.A. TOTALS	547,799	85.92%	26,543	72.03%	\$1,084,277,616.53	75.34%	
DELAWARE, PA	3,695	0.58%	235	0.64%	\$4,810,261.18	0.33%	75.68%
CHESTER, PA	1,563	0.25%	191	0.52%	\$14,900,102.82	1.04%	76.71%
WASHINGTON, DC	590	0.09%	180	0.49%	\$3,113,558.30	0.22%	76.93%
SAN DIEGO, CA	1,279	0.20%	178	0.48%	\$2,478,400.49	0.17%	77.10%
SUFFOLK, NY	798	0.13%	170	0.46%	\$3,553,483.18	0.25%	77.35%
ALLEGHENY, PA	4,335	0.68%	165	0.45%	\$11,077,916.04	0.77%	78.12%
ORANGE, CA	1,054	0.17%	164	0.45%	\$4,236,916.99	0.29%	78.41%
FULTON, GA	1,991	0.31%	161	0.44%	\$6,463,011.13	0.45%	78.86%
SANTA CLARA, CA	756	0.12%	156	0.42%	\$3,322,114.30	0.23%	79.09%
MONTGOMERY, MD	654	0.10%	144	0.39%	\$4,437,404.10	0.31%	79.40%
DALLAS, TX	960	0.15%	144	0.39%	\$1,686,604.33	0.12%	79.52%
WESTCHESTER, NY	1,203	0.19%	134	0.36%	\$5,327,036.31	0.37%	79.89%
KINGS, NY	463	0.07%	131	0.36%	\$1,428,016.30	0.10%	79.98%
SUFFOLK, MA	2,303	0.36%	120	0.33%	\$13,195,145.95	0.92%	80.90%
NEW CASTLE, DE	1,420	0.22%	120	0.33%	\$3,321,609.15	0.23%	81.13%
KING, WA	425	0.07%	119	0.32%	\$4,004,356.12	0.28%	81.41%
ROCKLAND, NY	855	0.13%	118	0.32%	\$1,817,448.52	0.13%	81.54%
FAIRFIELD, CT	411	0.06%	116	0.31%	\$2,387,114.37	0.17%	81.70%
QUEENS, NY	704	0.11%	115	0.31%	\$3,143,391.48	0.22%	81.92%
ALAMEDA, CA	328	0.05%	107	0.29%	\$1,066,954.35	0.07%	82.00%
BALTIMORE (CITY), MD	1,865	0.29%	106	0.29%	\$13,165,458.98	0.91%	82.91%
HARTFORD, CT	2,362	0.37%	104	0.28%	\$5,055,003.53	0.35%	83.26%
HENNEPIN, MN	749	0.12%	104	0.28%	\$1,565,072.40	0.11%	83.37%
NORTHAMPTON, PA	550	0.09%	99	0.27%	\$2,369,593.08	0.16%	83.53%
MARICOPA, AZ	646	0.10%	98	0.27%	\$2,268,653.51	0.16%	83.69%
MECKLENBURG, NC	3,697	0.58%	95	0.26%	\$8,332,639.33	0.58%	84.27%
FAIRFAX, VA	392	0.06%	95	0.26%	\$4,548,747.05	0.32%	84.59%
DU PAGE, IL	1,379	0.22%	94	0.26%	\$3,512,397.74	0.24%	84.83%
ORANGE, NY	921	0.14%	94	0.26%	\$1,674,909.61	0.12%	84.95%
CUYAHOGA, OH	549	0.09%	84	0.23%	\$1,038,429.98	0.07%	85.02%
ESSEX, MA	625	0.10%	80	0.22%	\$1,418,777.07	0.10%	85.12%
OTHER	50,270	7.88%	6,287	17.06%	\$214,164,478.22	14.88%	100.00%
Total	637,591	100.00%	36,851	100.00%	\$1,439,162,622.44	100.00%	

Source: Various New Jersey payment systems

¹ Counties above the line are included in the relevant market area.

² Cumulative total of percentage of dollars in market area.

4.3.2 Utilization Analysis

M/WBE and non-M/WBE utilization analysis includes the firms located within the relevant market areas. The utilization was derived from information contained in the financial systems derived from the state's authorities, agencies, colleges, and commissions for activity occurring between July 1, 1999, and June 30, 2004. Using these data sources, MGT calculated the percentage of total dollars awarded to M/WBEs and non-M/WBEs during the relevant time period. The numbers in the utilization charts that follow reflect the combined payments made to vendors in each race, ethnicity, and gender category.

MGT analyzed the Other Services dollars awarded by the state to M/WBE and non-M/WBE vendors located in the relevant market area. Utilization analysis results are presented by calendar year, dollar amount of the POs/payments, number of POs awarded, and individual firms according to race/ethnicity/gender classifications.

Exhibit 4-14 presents the utilization analysis of Other Services vendors in the state's relevant market area for both the pre-set-aside program and post-set-aside program periods. During the pre-set-aside program period, M/WBEs received roughly 2.85 percent of the Other Services dollars awarded to vendors in the relevant market area, and nearly 2.45 percent of Other Services dollars awarded during the post-set-aside program period. Of the \$808 million spent by the state for Other Services in the relevant market area during the pre-set-aside program period, approximately \$23 million were awarded to M/WBEs, as shown in **Exhibit 4-14**. During the post-set-aside program period, M/WBEs received \$6.8 million of a total of \$277 million paid to all firms. During the pre-set-aside program period, nonminority-owned firms received 97.15 percent of the state's Other Services dollars and 97.55 percent paid during the post-set-aside program period.

**EXHIBIT 4-14
STATE OF NEW JERSEY
VENDOR UTILIZATION ANALYSIS
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
FISCAL YEARS 2000 THROUGH 2004**

Fiscal Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Dollars Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2000	\$1,047,788.41	0.58%	\$174,596.29	0.10%	\$1,327,214.79	0.74%	\$57,887.76	0.03%	\$1,599,455.74	0.89%	\$4,206,942.99	2.33%	\$176,060,659.01	97.67%	\$180,267,602.00
2001	\$898,141.67	0.42%	\$1,480,319.32	0.69%	\$2,294,782.03	1.08%	\$189,229.68	0.09%	\$1,645,643.66	0.77%	\$6,508,116.36	3.05%	\$206,818,863.71	96.95%	\$213,326,980.07
2002	\$2,434,745.99	1.46%	\$756,295.60	0.45%	\$575,915.16	0.34%	\$22,206.60	0.01%	\$1,746,685.54	1.05%	\$5,535,848.89	3.31%	\$161,520,987.51	96.69%	\$167,056,836.40
2003	\$1,441,664.89	0.58%	\$1,718,808.06	0.70%	\$754,182.72	0.31%	\$219,955.46	0.09%	\$2,635,219.71	1.07%	\$6,769,830.84	2.74%	\$240,185,168.32	97.26%	\$246,954,999.16
Pre-Set-Aside Total	\$5,822,340.96	0.72%	\$4,130,019.27	0.51%	\$4,952,094.70	0.61%	\$489,279.50	0.06%	\$7,627,004.65	0.94%	\$23,020,739.08	2.85%	\$784,585,678.55	97.15%	\$807,606,417.63
2004	\$2,491,644.00	0.90%	\$824,863.66	0.30%	\$449,371.21	0.16%	\$498,830.16	0.18%	\$2,522,242.87	0.91%	\$6,786,951.90	2.45%	\$269,884,247.00	97.55%	\$276,671,198.90
Post-Set-Aside Total	\$2,491,644.00	0.90%	\$824,863.66	0.30%	\$449,371.21	0.16%	\$498,830.16	0.18%	\$2,522,242.87	0.91%	\$6,786,951.90	2.45%	\$269,884,247.00	97.55%	\$276,671,198.90
Total	\$8,313,984.96	0.77%	\$4,954,882.93	0.46%	\$5,401,465.91	0.50%	\$988,109.66	0.09%	\$10,149,247.52	0.94%	\$29,807,690.98	2.75%	\$1,054,469,925.55	97.25%	\$1,084,277,616.53

Source: Various New Jersey payment systems.

¹ Percentage of total dollars awarded annually to prime contractors.

Exhibits 4-15 and **4-16** report utilization by the number of payments made to firms and the number of Other Services firms used during the study period. During the pre-set-aside program period 384,789 (97.39%) of 395,093 payments went to nonminority male-owned firms compared with 149,701 payments (98.03%) of 152,706 total payments made during the post-set-aside program period.

Of the 20,757 firms used by the state for Other Services activities during the pre-set-aside program period, 1.9 percent (402 firms) were M/WBEs, as compared with nearly 2.11 percent (249 firms) during the post-set-aside program period. In the pre-set-aside program period, nonminority women owned firms accounted for approximately one-quarter of all M/WBE Other Services firms, as did African American firms. During the post-set-aside program period, African American Other Services firms accounted for more than one third of all M/WBE firms in this category. Over the five-year period of the study, in all, 504 unique M/WBEs were utilized for Other Services procurement.

**EXHIBIT 4-15
STATE OF NEW JERSEY
OTHER SERVICES
VENDOR UTILIZATION ANALYSIS FISCAL YEARS 2000 THROUGH 2004
NUMBER OF PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATION**

Fiscal Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Payments
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2000	804	0.97%	204	0.25%	298	0.36%	23	0.03%	521	0.63%	1,850	2.24%	80,700	97.76%	82,550
2001	704	0.74%	357	0.38%	1,051	1.11%	15	0.02%	550	0.58%	2,677	2.81%	92,422	97.19%	95,099
2002	729	0.96%	235	0.31%	338	0.45%	20	0.03%	321	0.42%	1,643	2.17%	74,141	97.83%	75,784
2003	617	0.44%	339	0.24%	380	0.27%	21	0.01%	2,777	1.96%	4,134	2.92%	137,526	97.08%	141,660
Pre-GEOD Total	2,854	0.72%	1,135	0.29%	2,067	0.52%	79	0.02%	4,169	1.06%	10,304	2.61%	384,789	97.39%	395,093
2004	840	0.55%	358	0.23%	319	0.21%	137	0.09%	1,351	0.88%	3,005	1.97%	149,701	98.03%	152,706
Post-GEOD Total	840	0.55%	358	0.23%	319	0.21%	137	0.09%	1,351	0.88%	3,005	1.97%	149,701	98.03%	152,706
Total Payments	3,694	0.67%	1,493	0.27%	2,386	0.44%	216	0.04%	5,520	1.01%	13,309	2.43%	534,490	97.57%	547,799

Source: Various New Jersey payment systems.

¹ Percentage of Total Payments

**EXHIBIT 4-16
OTHER SERVICES
VENDORS AWARDED
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
CALENDAR YEARS 2000 THROUGH 2004**

Fiscal Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Unique Vendors
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2000	55	0.59%	25	0.27%	39	0.42%	6	0.06%	69	0.74%	194	2.07%	9,190	97.93%	9,384
2001	66	0.67%	24	0.24%	38	0.38%	5	0.05%	66	0.67%	199	2.01%	9,703	97.99%	9,902
2002	56	0.61%	32	0.35%	33	0.36%	7	0.08%	62	0.68%	190	2.07%	8,984	97.93%	9,174
2003	59	0.56%	37	0.35%	49	0.47%	4	0.04%	67	0.64%	216	2.06%	10,283	97.94%	10,499
Pre-GEOD Total	121	0.58%	58	0.28%	80	0.39%	11	0.05%	132	0.64%	402	1.94%	20,355	98.06%	20,757
2004	93	0.79%	35	0.30%	41	0.35%	7	0.06%	73	0.62%	249	2.11%	11,560	97.89%	11,809
Post-GEOD Total	93	0.79%	35	0.30%	41	0.35%	7	0.06%	73	0.62%	249	2.11%	11,560	97.89%	11,809
Total Unique Vendors Over Five Years ²	172	0.65%	67	0.25%	94	0.35%	13	0.05%	158	0.60%	504	1.90%	26,039	98.10%	26,543

Source: Various New Jersey payment systems.

¹ Percentage of Total Payments

² Percentage of Total Unique Vendors

4.3.2.1 Other Services Utilization by POs? Threshold Analysis

MGT also analyzed the utilization of MWBE Other Services firms by examining purchase order awards in two dollar ranges: awards up to \$25,000, and PO awards above \$25,000. For both threshold categories, **Exhibits 4-17** and **4-18** report the percentage of Other Services POs to unique vendors, and **Exhibits 4-19** and **4-20** report utilization in terms of dollars earned from POs in each threshold category.

4.3.2.2 Percentage of Other Services Purchase Order Awards

POs Less than \$25,000

From fiscal years 2000 through 2004, MGT obtained 287,669 records for Other Services purchase order awards to vendors from participating agencies, authorities, colleges. Of this total, roughly 95 percent (272,391) were valued at less than \$25,000. During the pre-set-aside program period, nonminority firms received 167,060 of 171,233 POs valued at less than \$25,000, or 97.56 percent. For the post-set-aside program period, this percentage of nonminority male-owned firm procurement increased slightly to 97.95 percent, with nonminority firms receiving 99,088 of 101,158 awards.

Although M/WBE utilization was dramatically low when compared with nonminority male-owned vendor utilization (for all five fiscal years, only 6,243 PO awards were made to M/WBEs in this category compared with 266,148 purchase orders awarded to nonminority firms), it is noteworthy that during the pre-set-aside program period for nonminority women-owned firms received roughly two-thirds of M/WBE POs (2,816 of 4,173) and roughly one-half of M/WBE POs during the post-set-aside program period (1,100 of 2,070).

POs \$25,000 and Higher

Of 287,669 purchase orders for Other Services vendors, roughly 5 percent (15,278) were valued at \$25,000 or more. During the pre-set-aside program period, nonminority firms received 6,152 of 6,913 POs valued at \$25,000 or more, or 88.99 percent. For the post-set-aside program period, this percentage of nonminority firm awards increased dramatically to 97.47 percent, with nonminority firms receiving 8,153 of 8,365 awards.

Although M/WBE utilization in the higher valued PO category was low when compared with nonminority male-owned vendor utilization (for all five fiscal years, M/WBEs received only 973 PO awards in this category compared with 14,305 nonminority firms), it is noteworthy that during the pre-set-aside program period African American firms received only 5 of 761 purchase orders to M/WBEs, but more than 50 percent of awards to M/WBEs made during the post-set-aside program period (110 of 212).

**EXHIBIT 4-17
STATE OF NEW JERSEY THRESHOLD ANALYSIS
UTILIZATION OF OTHER SERVICES VENDORS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES**

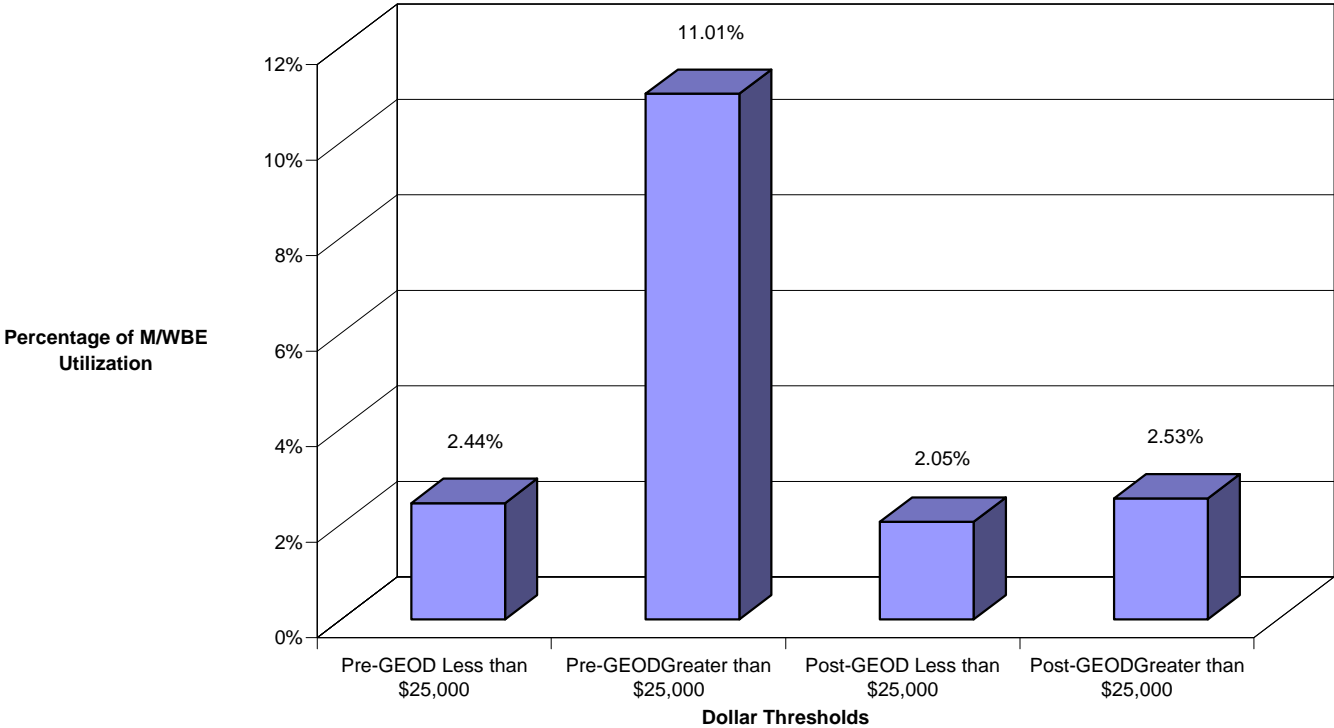
Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total POs Awarded	
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	
Pre-GEOD																
Less than \$25,000	1,035	0.60%	126	0.07%	162	0.09%	34	0.02%	2,816	1.64%	4,173	2.44%	167,060	97.56%	171,233	
Greater than \$25,000	5	0.07%	4	0.06%	730	10.56%	1	0.01%	21	0.30%	761	11.01%	6,152	88.99%	6,913	
Post-GEOD																
Less than \$25,000	524	0.52%	197	0.19%	231	0.23%	18	0.02%	1,100	1.09%	2,070	2.05%	99,088	97.95%	101,158	
Greater than \$25,000	110	1.32%	94	1.12%	1	0.01%	0	0.00%	7	0.08%	212	2.53%	8,153	97.47%	8,365	
Total	1,674	0.58%	421	0.15%	892	0.31%	35	0.01%	3,944	1.37%	7,216	2.51%	280,453	97.49%	287,669	

Source: Various New Jersey payment systems.

¹ Percentage of total POs awarded annually to vendors.

**EXHIBIT 4-18
OTHER SERVICES**

Percentage of M/WBE Utilization by Dollar Threshold



Source: Various New Jersey payment systems.

4.3.2.3 Percentage of Other Services Purchase Order Dollars Received by Vendors

POs Less than \$25,000

As **Exhibit 4-19** shows, although Other Services PO awards in terms of dollar amounts in this category tended to decrease slightly for M/WBEs as a percentage of total dollar awards from the pre-set-aside program to the post-set-aside program periods, it is noteworthy that M/WBE utilization increased for every M/WBE category but nonminority women-owned firms. On the other hand, the general pattern of dollars received by M/WBEs and nonminority male-owned firms, respectively, remained fairly stable for both periods, with nonminority male-owned firms receiving roughly 97.5 percent of all dollars received by vendors.

POs \$25,000 and Higher

Overall, from the pre-set-aside program to post-set-aside program periods, M/WBEs share of Other Services purchase order dollars, as a percentage of all dollars received in this higher category of purchase, declined from roughly three percent during the pre-set-aside program period to roughly 1.9 percent during the post-set-aside program period. Although from the pre-set-aside program to the post-set-aside program periods, as a share of dollars received by all M/WBEs, African American and Hispanic American utilization improved, utilization of the other MWBE categories declined precipitously.

**EXHIBIT 4-19
STATE OF NEW JERSEY
UTILIZATION OF M/WBE OTHER SERVICES VENDORS
WITHIN CONTRACT DOLLAR RANGES FISCAL YEARS 2000 THROUGH 2004**

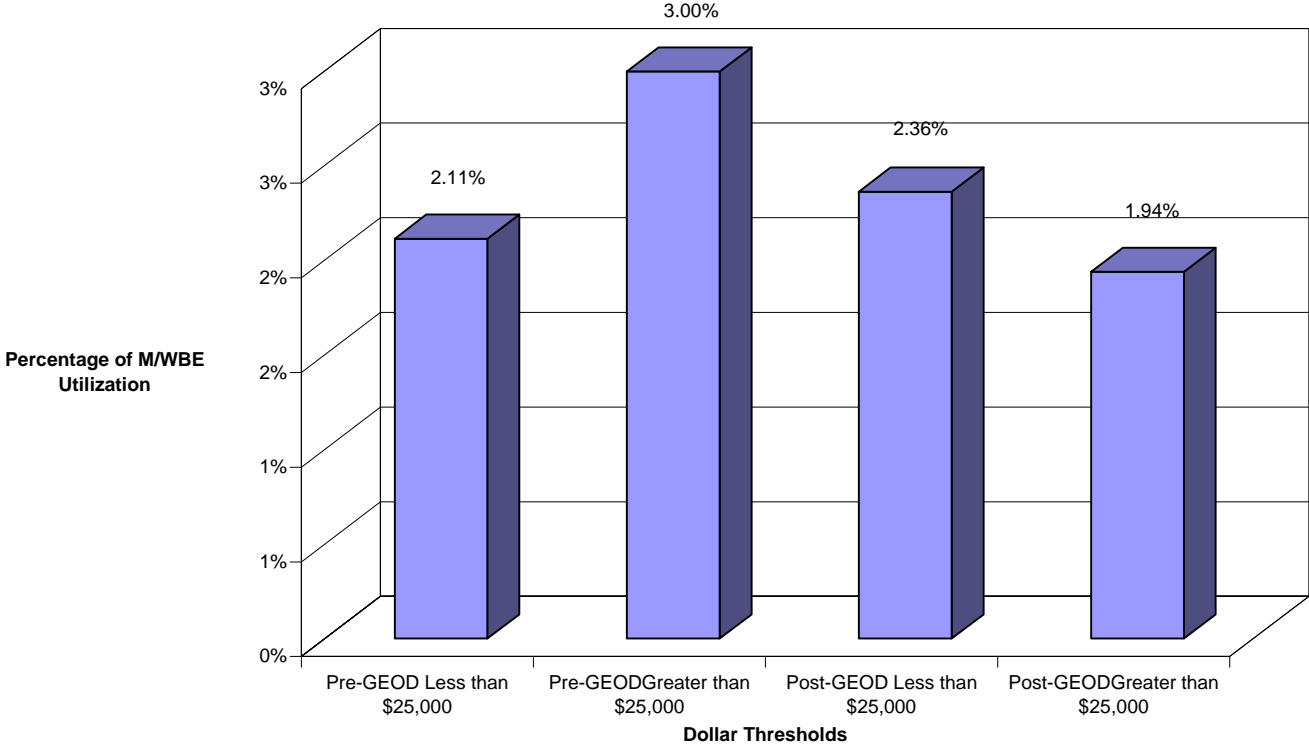
Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total PO Amounts Awarded	
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	
Pre-Set-Aside																
Less than \$25,000	\$845,485.00	0.42%	\$288,484.40	0.14%	\$438,187.19	0.22%	\$41,574.83	0.02%	\$2,657,121.70	1.31%	\$4,270,853.12	2.11%	\$197,960,549.61	97.89%	\$202,231,402.73	
Greater than \$25,000	\$862,322.20	0.39%	\$265,550.07	0.12%	\$2,144,491.44	0.97%	\$183,000.00	0.08%	\$3,154,735.20	1.43%	\$6,610,098.91	3.00%	\$214,071,456.59	97.00%	\$220,681,555.50	
Post-Set-Aside																
Less than \$25,000	\$636,996.21	0.77%	\$270,473.39	0.33%	\$253,403.99	0.31%	\$63,677.94	0.08%	\$725,004.13	0.88%	\$1,949,555.66	2.36%	\$80,635,928.70	97.64%	\$82,585,484.36	
Greater than \$25,000	\$515,140.93	0.53%	\$440,199.95	0.45%	\$86,066.66	0.09%	\$0.00	0.00%	\$840,185.38	0.86%	\$1,881,592.92	1.94%	\$95,256,621.61	98.06%	\$97,138,214.53	
Total	\$2,859,944.34	0.47%	\$1,264,707.81	0.21%	\$2,582,678.63	0.43%	\$224,574.83	0.04%	\$7,377,046.41	1.22%	\$14,712,100.61	2.44%	\$587,924,556.51	97.56%	\$602,636,657.12	

Source: Various New Jersey payment systems.

¹ Percentage of total amount of POs awarded annually to vendors.

**EXHIBIT 4-20
OTHER SERVICES**

Percentage of M/WBE Utilization by Dollar Threshold



Source: Various New Jersey payment systems.

4.3.3 Vendor Availability? Other Services

Exhibits 4-21 and **4-22** report vendor availability for vendors engaged in Other Services derived, respectively, from data provided by New Jersey agencies, authorities, colleges, and commissions, and from the 2000 U.S. Census of New Jersey state vendors. The purpose of these two exhibits is to enable a comparison of Other Services vendors determined to be available by the State of New Jersey and the universe of Other Services vendors as recorded by the U.S. Census.

Examining both availability exhibits, we find that the total number of Other Services vendors identified from state sources (111,757) is nearly 67 percent of the theoretically available universe of Other Services vendors recorded by the 2000 census (166,687). Available nonminority male Other Services vendors recorded by the state over the five-year period of the study (106,447) represented more than 92 percent of Other Services firms recorded by the U.S. Census in 2000 (115,059).

Using the same comparison analog—state-identified versus Census-reported vendors—there was a much greater numerical discrepancy of available Other Services vendors in the other M/WBE categories, particularly among Hispanic Americans, Asian Americans, and nonminority women. A discussion of the differences in availability calculated from the state’s vendor data and availability according to census data is provided in Chapter 7.0.

**EXHIBIT 4-21
STATE OF NEW JERSEY
OTHER SERVICES
AVAILABILITY OF VENDORS
BASED ON VENDOR DATA
FISCAL YEARS 2000 THROUGH 2004**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	1,359	1.22%	746	0.67%	955	0.85%	57	0.05%	2,193	1.96%	5,310	4.75%	106,447	95.25%	111,757

Source: New Jersey agencies, authorities, colleges, and commissions.

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

**EXHIBIT 4-22
STATE OF NEW JERSEY
OTHER SERVICES
2000 CENSUS VENDOR AVAILABILITY**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	3,779	2.27%	6,038	3.62%	13,390	8.03%	120	0.07%	28,301	16.98%	51,628	30.97%	115,059	69.03%	166,687

Source: SMOBE & SWOBE Census data for all counties in New Jersey.

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

4.4 Goods and Commodities

This section presents the state's relevant market area analysis for Goods and Commodities, and utilization and availability analyses of M/WBEs and non-M/WBEs as Goods and Commodities vendors.

4.4.1 Relevant Market Area Analysis

As discussed in section 4.1.4, the relevant market area is determined by first summing the dollars awarded in each county according to business category. The counties were listed according to the number of firms awarded contract dollars, and then by the dollar amounts awarded. Succeeding counties were added, as needed, until at least 75 percent of the total dollars was included.

Approximately \$3.7 billion were spent by the state on Goods and Commodities contracts over the five-year study period. **Exhibit 4-23** shows the location of firms awarded Goods and Commodities contracts by county of domicile and dollar amount. The relevant market area for the state's Goods and Commodities contract awards consists of plus the State of New Jersey and 13 counties located in other states. Approximately \$2.8 billion (75%) of the \$3.7 billion in total Goods and Commodities awards went to firms in the relevant market area. A total of 830,088 payments were made to 25,191 firms within the relevant market area. Overall, about 1.2 million payments were made to 42,444 individual firms.

**EXHIBIT 4-23
GOODS AND COMMODITIES
RELEVANT MARKET AREA ANALYSIS
FISCAL YEARS 2000 THROUGH 2004**

County, ¹ State	# of Payments	% of Payments	# of Vendors	% of Vendors	Dollars	% of Dollars	Cum% ²
NEW JERSEY	621,737	50.81%	18,302	43.12%	\$1,506,589,904.99	40.23%	40.23%
NEW YORK, NY	16,216	1.33%	1004	2.37%	\$87,346,683.81	2.33%	42.57%
COOK, IL	55,715	4.55%	980	2.31%	\$794,307,649.09	21.21%	63.78%
LOS ANGELES, CA	13,252	1.08%	784	1.85%	\$16,894,910.59	0.45%	64.23%
PHILADELPHIA, PA	41,298	3.37%	762	1.80%	\$153,385,734.81	4.10%	68.32%
MIDDLESEX, MA	6,659	0.54%	493	1.16%	\$24,855,486.36	0.66%	68.99%
MONTGOMERY, PA	7,754	0.63%	451	1.06%	\$25,277,229.59	0.68%	69.66%
BUCKS, PA	8,529	0.70%	439	1.03%	\$15,656,296.12	0.42%	70.08%
ORANGE, CA	4,307	0.35%	396	0.93%	\$9,316,595.21	0.25%	70.33%
NASSAU, NY	8,884	0.73%	392	0.92%	\$18,109,659.22	0.48%	70.81%
SAN DIEGO, CA	3,424	0.28%	368	0.87%	\$7,884,507.68	0.21%	71.02%
SANTA CLARA, CA	2,057	0.17%	281	0.66%	\$10,206,714.48	0.27%	71.30%
WASHINGTON, DC	1,378	0.11%	281	0.66%	\$987,066.68	0.03%	71.32%
ALLEGHENY, PA	38,878	3.18%	258	0.61%	\$152,301,604.31	4.07%	75.39%
RELEVANT M.A. TOTALS	830,088	67.83%	25,191	59.35%	\$2,823,120,042.94	75.39%	
FULTON, GA	8,836	0.72%	255	0.60%	\$31,059,575.58	0.83%	76.22%
KING, WA	1,152	0.09%	251	0.59%	\$3,245,132.88	0.09%	76.31%
DALLAS, TX	2,729	0.22%	249	0.59%	\$7,859,048.62	0.21%	76.52%
SUFFOLK, NY	3,080	0.25%	246	0.58%	\$8,925,688.33	0.24%	76.75%
CHESTER, PA	2,441	0.20%	240	0.57%	\$17,125,225.63	0.46%	77.21%
HENNEPIN, MN	2,508	0.20%	238	0.56%	\$5,520,138.56	0.15%	77.36%
MONTGOMERY, MD	2,306	0.19%	235	0.55%	\$4,768,699.04	0.13%	77.49%
WESTCHESTER, NY	3,481	0.28%	225	0.53%	\$9,269,265.86	0.25%	77.73%
FAIRFIELD, CT	2,821	0.23%	207	0.49%	\$8,964,535.28	0.24%	77.97%
ALAMEDA, CA	1,452	0.12%	205	0.48%	\$8,028,777.88	0.21%	78.19%
KINGS, NY	1,580	0.13%	202	0.48%	\$3,833,382.15	0.10%	78.29%
DELAWARE, PA	2,109	0.17%	195	0.46%	\$3,303,925.46	0.09%	78.38%
SUFFOLK, MA	3,308	0.27%	186	0.44%	\$10,264,181.01	0.27%	78.65%
MECKLENBURG, NC	18,539	1.51%	183	0.43%	\$25,473,478.61	0.68%	79.33%
QUEENS, NY	2,663	0.22%	168	0.40%	\$3,723,977.03	0.10%	79.43%
MARICOPA, AZ	1,742	0.14%	168	0.40%	\$2,192,107.11	0.06%	79.49%
DU PAGE, IL	1,863	0.15%	166	0.39%	\$4,582,368.26	0.12%	79.61%
FAIRFAX, VA	874	0.07%	157	0.37%	\$3,100,023.64	0.08%	79.70%
CUYAHOGA, OH	1,846	0.15%	153	0.36%	\$6,373,674.50	0.17%	79.87%
BALTIMORE (CITY), MD	5,479	0.45%	148	0.35%	\$37,712,513.38	1.01%	80.87%
NORFOLK, MA	2,398	0.20%	148	0.35%	\$5,223,152.91	0.14%	81.01%
SAN FRANCISCO, CA	882	0.07%	142	0.33%	\$3,750,769.58	0.10%	81.11%
ERIE, NY	1,623	0.13%	138	0.33%	\$3,192,898.50	0.09%	81.20%
HAMILTON, OH	2,797	0.23%	138	0.33%	\$2,829,950.05	0.08%	81.27%
HARRIS, TX	8,394	0.69%	135	0.33%	\$20,349,186.35	0.54%	81.82%
SAN MATEO, CA	3,522	0.29%	132	0.32%	\$5,386,790.04	0.14%	81.96%
ROCKLAND, NY	1,703	0.14%	130	0.31%	\$3,305,613.88	0.09%	82.05%
OTHER	301,539	24.64%	12,213	28.77%	\$672,196,046.69	17.95%	100.00%
Total	1,223,755	100.00%	42,444	100.00%	\$3,744,680,169.75	100.00%	

Source: Various New Jersey payment systems.

¹ Counties above the line are included in the relevant market area.

² Cumulative total of percentage of dollars in market area.

4.4.2 Utilization Analysis

M/WBE and non-M/WBE utilization analysis includes the firms located within the relevant market areas. Their utilization was derived from information contained in the financial systems provided by the state's authorities, agencies, colleges, and commissions for activity occurring between July 1, 1999, and June 30, 2004. Using these data sources, MGT calculated the percentage of total dollars awarded to M/WBEs and non-M/WBEs during the relevant time period. The numbers in the utilization charts that follow reflect the combined payments made to vendors in each race, ethnicity, and gender category. Utilization results are presented by calendar year, dollar amount of the POs/payments, number of POs awarded, and individual firms according to race/ethnicity/gender classifications.

Exhibit 4-24 presents utilization analyses for Goods and Commodities vendors in the state's relevant market area for both the pre-set-aside program and post-set-aside program periods. Of nearly \$2.8 billion spent by the state for Goods and Commodities in the relevant market area during the five-year study period, approximately \$43 million were received by M/WBEs, as shown in **Exhibit 4-24**. During the pre-set-aside program period, M/WBEs received roughly 1.43 percent of the Goods and Commodities dollars, or \$34.4 million of \$2.45 billion received by vendors in the relevant market area. During the post-set-aside program period, nearly 2.16 percent of Goods and Commodities dollars, or \$7.4 million of a total of approximately \$343 million, was paid to all firms. During the pre-set-aside program period, nonminority male-owned firms received 98.57 percent of the state's Goods and Commodities dollars, and 97.84 percent was paid during the post-set-aside program period.

**EXHIBIT 4-24
GOODS AND COMMODITIES
UTILIZATION ANALYSIS OF VENDORS IN THE RELEVANT MARKET AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS AWARDED
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
FISCAL YEARS 2000 THROUGH 2004**

Fiscal Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Dollars Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2000	\$1,757,488.03	0.18%	\$2,244,083.81	0.23%	\$904,759.54	0.09%	\$43,877.42	0.00%	\$2,752,667.31	0.28%	\$7,702,876.12	0.79%	\$964,651,129.75	99.21%	\$972,354,005.86
2001	\$2,574,366.07	0.53%	\$1,557,470.93	0.32%	\$2,637,648.10	0.54%	\$22,971.50	0.00%	\$2,395,631.32	0.49%	\$9,188,087.91	1.89%	\$476,655,867.87	98.11%	\$485,843,955.79
2002	\$2,549,141.01	0.60%	\$3,059,227.89	0.72%	\$1,452,360.44	0.34%	\$333,966.80	0.08%	\$1,624,137.04	0.38%	\$9,018,833.17	2.11%	\$418,844,157.06	97.89%	\$427,862,990.23
2003	\$2,448,104.48	0.41%	\$2,723,931.63	0.46%	\$1,593,265.07	0.27%	\$465,986.17	0.08%	\$2,335,745.74	0.39%	\$9,567,033.09	1.61%	\$583,954,127.22	98.39%	\$593,521,160.31
Pre-Set-Aside Total	\$9,329,099.59	0.38%	\$9,584,714.26	0.39%	\$6,588,033.15	0.27%	\$866,801.89	0.03%	\$9,108,181.41	0.37%	\$35,476,830.29	1.43%	\$2,444,105,281.90	98.57%	\$2,479,582,112.19
2004	\$2,225,992.69	0.65%	\$1,260,112.97	0.37%	\$1,032,666.24	0.30%	\$1,378,544.53	0.40%	\$1,524,519.48	0.44%	\$7,421,835.91	2.16%	\$336,116,094.84	97.84%	\$343,537,930.75
Post-Set-Aside Total	\$2,225,992.69	0.65%	\$1,260,112.97	0.37%	\$1,032,666.24	0.30%	\$1,378,544.53	0.40%	\$1,524,519.48	0.44%	\$7,421,835.91	2.16%	\$336,116,094.84	97.84%	\$343,537,930.75
Total	\$11,555,092.28	0.41%	\$10,844,827.23	0.38%	\$7,620,699.39	0.27%	\$2,245,346.42	0.08%	\$10,632,700.89	0.38%	\$42,898,666.20	1.52%	\$2,780,221,376.74	98.48%	\$2,823,120,042.94

Source: Various New Jersey payment systems.

¹ Percentage of total dollars awarded annually to prime contractor.

Exhibits 4-25 and **4-26** report utilization by the number of payments made to firms and the number of Goods and Commodities firms used during the study period. During the pre-set-aside program period 595,947 (96.08%) of 620,241 payments went to nonminority firms compared with 202,410 payments (96.46%) of 209,847 total payments made during the post-set-aside program period. Less than 2.2 percent (468 firms) of the 42,140 firms used by the state for Goods and Commodities activities during the pre-set-aside program period were M/WBEs, compared with over 2.6 percent (263 firms). During both periods, African American firms accounted for roughly two-fifths of M/WBE Goods and Commodities firms.

**EXHIBIT 4-25
STATE OF NEW JERSEY
GOODS AND COMMODITIES
VENDOR UTILIZATION ANALYSIS FISCAL YEARS 2000 THROUGH 2004
NUMBER OF PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATION**

Fiscal Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Payments
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2000	957	0.81%	927	0.78%	902	0.76%	20	0.02%	1,983	1.67%	4,789	4.04%	113,766	95.96%	118,555
2001	2,181	1.40%	440	0.28%	1,125	0.72%	14	0.01%	2,133	1.37%	5,893	3.78%	150,192	96.22%	156,085
2002	1,995	1.58%	1,413	1.12%	738	0.59%	40	0.03%	1,511	1.20%	5,697	4.52%	120,434	95.48%	126,131
2003	2,091	0.95%	1,119	0.51%	800	0.36%	42	0.02%	3,863	1.76%	7,915	3.61%	211,555	96.39%	219,470
Pre-GEOD Total	7,224	1.16%	3,899	0.63%	3,565	0.57%	116	0.02%	9,490	1.53%	24,294	3.92%	595,947	96.08%	620,241
2004	988	0.47%	1,039	0.50%	866	0.41%	190	0.09%	4,354	2.07%	7,437	3.54%	202,410	96.46%	209,847
Post-GEOD Total	988	0.47%	1,039	0.50%	866	0.41%	190	0.09%	4,354	2.07%	7,437	3.54%	202,410	96.46%	209,847
Total	8,212	0.99%	4,938	0.59%	4,431	0.53%	306	0.04%	13,844	1.67%	31,731	3.82%	798,357	96.18%	830,088

Source: Various New Jersey payment systems.

¹ Percentage of Total Payments.

**EXHIBIT 4-26
GOODS AND COMMODITIES
UNIQUE FIRMS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
FISCAL YEARS 2000 THROUGH 2004**

Fiscal Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Unique Vendors
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2000	71	0.73%	29	0.30%	41	0.42%	6	0.06%	74	0.76%	221	2.26%	9,556	97.74%	9,777
2001	101	0.96%	32	0.31%	51	0.49%	7	0.07%	64	0.61%	255	2.43%	10,226	97.57%	10,481
2002	113	1.04%	29	0.27%	46	0.42%	5	0.05%	68	0.63%	261	2.41%	10,586	97.59%	10,847
2003	88	0.80%	32	0.29%	54	0.49%	5	0.05%	65	0.59%	244	2.21%	10,783	97.79%	11,027
Pre-GEOD Total	190	0.89%	60	0.28%	88	0.41%	11	0.05%	119	0.56%	468	2.19%	20,937	97.81%	21,405
2004	100	0.05%	35	0.02%	48	0.02%	9	0.00%	71	0.03%	263	2.68%	9,535	97.32%	9,798
Post-GEOD Total	100	1.02%	35	0.36%	48	0.49%	9	0.09%	71	0.72%	263	2.68%	9,535	97.32%	9,798
Total Unique Vendors Over Five Years ²	218	0.87%	75	0.30%	99	0.39%	15	0.06%	142	0.56%	549	2.18%	24,642	97.82%	25,191

Source: Various New Jersey payment systems

¹Percentage of Total Unique Vendors.

²The Total Unique Vendors counts a vendor only once for each year the firm receives work. Since a Vendor could be used in multiple years, the total unique Vendors for the entire study period may not equal the sum of all years.

4.4.2.1 Goods and Commodities Firm Utilization by POs—Threshold Analysis

MGT analyzed the utilization of M/WBE Goods and Commodities firms by examining purchase order awards in two dollar ranges: awards up to \$25,000 and PO awards above \$25,000. For both threshold categories, **Exhibits 4-27** and **4-28** report the percentage of Goods and Commodities POs to unique vendors, and **Exhibits 4-29** and **4-30** report utilization in terms of dollars earned from POs in each threshold category.

4.4.2.2 Percentage of Goods and Commodities Purchase Order Awards

POs Less than \$25,000

As **Exhibit 4-27** indicates, a total of 437,889 Goods and Commodities purchase orders were authorized to vendors during the study period by participating agencies, authorities, colleges, and commissions. Of this total, roughly 96 percent (420,210) were valued at less than \$25,000. During the pre-set-aside program period, nonminority firms received 296,759 of 305,225 POs valued at less than \$25,000, or 97.23 percent, decreasing in the post-set-aside program period to 95.05 (109,292 of 114,985 POs). Although the M/WBE share of purchase orders was dramatically low (14,962 for all five years) when compared with POs received by nonminority male-owned vendor firms, it is noteworthy that during the pre-set-aside program period nonminority women owned firms received almost half of all POs (4,018 of 8,466) to M/WBEs and, during the post-set-aside program period, nearly three-quarters of all POs received by M/WBEs (4,082 of 5,693).

POs \$25,000 and Higher

Of 437,889 Goods and Commodities purchase orders authorized to vendors, less than 0.5 percent (17,679) were valued at \$25,000 or more. During the pre-set-aside program period, nonminority firms received 10,970 of 11,754 POs valued at \$25,000 or more, or 93.33 percent, increasing dramatically during the post-set-aside program phase

**EXHIBIT 4-27
STATE OF NEW JERSEY
UTILIZATION OF M/WBE GOODS AND COMMODITIES VENDORS
WITHIN PURCHASE ORDER DOLLAR RANGES FISCAL YEARS 2000 THROUGH 2004**

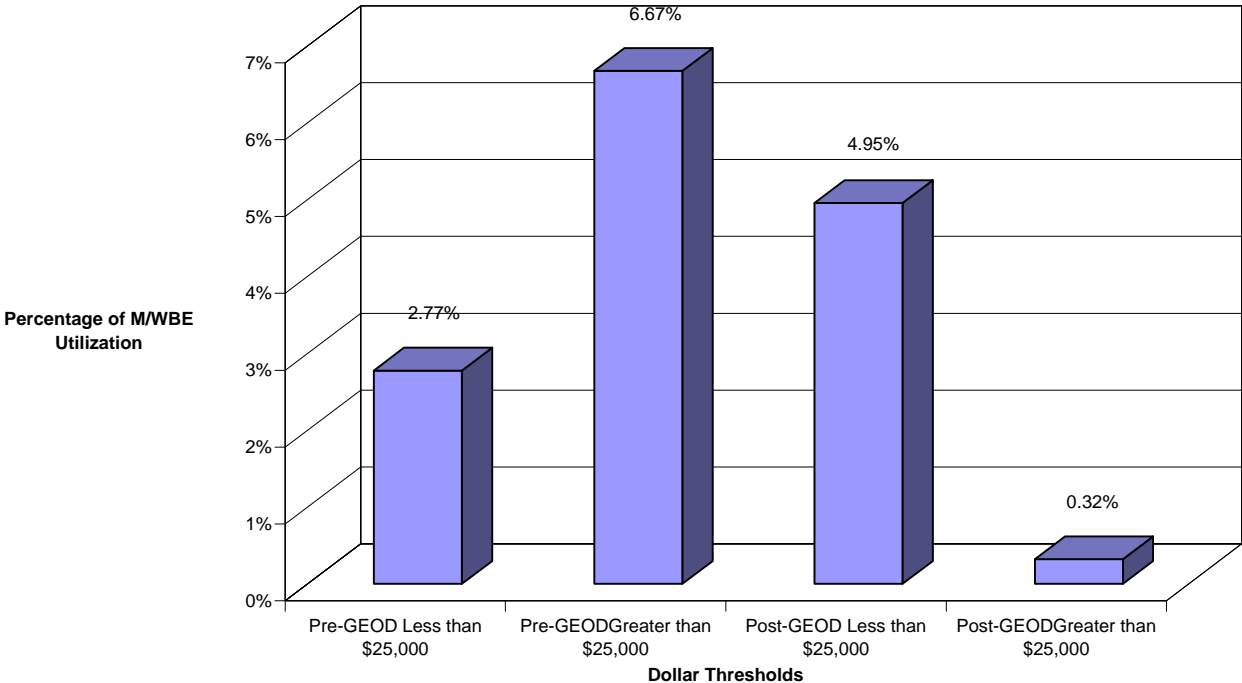
Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total POs Awarded	
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	
Pre-GEOD																
Less than \$25,000	2,333	0.76%	787	0.26%	1,308	0.43%	20	0.01%	4,018	1.32%	8,466	2.77%	296,759	97.23%	305,225	
Greater than \$25,000	656	5.58%	41	0.35%	77	0.66%	2	0.02%	8	0.07%	784	6.67%	10,970	93.33%	11,754	
Post-GEOD																
Less than \$25,000	409	0.36%	506	0.44%	675	0.59%	21	0.02%	4,082	3.55%	5,693	4.95%	109,292	95.05%	114,985	
Greater than \$25,000	7	0.12%	6	0.10%	2	0.03%	2	0.03%	2	0.03%	19	0.32%	5,906	99.68%	5,925	
Total	3,405	0.78%	1,340	0.31%	1,385	0.32%	22	0.01%	8,110	1.85%	14,962	3.42%	422,927	96.58%	437,889	

Source: Various New Jersey payment systems.

¹ Percentage of total POs.

**EXHIBIT 4-28
STATE OF NEW JERSEY
PERCENTAGE OF M/WBE UTILIZATION BY DOLLAR THRESHOLD
WITHIN PURCHASE ORDER DOLLAR RANGES FISCAL YEARS 2000 THROUGH 2004**

Percentage of M/WBE Utilization by Dollar Threshold



Source: Various New Jersey payment systems.

to 99.68 percent, with nonminority firms receiving 5,906 of 5,925 awards. Although M/WBE utilization in the higher valued PO category was also dramatically low when compared with nonminority male-owned vendor utilization in this category of PO award, during the pre-set-aside program period African American firms received all but 128 awards to M/WBEs (656 of 784), and slightly less than half of awards to M/WBEs made during the post-set-aside program period (7 of 19).

4.4.2.3 Percentage of Goods and Commodities Purchase Order Dollars Received by Vendors

POs Less than \$25,000

As **Exhibit 4-29** indicates, although Goods and Commodities PO awards in terms of dollar amounts tended to decrease slightly from the pre-set-aside program to the post-set-aside program periods for M/WBEs as a percentage of total dollar awards. Among M/WBEs, only African American vendor utilization decreased, per se—from 0.57 percent of total dollars received during the pre-set-aside program period to 0.43 percent during the post-set-aside program phase. On the other hand, the general pattern of dollars received by M/WBEs and nonminority male-owned firms remained fairly stable for both periods, with nonminority male-owned firms receiving more than 98 percent of all dollars received by vendors.

POs \$25,000 and Higher

Overall, from the pre-set-aside program to post-set-aside program periods, M/WBEs' share of Goods and Commodities purchase order dollars, as a percentage of all dollars received in this higher category of purchase, decreased dramatically from 2.89 to 1.4 percent. Among individual M/WBE categories, marked declines in dollar receipts were experienced by all M/WBEs but Native Americans.

**EXHIBIT 29
STATE OF NEW JERSEY
GOODS AND COMMODITIES
THRESHOLD ANALYSIS OF VENDORS
DOLLARS AND PERCENTAGE OF PURCHASE ORDERS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
FISCAL YEARS 2000 THROUGH 2004**

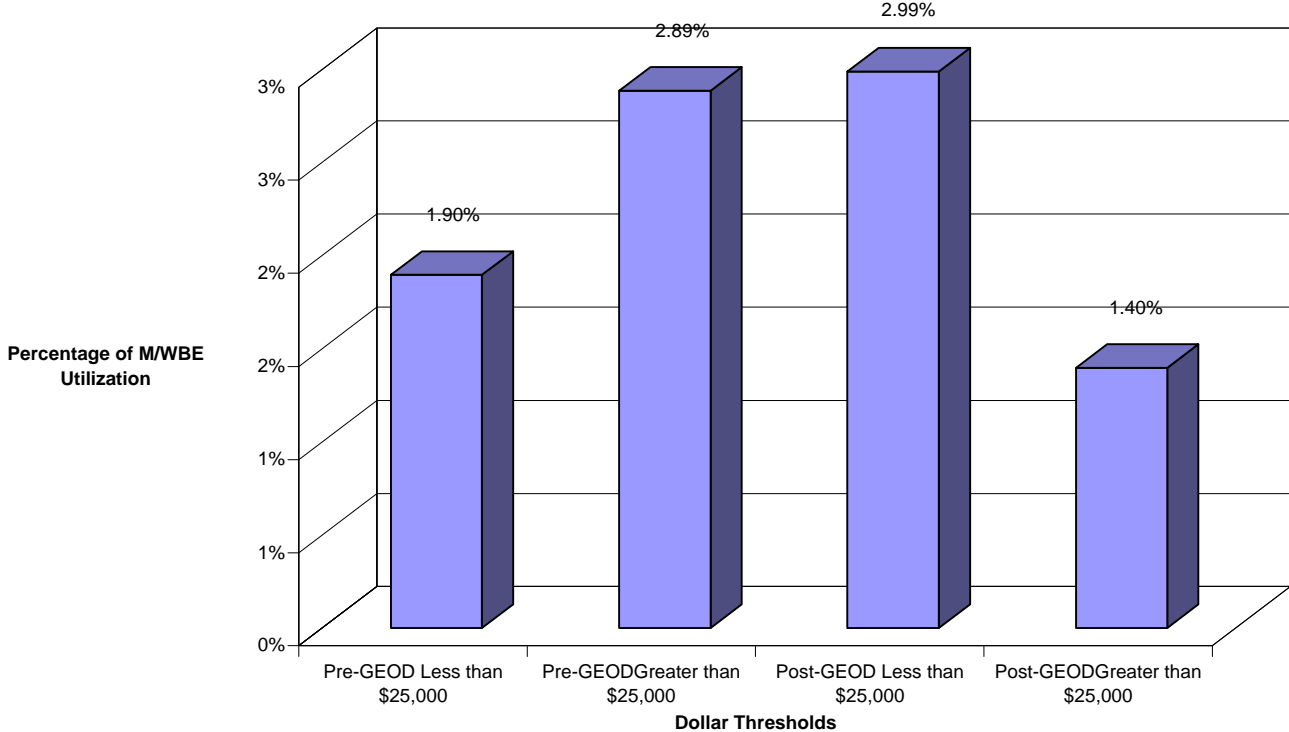
Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total PO Amounts Awarded
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
Pre-GEOD															
Less than \$25,000	\$3,169,239.47	0.57%	\$1,426,065.80	0.26%	\$2,402,097.96	0.43%	\$40,250.46	0.01%	\$3,477,300.74	0.63%	\$10,514,954.42	1.90%	\$543,947,913.18	98.10%	\$554,462,867.60
Greater than \$25,000	\$2,701,946.82	0.91%	\$3,965,029.79	1.33%	\$1,076,976.86	0.36%	\$150,965.10	0.05%	\$709,922.25	0.24%	\$8,604,840.82	2.89%	\$289,580,989.92	97.11%	\$298,185,830.74
Post-GEOD															
Less than \$25,000	\$403,592.44	0.43%	\$694,075.14	0.74%	\$628,330.46	0.67%	\$32,408.19	0.03%	\$1,052,111.83	1.12%	\$2,810,518.06	2.99%	\$91,225,070.98	97.01%	\$94,035,589.04
Greater than \$25,000	\$249,528.00	0.32%	\$95,515.12	0.12%	\$109,054.65	0.14%	\$568,688.00	0.72%	\$80,000.00	0.10%	\$1,102,785.77	1.40%	\$77,828,790.05	98.60%	\$78,931,575.82
Total	\$6,524,306.73	0.64%	\$6,180,685.85	0.60%	\$3,479,074.82	0.34%	\$191,215.56	0.02%	\$5,319,334.82	0.52%	\$23,033,099.07	2.25%	\$1,002,582,764.13	97.75%	\$1,025,615,863.20

Source: Various New Jersey payment systems.

¹ Percentage of total amount of POs awarded annually to vendors.

**EXHIBIT 4-30
GOODS AND COMMODITIES**

Percentage of M/WBE Utilization by Dollar Threshold



Source: Various New Jersey payment systems.

4.4.3 Vendor Availability? Goods and Commodities

Exhibits 4-31 and **4-32** report vendor availability for vendors engaged in Goods and Commodities derived, respectively, from data provided by New Jersey agencies, authorities, colleges, and commissions, and from the 2000 U.S. Census of New Jersey state vendors. The purpose of these two exhibits is to enable a comparison of Goods and Commodities vendors determined to be available by the State of New Jersey and the universe of Goods and Commodities vendors as recorded by the U.S. Census.

Examining both availability exhibits, we find that the total number of Goods and Commodities vendors identified from state sources (51,998) is roughly 38 percent of the theoretically available universe of Goods and Commodities vendors recorded by the 2000 census (136,520). Available African American Goods and Commodities vendors recorded by the state over the five-year period of the study (1,408) represented 140 percent of Goods and Commodities firms recorded by the U.S. Census in 2000 (1,000), and nonminority male Goods and Commodities vendors recorded by the state (46,629) represented roughly 47 percent of the number of Goods and Commodities vendors recorded by the U.S. Census.

Using the same comparison analog—state-identified versus Census-reported vendors—there was a greater numerical discrepancy of available Goods and Commodities vendors in the other M/WBE categories. A discussion of the differences in availability calculated from the state's vendor data and availability according to census data is provided in Chapter 7.0.

**EXHIBIT 4-31
GOODS AND COMMODITIES
VENDOR AVAILABILITY
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
FISCAL YEARS 2000 THROUGH 2004**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	1408	2.71%	687	1.32%	907	1.74%	51	0.10%	2316	4.45%	5,369	10.33%	46,629	89.67%	51,998

Source: MGT's master vendor database.

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

**EXHIBIT 4-32
GOODS AND COMMODITIES
2000 CENSUS VENDOR AVAILABILITY
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	1,000	0.73%	5,638	4.13%	12,744	9.33%	239	0.18%	17,859	13.08%	37,480	27.45%	99,040	72.55%	136,520

Source: SMOBE & SWOBE Census data for all counties in New Jersey.

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

4.5 Summary

This chapter presented the results of our calculations of the relevant market areas and utilization and availability of firms for the Professional Services, Other Services, and Goods and Commodities business categories. **Exhibits 4-33** through **4-34** summarize the analysis results presented in this chapter, followed by **Exhibit 4-35**, which summarizes overall vendor availability as determined from state records. **Exhibits 4-36** through **4-37** provide a summary of vendor utilization by the four New Jersey agency categories—agencies, authorities, colleges, and commissions—for each year of the study.

4.5.1 Relevant Market Area for Three Categories of Procurement

The relevant market area in which at least 75 percent of New Jersey State dollars was spent during the five-year period for each work type category included the following geographic locations:

- **Professional services:** the State of New Jersey; New York City; Philadelphia, Pennsylvania; Bucks County, Pennsylvania; Montgomery County, Pennsylvania; Kings County, New York; Cook County, Illinois; Washington, D.C.; Westchester County, New York; Delaware County, Pennsylvania; and Los Angeles, California
- **Other services:** the State of New Jersey; New York City; Philadelphia, Pennsylvania; Cook County, Illinois; Montgomery County, Pennsylvania; Bucks County, Pennsylvania; Los Angeles, California; Middlesex County, Massachusetts, and Nassau County, New York.
- **Goods and commodities:** the State of New Jersey; New York City; Cook County, Illinois; Los Angeles, California; Philadelphia, Pennsylvania; Middlesex County, Massachusetts; Montgomery County, Pennsylvania; Bucks County, Pennsylvania; Orange County, California; Nassau County, New York; San Diego, California; Santa Clara, California; Washington, D.C.; and Allegheny County, Pennsylvania.

4.5.2 M/WBE Utilization—General Findings

- In the relevant market area, from fiscal years 2000 through 2004, total state procurement in dollars for minority-owned firms in the three categories of procurement for this study—Professional Services, Other Services, and Goods and Commodities? was less than 2 percent (\$97 million) of total spending (\$5.1 billion) for the five-year period of the study.
- As a percentage of total vendor utilization, M/WBE utilization by the state was very low for the full five-year study period, ranging from 1.4 percent for Professional Services to 1.5 percent for Goods and Commodities to 2.8 percent for Other Services.
- The state utilized only 1,248 unique minority vendors in the three procurement categories for this study during the five-year study interval (Professional Services, 195 M/WBEs; Other Services, 504 M/WBEs; Good and Commodities, 549 M/WBEs).
- Mean utilization per M/WBE firm by procurement category during the five-year study interval was approximately \$88,340 per Professional Services firm; approximately \$59,140 per Other Services firm; and approximately \$78,140 per Goods and Commodities firm.
- Mean utilization for nonminority male-owned firms by procurement category during the five-year study interval was approximately \$47,115 per Professional Services firm; approximately \$40,495 per Other Services firm; and approximately \$112,825 per Goods and Commodities firm.

4.5.3 Utilization by Procurement Type Categories: General Findings

- For each year of the five-year study interval, M/WBE dollar utilization in the Professional Services category was uniformly low in each of the four agency categories, never exceeding 2.7 percent (Colleges/Universities, 2004).
- For each year of the five-year study interval, M/WBE dollar utilization in the Other Services category ranged, generally, from 1 to 4 percent across the four agency types, except during 2002 when Authorities utilized M/WBEs at a rate of 13.75 percent.
- For each year of the five-year study interval, M/WBE dollar utilization in the Goods and Commodities category ranged, generally, from 1 to 4 percent across all of the four agency types.

4.5.4 Utilization in Dollars: Agency Type by Three Procurement Categories—Pre/Post-set-aside program Comparison

- For the five-year period of the study in the Professional Services category, in terms of total dollars expended, M/WBE utilization by

Commissions was 0.29 percent (increasing pre- to post-set-aside program from 0.23 to 0.45 percent); by Authorities, 0.62 percent (decreasing pre- to post-set-aside program from 0.80 percent to 0.43 percent); by Agencies, 1.55 percent (increasing pre- to post-set-aside program from 1.32 percent to 2.67 percent); and by Colleges/Universities, 1.84 percent (increasing pre- to post-set-aside program from 1.49 to 2.89 percent).

- For the five-year period of the study in the Other Services category, in terms of total dollars expended, M/WBE utilization by Commissions was 0.99 percent (decreasing pre- to post-set-aside program from 1.42 to 0.60 percent); by Authorities, 3.92 percent (decreasing pre- to post-set-aside program from 4.19 percent to 2.55 percent); by Agencies, 2.23 percent (decreasing pre- to post-set-aside program from 2.48 percent to 1.78 percent); and by Colleges/Universities, 2.98 percent (increasing pre- to post-set-aside program from 2.77 to 4.02 percent).
- For the five-year period of the study in the Goods and Commodities category, in terms of total dollars expended, M/WBE utilization by Commissions was 2.41 percent overall and for both the pre-set-aside program and post-set-aside program periods, respectively; by Authorities, 0.48 percent (increasing pre- to post-set-aside program from 0.30 percent to 3.82 percent); by Agencies, 1.18 percent (increasing pre- to post-set-aside program from 1.16 percent to 1.30 percent); and by Colleges/Universities, 3.23 percent (decreasing pre- to post-set-aside program from 3.51 to 2.33 percent).

4.5.5 Unique Vendors Utilized by Three Procurement Categories—Pre/Post-set-aside program Comparison

- For the five-year period of the study in the Professional Services category, in terms unique vendors utilized, M/WBE vendor utilization was 0.77 percent, increasing from 0.62 percent during the pre-set-aside program period to 1.10 percent in the post-set-aside program period.
- For the five-year period of the study in the Other Services category, in terms of unique vendors utilized, M/WBE vendor utilization was 1.90 percent, increasing from 1.94 percent during the pre-set-aside program period to 2.14 percent in the post-set-aside program period.
- For the five-year period of the study in the Goods and Commodities category, in terms unique vendors utilized, M/WBE vendor utilization was 2.38 percent increasing from 2.19 percent during the pre-set-aside program period to 2.68 percent in the post-set-aside program period.

4.5.6 M/WBE Utilization by Three Procurement Categories by Size of Purchase Order Award: Pre-set-aside program/Post-set-aside program Comparison

- In the Professional Services procurement category for dollar utilization relative to purchase orders valued at \$25,000 or less, from the pre- to post-set-aside program periods, M/WBE dollar utilization increased from 0.74 percent to 1.77 percent. For purchase orders valued at greater than \$25,000, M/WBE dollar utilization decreased from 4.22 to 3.93 percent.
- In the Other Services procurement category for dollar utilization relative to purchase orders valued at \$25,000 or less, from the pre- to post-set-aside program periods, M/WBE dollar utilization increased from 2.11 percent to 2.36 percent. For purchase orders valued at greater than \$25,000, M/WBE dollar utilization decreased from 3 percent to 1.94 percent.
- In the Goods and Commodities procurement category for dollar utilization relative to purchase orders valued at \$25,000 or less, from the pre- to post-set-aside program periods, M/WBE dollar utilization increased from 1.90 percent to 2.99 percent. For purchase orders valued at greater than \$25,000, M/WBE dollar utilization decreased from 2.89 to 1.40 percent.

4.5.7 New Jersey Vendor M/WBE Availability for Three Procurement Categories

- Relative M/WBE availability calculated from MGT's Master Vendor list of available firms ranged between 4.74 percent for Other Services firms (5,310 M/WBEs) to 8.85 percent for Professional Services (4,129 M/WBEs) to 10.30 percent for Goods and Commodities firms (5,369 M/WBEs).
- Regarding M/WBE availability in the three categories of procurement as a percentage of overall vendor availability, for the Professional Services category, based on a review of state vendor data, our analysis revealed the following levels of availability:
 - African Americans 2.47%
 - Hispanic Americans 1.10 %
 - Asian Americans 1.47 %
 - Native Americans 0.07 %
 - Nonminority Women 3.74 %
- M/WBE availability of Other Services vendors in New Jersey as a percentage of overall vendor availability based on data provided to MGT data by state agencies was calculated by race, ethnicity, and gender category as follows:

- African Americans 1.22 %
 - Hispanic Americans 0.67 %
 - Asian Americans 0.85 %
 - Native Americans 0.05 %
 - Nonminority Women 1.96 %
- M/WBE availability of Goods and Commodities vendors in New Jersey as a percentage of overall vendor availability based on data provided to MGT data by state agencies was calculated by race, ethnicity, and gender category as follows:
- African Americans 2.71 %
 - Hispanic Americans 1.32 %
 - Asian Americans 1.74 %
 - Native Americans 0.10 %
 - Nonminority Women 4.45 %

In the next chapter, Chapter 5.0, we will assess the data in terms of racial, ethnic, and gender disparities in vendor utilization for each of the five M/WBE categories, comparing disparities in M/WBE utilization relative to their availability in the marketplace according to the same criteria for nonminority male vendor utilization. From these analyses, conclusions are drawn regarding disparities in utilization of vendors according to race, ethnicity, and gender status by state entities that procured goods and services during the five-year period of this study.

**EXHIBIT 4-33
SUMMARY OF UTILIZATION
BY BUSINESS CATEGORY
FISCAL YEARS 2000 THROUGH 2004**

Business Category	African Americans	Hispanic Americans	Asian Americans	Native Americans	Nonminority Women	Nonminority Firms
Professional Services (Pre-set-aside program)	\$1,105,066.09	\$663,952.65	\$4,159,248.38	\$15,353.50	\$5,862,912.57	\$918,694,530.39
Professional Services (Post-set-aside program)	\$1,129,519.19	\$167,228.44	\$820,967.69	\$27,585.20	\$3,274,234.86	\$266,161,198.87
Professional Services (Overall)	\$2,234,585.28	\$831,181.09	\$4,980,216.07	\$42,938.70	\$9,137,147.43	\$1,184,855,729.26
Other Services (Pre-set-aside program)	\$5,822,340.96	\$4,130,019.27	\$4,952,094.70	\$489,279.50	\$7,627,004.65	\$784,585,678.55
Other Services (Post-set-aside program)	\$2,491,644.00	\$824,863.66	\$449,371.21	\$498,830.16	\$2,522,242.87	\$269,884,247.00
Other Services (Overall)	\$8,313,984.96	\$4,954,882.93	\$5,401,465.91	\$988,109.66	\$10,149,247.52	\$1,054,469,925.55
Goods & Commodities (Pre-set-aside program)	\$9,329,099.59	\$9,584,714.26	\$6,588,033.15	\$866,801.89	\$9,108,181.41	\$2,444,105,281.90
Goods & Commodities Services (Post-set-aside program)	\$2,225,992.69	\$1,260,112.97	\$1,032,666.24	\$1,378,544.53	\$1,524,519.48	\$336,537,930.75
Goods & Commodities Services (Overall)	\$11,555,092.28	\$10,844,827.23	\$7,620,699.39	\$2,245,346.42	\$10,632,700.89	\$2,780,221,376.74

Source: Summary of total dollars awarded to prime contractors/consultants for the study period.

**EXHIBIT 4-34
PERCENTAGE UTILIZATION
BY BUSINESS CATEGORY
FISCAL YEARS 2000 THROUGH 2004**

Business Category	African Americans	Hispanic Americans	Asian Americans	Native Americans	Nonminority Women	Nonminority Firms
Professional Services (Pre-set-aside program)	0.12%	0.07%	0.45%	0.00%	0.63%	98.73%
Professional Services (Post-set-aside program)	0.42%	0.06%	0.30%	0.01%	1.21%	98.00%
Professional Services (Overall)	0.19%	0.07%	0.41%	0.00%	0.76%	98.57%
Other Services (Pre-set-aside program)	0.72%	0.51%	0.61%	0.06%	0.94%	97.15%
Other Services (Post-set-aside program)	0.90%	0.30%	0.16%	0.18%	0.91%	97.55%
Other Services (Overall)	0.77%	0.46%	0.58%	0.09%	0.94%	97.25%
Goods & Commodities (Pre-set-aside program)	0.38%	0.39%	0.27%	0.03%	0.37%	98.57%
Goods & Commodities Services (Post-set-aside program)	0.65%	0.37%	0.30%	0.40%	0.44%	97.84%
Goods & Commodities Services (Overall)	0.41%	0.38%	0.27%	0.08%	0.38%	98.48%

Source: Summary of percentages of total dollars awarded to prime contractors/consultants for the study period.

**EXHIBIT 4-35
SUMMARY OF M/WBE AVAILABILITY
BY BUSINESS CATEGORY
FISCAL YEARS 2000 THROUGH 2004**

Business Category	African Americans	Hispanic Americans	Asian Americans	Native Americans	Nonminority Women	Nonminority Firms
Professional Services	2.47%	1.10%	1.47%	0.07%	3.74%	91.15%
Other Services	1.22%	0.67%	0.85%	0.05%	1.96%	95.25%
Goods & Commodities	2.71%	1.32%	1.74%	0.10%	4.45%	89.67%

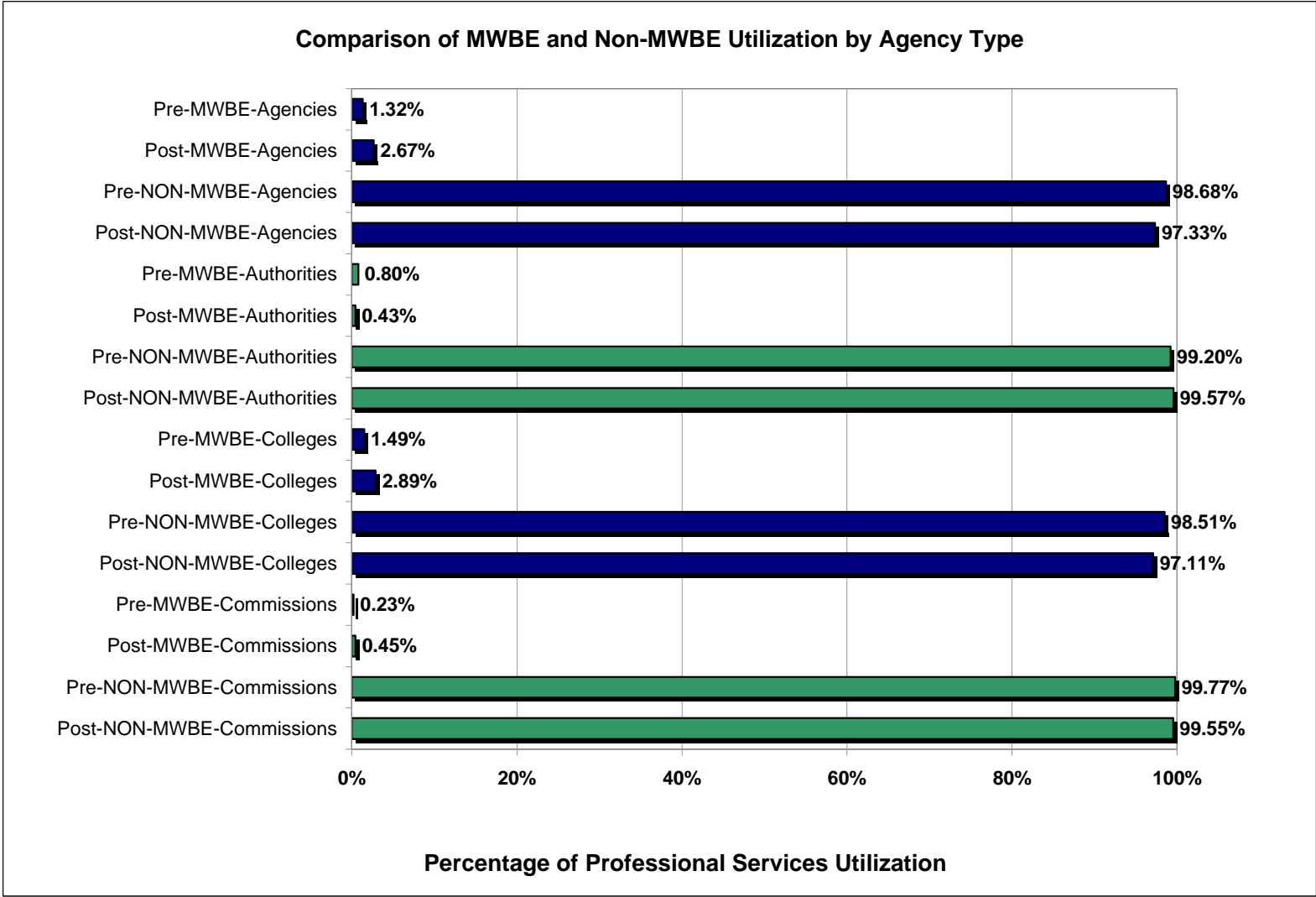
Source: Summary of available prime contractor/consultants for the study period based on vendor data supplied by New Jersey.

**EXHIBIT 4-36
PROFESSIONAL SERVICES
UTILIZATION ANALYSIS OF VENDORS
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
FISCAL YEARS 2000 THROUGH 2004**

Fiscal Years	Agency Type	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Dollars Awarded
		\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2000	Agencies	\$308,639.98	0.28%	\$84,444.25	0.08%	\$11,530.00	0.01%	\$0.00	0.00%	\$112,076.74	0.10%	\$516,690.97	0.46%	\$111,075,402.39	99.54%	\$111,592,093.36
2000	Authorities	\$65,331.70	0.32%	\$16,013.84	0.08%	\$268,079.16	1.30%	\$0.00	0.00%	\$59,895.95	0.29%	\$409,320.65	1.99%	\$20,144,678.14	98.01%	\$20,553,998.79
2000	Colleges	\$57,492.60	0.36%	\$16,469.49	0.10%	\$99,189.79	0.61%	\$290.00	0.00%	\$57,141.60	0.35%	\$230,583.48	1.43%	\$15,946,937.77	98.57%	\$16,177,521.25
2000	Commissions	\$0.00	0.00%	\$0.00	0.00%	\$4,720.00	0.12%	\$0.00	0.00%	\$11,660.92	0.30%	\$16,380.92	0.43%	\$3,818,815.65	99.57%	\$3,835,196.57
2001	Agencies	\$11,875.75	0.01%	\$104,430.51	0.05%	\$1,407,975.66	0.62%	\$0.00	0.00%	\$4,418,105.07	1.96%	\$5,942,386.99	2.63%	\$219,626,242.19	97.37%	\$225,568,629.18
2001	Authorities	\$27,863.09	0.13%	\$28,986.01	0.13%	\$15,005.00	0.07%	\$0.00	0.00%	\$0.00	0.00%	\$71,854.10	0.32%	\$22,107,895.39	99.68%	\$22,179,749.49
2001	Colleges	\$114,877.81	0.60%	\$3,384.93	0.02%	\$97,148.65	0.51%	\$0.00	0.00%	\$72,240.00	0.38%	\$287,651.39	1.50%	\$18,874,301.34	98.50%	\$19,161,952.73
2001	Commissions	\$0.00	0.00%	\$425.00	0.01%	\$1,330.00	0.02%	\$0.00	0.00%	\$1,800.00	0.03%	\$3,555.00	0.06%	\$5,572,561.66	99.94%	\$5,576,116.66
2002	Agencies	\$9,665.44	0.01%	\$91,080.90	0.05%	\$1,028,083.81	0.58%	\$750.00	0.00%	\$218,842.56	0.12%	\$1,348,422.71	0.76%	\$176,632,783.11	99.24%	\$177,981,205.82
2002	Authorities	\$75,343.51	0.70%	\$21,660.05	0.20%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$97,003.56	0.90%	\$10,641,692.88	99.10%	\$10,738,696.44
2002	Colleges	\$59,370.13	0.18%	\$27,355.80	0.08%	\$5,250.00	0.02%	\$713.50	0.00%	\$106,778.25	0.32%	\$199,467.68	0.60%	\$33,165,432.88	99.40%	\$33,364,900.56
2002	Commissions	\$0.00	0.00%	\$0.00	0.00%	\$4,440.00	0.07%	\$0.00	0.00%	\$4,116.67	0.06%	\$8,556.67	0.13%	\$6,490,027.63	99.87%	\$6,498,584.30
2003	Agencies	\$35,919.15	0.02%	\$74,426.02	0.03%	\$1,158,339.56	0.54%	\$0.00	0.00%	\$521,715.99	0.25%	\$1,790,400.72	0.84%	\$211,068,422.15	99.16%	\$212,858,822.87
2003	Authorities	\$55,645.45	0.21%	\$6,302.50	0.02%	\$83.75	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$62,031.70	0.23%	\$26,760,733.82	99.77%	\$26,822,765.52
2003	Colleges	\$273,041.48	0.81%	\$188,973.35	0.56%	\$54,518.00	0.16%	\$13,600.00	0.04%	\$275,891.92	0.82%	\$806,024.75	2.38%	\$32,989,564.37	97.62%	\$33,795,589.12
2003	Commissions	\$10,000.00	0.26%	\$0.00	0.00%	\$3,555.00	0.09%	\$0.00	0.00%	\$2,646.90	0.07%	\$16,201.90	0.43%	\$3,779,039.02	99.57%	\$3,795,240.92
Pre GEOD Totals	Agencies	\$366,100.32	0.05%	\$354,381.68	0.05%	\$3,605,929.03	0.50%	\$750.00	0.00%	\$5,270,740.36	0.72%	\$9,597,901.39	1.32%	\$718,402,849.84	98.68%	\$728,000,751.23
	Authorities	\$224,183.75	0.28%	\$72,962.40	0.09%	\$283,167.91	0.35%	\$0.00	0.00%	\$59,895.95	0.07%	\$640,210.01	0.80%	\$79,655,000.23	99.20%	\$80,295,210.24
	Colleges	\$504,782.02	0.49%	\$236,183.57	0.23%	\$256,106.44	0.25%	\$14,603.50	0.01%	\$512,051.77	0.50%	\$1,523,727.30	1.49%	\$100,976,236.36	98.51%	\$102,499,963.66
	Commissions	\$10,000.00	0.05%	\$425.00	0.00%	\$14,045.00	0.07%	\$0.00	0.00%	\$20,224.49	0.10%	\$44,694.49	0.23%	\$19,660,443.96	99.77%	\$19,705,138.45
2004	Agencies	\$122,116.88	0.08%	\$78,242.32	0.05%	\$704,947.99	0.46%	\$0.00	0.00%	\$3,150,599.73	2.07%	\$4,055,906.92	2.67%	\$148,037,406.55	97.33%	\$152,093,313.47
2004	Authorities	\$255,633.98	0.33%	\$26,258.12	0.03%	\$32,457.36	0.04%	\$0.00	0.00%	\$18,845.74	0.02%	\$333,195.20	0.43%	\$77,545,757.03	99.57%	\$77,878,952.23
2004	Colleges	\$751,768.33	2.18%	\$62,728.00	0.18%	\$82,182.34	0.24%	\$27,585.20	0.08%	\$74,206.59	0.21%	\$998,470.46	2.89%	\$33,517,432.61	97.11%	\$34,515,903.07
2004	Commissions	\$0.00	0.00%	\$0.00	0.00%	\$1,380.00	0.02%	\$0.00	0.00%	\$30,582.80	0.43%	\$31,962.80	0.45%	\$7,060,602.68	99.55%	\$7,092,565.48
Total	Agencies	\$488,217.20	0.06%	\$432,624.00	0.05%	\$4,310,877.02	0.49%	\$750.00	0.00%	\$8,421,340.09	0.96%	\$13,653,808.31	1.55%	\$866,440,256.39	98.45%	\$880,094,064.70
Total	Authorities	\$479,817.73	0.30%	\$99,220.52	0.06%	\$315,625.27	0.20%	\$0.00	0.00%	\$78,741.69	0.05%	\$973,405.21	0.62%	\$157,200,757.26	99.38%	\$158,174,162.47
Total	Colleges	\$1,256,550.35	0.92%	\$298,911.57	0.22%	\$338,288.78	0.25%	\$42,188.70	0.03%	\$586,258.36	0.43%	\$2,522,197.76	1.84%	\$134,493,668.97	98.16%	\$137,015,866.73
Total	Commissions	\$10,000.00	0.04%	\$425.00	0.00%	\$15,425.00	0.06%	\$0.00	0.00%	\$50,807.29	0.19%	\$76,657.29	0.29%	\$26,721,046.64	99.71%	\$26,797,703.93
Total		\$2,234,585.28	0.19%	\$831,181.09	0.07%	\$4,980,216.07	0.41%	\$42,938.70	0.00%	\$9,137,147.43	0.76%	\$17,226,068.57	1.43%	\$1,184,855,729.26	98.57%	\$1,202,081,797.83

Source: Various New Jersey payments systems.
¹ Percentage of total dollars awarded annually to vendors.

EXHIBIT 4-36A



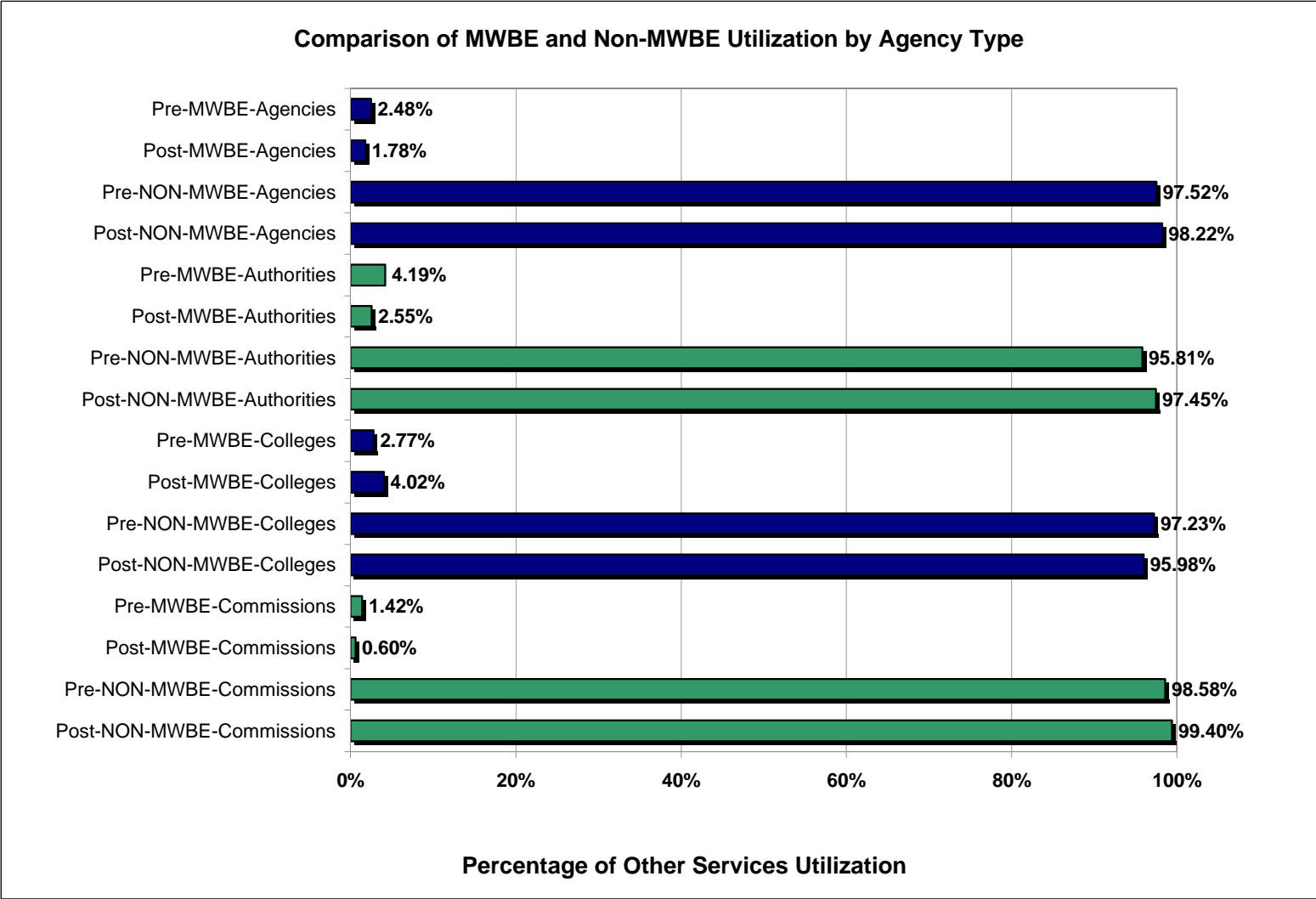
Source: Based on various New Jersey payment systems.

**EXHIBIT 4-37
STATE OF NEW JERSEY
OTHER SERVICES
UTILIZATION ANALYSIS OF VENDORS
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
FISCAL YEARS 2000 THROUGH 2004**

Fiscal Years	Agency Type	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Dollars Awarded
		\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2000	Agencies	\$361,920.82	0.65%	\$35,819.77	0.06%	\$73,981.79	0.13%	\$0.00	0.00%	\$193,763.05	0.35%	\$665,485.43	1.20%	\$54,930,026.02	98.80%	\$55,595,511.45
2000	Authorities	\$271,796.84	1.00%	\$21,773.27	0.08%	\$207,909.91	0.77%	\$21,300.09	0.08%	\$215,857.89	0.79%	\$738,638.00	2.72%	\$26,419,529.90	97.28%	\$27,158,167.90
2000	Colleges	\$410,771.00	0.43%	\$117,003.25	0.12%	\$1,026,243.09	1.07%	\$36,587.67	0.04%	\$1,151,063.03	1.20%	\$2,741,668.04	2.85%	\$93,480,506.68	97.15%	\$96,222,174.72
2000	Commissions	\$3,299.75	0.26%	\$0.00	0.00%	\$19,080.00	1.48%	\$0.00	0.00%	\$38,771.77	3.00%	\$61,151.52	4.73%	\$1,230,596.41	95.27%	\$1,291,747.93
2001	Agencies	\$275,251.62	0.38%	\$29,515.55	0.04%	\$1,930,895.93	2.67%	\$1,080.63	0.00%	\$323,804.63	0.45%	\$2,560,548.36	3.54%	\$69,849,482.34	96.46%	\$72,410,030.70
2001	Authorities	\$121,327.05	0.30%	\$547,218.20	1.34%	\$88,524.16	0.22%	\$0.00	0.00%	\$103,674.42	0.25%	\$860,743.83	2.11%	\$39,903,524.58	97.89%	\$40,764,268.41
2001	Colleges	\$501,563.00	0.51%	\$903,585.57	0.92%	\$274,487.44	0.28%	\$188,149.05	0.19%	\$1,201,327.99	1.22%	\$3,069,113.05	3.13%	\$95,114,449.85	96.87%	\$98,183,562.90
2001	Commissions	\$0.00	0.00%	\$0.00	0.00%	\$874.50	0.04%	\$0.00	0.00%	\$16,836.62	0.86%	\$17,711.12	0.90%	\$1,951,406.94	99.10%	\$1,969,118.06
2002	Agencies	\$452,496.48	0.92%	\$96,831.77	0.20%	\$394,692.77	0.80%	\$561.00	0.00%	\$178,140.66	0.36%	\$1,122,722.68	2.27%	\$48,236,057.64	97.73%	\$49,358,780.32
2002	Authorities	\$1,053,168.75	6.24%	\$256,104.11	1.52%	\$89,494.11	0.53%	\$0.00	0.00%	\$923,013.48	5.47%	\$2,321,780.45	13.75%	\$14,562,139.25	86.25%	\$16,883,919.70
2002	Colleges	\$912,019.76	0.94%	\$403,359.72	0.42%	\$91,078.28	0.09%	\$21,645.60	0.02%	\$603,489.79	0.62%	\$2,031,593.15	2.10%	\$94,763,636.69	97.90%	\$96,795,229.84
2002	Commissions	\$17,061.00	0.42%	\$0.00	0.00%	\$650.00	0.02%	\$0.00	0.00%	\$42,041.61	1.05%	\$59,752.61	1.49%	\$3,959,153.93	98.51%	\$4,018,906.54
2003	Agencies	\$374,415.68	0.34%	\$278,155.38	0.26%	\$359,052.55	0.33%	\$0.00	0.00%	\$1,734,772.16	1.59%	\$2,746,395.77	2.52%	\$106,180,631.30	97.48%	\$108,927,027.07
2003	Authorities	\$723,846.35	2.27%	\$25,243.67	0.08%	\$192,237.49	0.60%	\$0.00	0.00%	\$18,830.99	0.06%	\$960,158.50	3.02%	\$30,871,306.20	96.98%	\$31,831,464.70
2003	Colleges	\$340,699.33	0.33%	\$1,415,409.01	1.38%	\$201,407.68	0.20%	\$219,955.46	0.21%	\$867,824.72	0.85%	\$3,045,296.20	2.97%	\$99,375,602.44	97.03%	\$102,420,898.64
2003	Commissions	\$2,703.53	0.07%	\$0.00	0.00%	\$1,485.00	0.04%	\$0.00	0.00%	\$13,791.84	0.37%	\$17,980.37	0.48%	\$3,757,628.38	99.52%	\$3,775,608.75
Pre GEOD	Agencies	\$1,464,084.60	0.51%	\$440,322.47	0.15%	\$2,758,623.04	0.96%	\$1,641.63	0.00%	\$2,430,480.50	0.85%	\$7,095,152.24	2.48%	\$279,196,197.30	97.52%	\$286,291,349.54
Totals	Authorities	\$2,170,138.99	1.86%	\$850,339.25	0.73%	\$578,165.67	0.50%	\$21,300.09	0.02%	\$1,261,376.78	1.08%	\$4,881,320.78	4.19%	\$111,756,499.93	95.81%	\$116,637,820.71
	Colleges	\$2,165,053.09	0.55%	\$2,839,357.55	0.72%	\$1,593,216.49	0.40%	\$466,337.78	0.12%	\$3,823,705.53	0.97%	\$10,887,670.44	2.77%	\$382,734,195.66	97.23%	\$393,621,866.10
	Commissions	\$23,064.28	0.21%	\$0.00	0.00%	\$22,089.50	0.20%	\$0.00	0.00%	\$111,441.84	1.01%	\$156,595.62	1.42%	\$10,898,785.66	98.58%	\$11,055,381.28
2004	Agencies	\$566,996.18	0.35%	\$131,896.11	0.08%	\$314,213.61	0.20%	\$0.00	0.00%	\$1,838,518.60	1.15%	\$2,851,624.50	1.78%	\$157,709,501.21	98.22%	\$160,561,125.71
2004	Authorities	\$331,192.35	1.46%	\$66,737.36	0.29%	\$60,211.85	0.26%	\$0.00	0.00%	\$123,000.90	0.54%	\$581,142.46	2.55%	\$22,176,792.10	97.45%	\$22,757,934.56
2004	Colleges	\$1,553,753.96	1.90%	\$621,280.19	0.76%	\$73,670.75	0.09%	\$498,830.16	0.61%	\$536,680.55	0.66%	\$3,284,215.61	4.02%	\$78,335,098.50	95.98%	\$81,619,314.11
2004	Commissions	\$39,701.51	0.34%	\$4,950.00	0.04%	\$1,275.00	0.01%	\$0.00	0.00%	\$24,042.82	0.20%	\$69,969.33	0.60%	\$11,662,855.19	99.40%	\$11,732,824.52
Total	Agencies	\$2,031,080.78	0.45%	\$572,218.58	0.13%	\$3,072,836.65	0.69%	\$1,641.63	0.00%	\$4,268,999.10	0.96%	\$9,946,776.74	2.23%	\$436,905,698.51	97.77%	\$446,852,475.25
Total	Authorities	\$2,501,331.34	1.79%	\$917,076.61	0.66%	\$638,377.52	0.46%	\$21,300.09	0.02%	\$1,384,377.68	0.99%	\$5,462,463.24	3.92%	\$133,933,292.03	96.08%	\$139,395,755.27
Total	Colleges	\$3,718,807.05	0.78%	\$3,460,637.74	0.73%	\$1,666,887.24	0.35%	\$965,167.94	0.20%	\$4,360,386.08	0.92%	\$14,171,886.05	2.98%	\$461,069,294.16	97.02%	\$475,241,180.21
Total	Commissions	\$62,765.79	0.28%	\$4,950.00	0.02%	\$23,364.50	0.10%	\$0.00	0.00%	\$135,484.66	0.59%	\$226,564.95	0.99%	\$22,561,640.85	99.01%	\$22,788,205.80
Total		\$8,313,984.96	0.77%	\$4,954,882.93	0.46%	\$5,401,465.91	0.50%	\$988,109.66	0.09%	\$10,149,247.52	0.94%	\$29,807,690.98	2.75%	\$1,054,469,925.55	97.25%	\$1,084,277,616.53

Source: Various New Jersey payment systems
¹Percentage of total dollars awarded annually to vendors.

EXHIBIT 4-37A



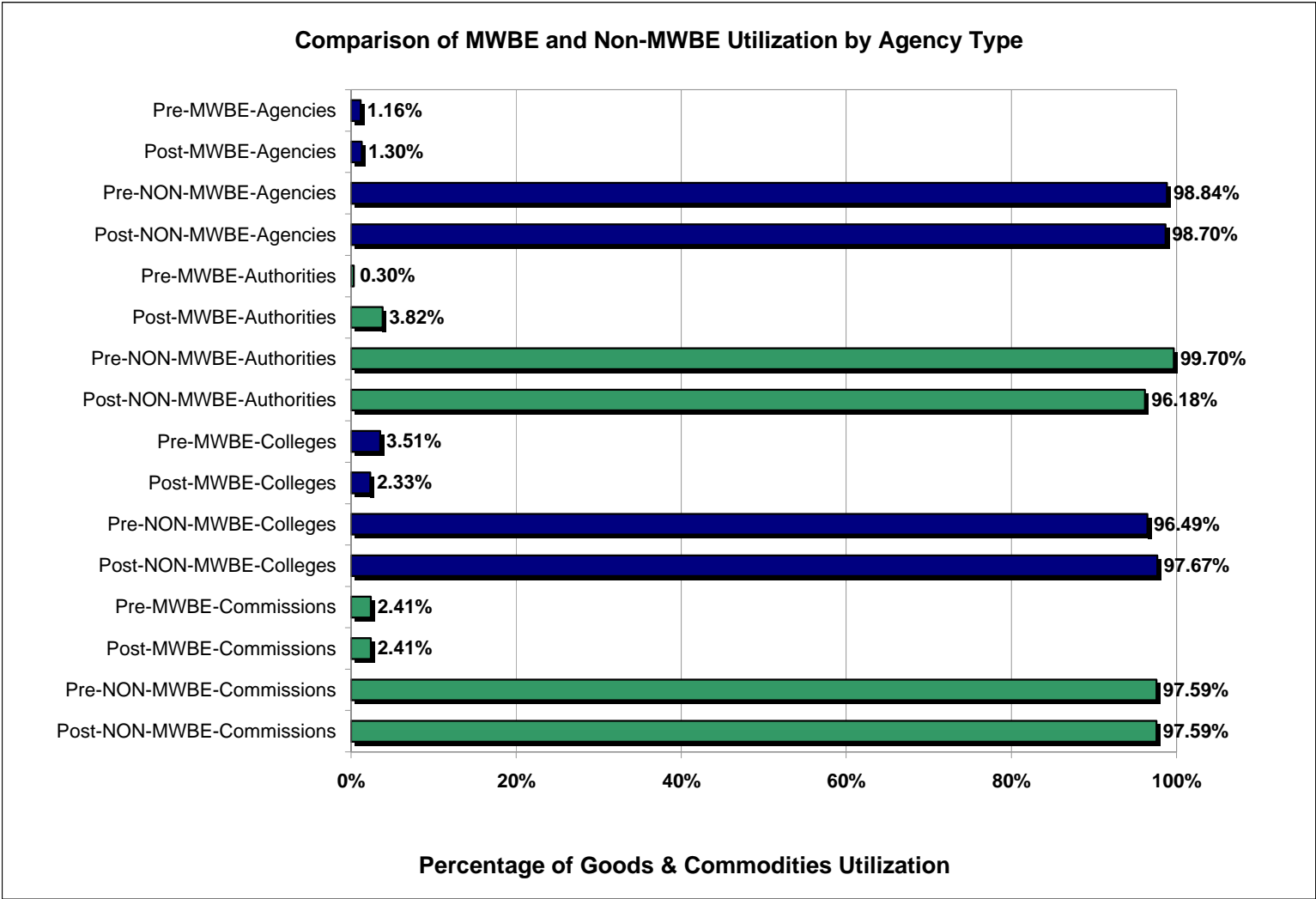
Source: Based on various New Jersey payment systems.

**EXHIBIT 4-38
UTILIZATION ANALYSIS OF VENDORS
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
FISCAL YEARS 2000 THROUGH 2004**

Fiscal Years	Agency Type	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Dollars Awarded
		\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2000	Agencies	\$181,534.44	0.09%	\$150,305.51	0.07%	\$595,666.58	0.29%	\$141.10	0.00%	\$1,194,413.48	0.58%	\$2,122,061.11	1.02%	\$205,571,357.23	98.98%	\$207,693,418.34
2000	Authorities	\$69,280.86	0.01%	\$10,906.64	0.00%	\$24,755.78	0.00%	\$10,886.06	0.00%	\$267,591.68	0.04%	\$383,421.02	0.06%	\$641,904,624.98	99.94%	\$642,288,046.00
2000	Colleges	\$1,503,909.24	1.24%	\$2,082,437.91	1.72%	\$278,164.54	0.23%	\$32,570.36	0.03%	\$1,272,610.31	1.05%	\$5,169,692.37	4.26%	\$116,133,254.62	95.74%	\$121,302,946.98
2000	Commissions	\$2,763.49	0.26%	\$433.75	0.04%	\$6,172.64	0.58%	\$279.90	0.03%	\$18,051.84	1.69%	\$27,701.62	2.59%	\$1,041,892.92	97.41%	\$1,069,594.54
2001	Agencies	\$580,316.12	0.19%	\$85,301.69	0.03%	\$2,283,954.36	0.75%	\$0.00	0.00%	\$1,393,637.46	0.46%	\$4,343,209.63	1.42%	\$301,835,951.23	98.58%	\$306,179,160.86
2001	Authorities	\$197,930.49	0.65%	\$43,679.78	0.14%	\$56,990.96	0.19%	\$6,437.50	0.02%	\$39,912.44	0.13%	\$344,951.17	1.13%	\$30,097,573.93	98.87%	\$30,442,525.10
2001	Colleges	\$1,782,102.50	1.21%	\$1,427,349.71	0.97%	\$294,631.00	0.20%	\$16,103.50	0.01%	\$925,214.87	0.63%	\$4,445,401.57	3.01%	\$143,391,248.34	96.99%	\$147,836,649.92
2001	Commissions	\$14,016.96	1.01%	\$1,139.75	0.08%	\$2,071.78	0.15%	\$430.50	0.03%	\$36,866.55	2.66%	\$54,525.54	3.94%	\$1,331,094.37	96.06%	\$1,385,619.91
2002	Agencies	\$392,650.90	0.16%	\$87,935.52	0.04%	\$1,029,935.95	0.43%	\$4,550.42	0.00%	\$707,860.08	0.29%	\$2,222,932.87	0.92%	\$238,179,515.14	99.08%	\$240,402,448.01
2002	Authorities	\$617,349.70	1.41%	\$19,749.84	0.05%	\$53,997.22	0.12%	\$3,862.50	0.01%	\$54,817.79	0.13%	\$749,777.05	1.71%	\$43,037,019.49	98.29%	\$43,786,796.54
2002	Colleges	\$1,534,264.74	1.08%	\$2,951,122.53	2.08%	\$368,054.13	0.26%	\$325,553.88	0.23%	\$838,727.87	0.59%	\$6,017,723.14	4.23%	\$136,082,192.82	95.77%	\$142,099,915.96
2002	Commissions	\$4,875.67	0.31%	\$420.00	0.03%	\$373.14	0.02%	\$0.00	0.00%	\$22,731.30	1.44%	\$28,400.11	1.80%	\$1,545,429.61	98.20%	\$1,573,829.72
2003	Agencies	\$1,124,585.92	0.34%	\$429,738.58	0.13%	\$893,544.83	0.27%	\$2,791.50	0.00%	\$1,462,714.03	0.44%	\$3,913,374.86	1.19%	\$325,043,381.71	98.81%	\$328,956,756.57
2003	Authorities	\$535,208.80	0.55%	\$137,144.83	0.14%	\$147,590.30	0.15%	\$0.00	0.00%	\$155,685.78	0.16%	\$975,629.71	1.01%	\$95,871,110.06	98.99%	\$96,846,739.77
2003	Colleges	\$776,598.76	0.47%	\$2,157,048.22	1.29%	\$552,129.94	0.33%	\$463,194.67	0.28%	\$714,799.02	0.43%	\$4,663,770.61	2.80%	\$161,906,812.00	97.20%	\$166,570,582.61
2003	Commissions	\$11,711.00	1.02%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$2,546.91	0.22%	\$14,257.91	1.24%	\$1,132,823.45	98.76%	\$1,147,081.36
Pre GEOD	Agencies	\$2,279,087.38	0.21%	\$753,281.30	0.07%	\$4,803,101.72	0.44%	\$7,483.02	0.00%	\$4,758,625.05	0.44%	\$12,601,578.47	1.16%	\$1,070,630,205.31	98.84%	\$1,083,231,783.78
Totals	Authorities	\$1,419,769.85	0.17%	\$211,481.09	0.03%	\$283,334.26	0.03%	\$21,186.06	0.00%	\$518,007.69	0.06%	\$2,453,778.95	0.30%	\$810,910,328.46	99.70%	\$813,364,107.41
	Colleges	\$5,596,875.24	0.97%	\$8,617,958.37	1.49%	\$1,492,979.61	0.26%	\$837,422.41	0.14%	\$3,751,352.07	0.65%	\$20,296,587.69	3.51%	\$557,513,507.78	96.49%	\$577,810,095.47
	Commissions	\$33,367.12	0.64%	\$1,993.50	0.04%	\$8,617.56	0.17%	\$710.40	0.01%	\$80,196.60	1.55%	\$124,885.18	2.41%	\$5,051,240.35	97.59%	\$5,176,125.53
2004	Agencies	\$80,090.76	0.07%	\$333,790.10	0.28%	\$580,267.88	0.49%	\$3,600.00	0.00%	\$552,647.97	0.46%	\$1,550,396.71	1.30%	\$117,936,089.01	98.70%	\$119,486,485.72
2004	Authorities	\$1,246,603.75	2.85%	\$32,354.48	0.07%	\$104,167.22	0.24%	\$5,023.94	0.01%	\$284,678.41	0.65%	\$1,672,827.80	3.82%	\$42,137,559.13	96.18%	\$43,810,386.93
2004	Colleges	\$891,364.27	0.50%	\$890,222.00	0.50%	\$345,995.82	0.19%	\$1,367,657.29	0.76%	\$684,640.10	0.38%	\$4,179,879.48	2.33%	\$175,284,731.03	97.67%	\$179,464,610.51
2004	Commissions	\$7,933.91	1.02%	\$3,746.39	0.48%	\$2,235.32	0.29%	\$2,263.30	0.29%	\$2,553.00	0.33%	\$18,731.92	2.41%	\$757,715.67	97.59%	\$776,447.59
Total	Agencies	\$2,359,178.14	0.20%	\$1,087,071.40	0.09%	\$5,383,369.60	0.45%	\$11,083.02	0.00%	\$5,311,273.02	0.44%	\$14,151,975.18	1.18%	\$1,188,566,294.32	98.82%	\$1,202,718,269.50
Total	Authorities	\$2,666,373.60	0.31%	\$243,835.57	0.03%	\$387,501.48	0.05%	\$26,210.00	0.00%	\$802,686.10	0.09%	\$4,126,606.75	0.48%	\$853,047,887.59	99.52%	\$857,174,494.34
Total	Colleges	\$6,488,239.51	0.86%	\$9,508,180.37	1.26%	\$1,838,975.43	0.24%	\$2,205,079.70	0.29%	\$4,435,992.17	0.59%	\$24,476,467.17	3.23%	\$732,798,238.81	96.77%	\$757,274,705.98
Total	Commissions	\$41,301.03	0.69%	\$5,739.89	0.10%	\$10,852.88	0.18%	\$2,973.70	0.05%	\$82,749.60	1.39%	\$143,617.10	2.41%	\$5,808,956.02	97.59%	\$5,952,573.12
Total		\$11,555,092.28	0.41%	\$10,844,827.23	0.38%	\$7,620,699.39	0.27%	\$2,245,346.42	0.08%	\$10,632,700.89	0.38%	\$42,898,666.20	1.52%	\$2,780,221,376.74	98.48%	\$2,823,120,042.94

Source: Various New Jersey payment systems.
¹ Percentage of total dollars awarded annually to vendors.

EXHIBIT 4-38A



Source: Various New Jersey payment systems.

5.0 DISPARITY ANALYSIS

5.0 DISPARITY ANALYSIS

This chapter examines the issue of disparity within each business category of procurement. Disparity, in this context, is derived by comparing the utilization of minority and woman-owned business enterprises—by race/ethnicity/gender category and as a whole (M/WBEs), relative to their availability—to the utilization of nonminority vendors relative to their availability. When such a comparison is made, it is possible to determine statistically if M/WBEs received a proportional share of dollars with reference to their general availability in the relevant market area when compared with the same indices for nonminority male-owned businesses.

This chapter consists of four sections:

- Section 5.1 describes the methodology used by MGT to test for the presence or absence of disparity in each of the business categories. The development and use of the disparity indices as well as corresponding t-tests are included in this section.
- Section 5.2 applies the disparity indices and t-tests to the business categories and determines the presence or absence of disparity in New Jersey state procurement activity.
- Section 5.3 describes the methodology for MGT's telephone survey of New Jersey vendors and a multiple regression analysis of the effects of selected demographic characteristics on 2003 company earnings for a sample of New Jersey vendors who participated in the survey.

5.1 Methodology

MGT used New Jersey-supplied availability and utilization information presented in Chapter 4.0 of this report to address the question: Are M/WBEs awarded a proportional share of Professional Services, Goods and Commodities and Other Services procurement activity from the State of New Jersey relative to their general availability in the marketplace? To answer this question, MGT calculated a disparity index—a measure comparing firm availability by race/ethnicity/gender and business category to

firm utilization. The underlying assumption of this approach is that, absent discrimination, the proportion of dollars received by a particular M/WBE group should approximate that group's proportion of the relevant population of vendors. To determine if disparity exists for M/WBEs or non-M/WBEs within a specific business category, MGT compared the utilization of each group to its respective availability within each of the relevant market areas for each of the three business categories in this study: Professional Services, Goods and Commodities, and Other Services.

5.1.1 Disparity Index

MGT pioneered disparity indices as a means of quantifying the disparity in utilization relative to availability. The use of a disparity index for such a calculation is supported by several post-*Croson* cases, most notably *Contractors Association of Eastern Pennsylvania v. City of Philadelphia*.¹ Although a variety of similar indices could be utilized, MGT's standard for choosing its particular index methodology is that it must yield a value that is easily calculable, understandable in its interpretation, and universally comparable such that a disparity in utilization within M/WBE categories can be assessed with reference to the utilization of non-M/WBEs.

For this study, to assess disparity we calculate the ratio of the percentage of utilization to the percentage of availability multiplied by 100, as in the formula below:

$$(1) \text{ Disparity Index} = \frac{\%U_{m_1p_1}}{\%A_{m_1p_1}} \times 100$$

Where: $U_{m_1p_1}$ = utilization of M/WBE₁ for procurement₁
 $A_{m_1p_1}$ = availability of M/WBE₁ for procurement₁

The interpretation of this calculation is straightforward. In the extreme, a disparity index value of 0.00 for a given race, ethnicity or gender category of firm indicates absolutely no utilization and, therefore, absolute disparity. An index of 100 indicates that

¹ *Contractors Association of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 91 F 3d at 603.

vendor utilization is perfectly proportionate to availability for a particular group in a given business category, indicating the absence of disparity—that is, a proportion of utilization relative to availability one would expect, all things being equal. In general, firms within a business category are considered underutilized if the disparity indices are less than 100, and overutilized if the indices are above 100.

Since there is no standardized measure to evaluate levels of underutilization or overutilization within a procurement context, MGT has appropriated the Equal Employment Opportunity Commission’s (EEOC) “80 percent rule” in the *Uniform Guidelines on Employee Selection Procedures*. In the context of employment discrimination, an employment disparity ratio below 80 indicates a “substantial disparity” in employment. The Supreme Court has accepted the use of the 80 percent rule in *Connecticut v. Teal (Teal)*, 457 U.S. 440 (1982), and in *Teal* and other affirmative action cases, the terms “adverse impact,” “disparate impact,” and “discriminatory impact” are used interchangeably to characterize values of 80 and below.

5.1.2 T-Test

Another common statistical tool used in disparity studies is the **t-test for independent samples**. For example, in a disparity study, we are curious to know if nonminority male firms receive significantly larger dollar contract awards than M/WBE contractors. Given contract values for two populations, M/WBEs and nonminority male firms, with mean values m_1 and m_2 , respectively, and common variance s^2 , all unknown, the t-test of significance can be used to determine if $m_1 = m_2$. That is, in lay terms as t-tests pertain to disparity studies, we are testing the hypothesis that differences in M/WBEs and nonminority male average award frequencies are the result of differences in marketplace dynamics or the product of public sector procurement policies that affect M/WBEs more adversely than they do non-M/WBEs.

When interpreting t-values, a disparity researcher seeks to minimize the probability that calculations based on a sample of vendors with particular attributes are *not* representative of the population of all vendors with similar attributes. This determination is made with reference to the t-value, which permits a statistical interpretation of the probability that calculated findings based on a sample of observations can be accepted as “true” or representative of the population from which the sample was drawn. Attempting to minimize the risk of accepting a finding of substantial disparity, for example, for a sample of African American goods and commodities vendors—when disparity in utilization is not truly representative of disparity in utilization for the population of all African American goods and commodities vendors—researchers must set a rigorous statistical standard that calculated t-value findings are not, instead, due to chance. Traditionally, this standard is a value of 0.05; that is, if the probability that a finding of substantial disparity is “false,” or inaccurate, it will exceed 0.05. Put another way, we can have at least 95 percent confidence that a calculated finding of disparity in utilization for the sample of African American goods and commodities vendors is truly representative of the population of African American goods and commodities vendors that the sample represents. In other words, it is very likely that the finding was not due to chance. In our calculation of New Jersey State procurement patterns, when t-values were found to be statistically significant, this has been noted for the reader in the t-test tables.

5.2 Disparity Indices and T-Test Results

In the following section, for each of the three business categories—Professional Services, Other Services, and Goods and Commodities—one exhibit is presented reporting general disparity indices for state agencies aggregated as a whole, and three exhibits report t-values, respectively, for the full five-year period of the study, for the pre-set-aside program period only, and for the post-set-aside program period only.

In each section, the first exhibit presents disparity findings calculated from utilization and availability data provided by the State of New Jersey, as reported in Chapter 4.0, according to the “80 percent rule” described above. The next three exhibits report t-test results, based on New Jersey State utilization data, to determine if the proportion of vendors utilized relative to their availability was sufficiently substantial to achieve statistical significance supporting the hypothesis that race, ethnicity, or gender affects M/WBE utilization. To interpret the difference between the disparity analyses and t-test results, disparity indices report disparities in utilization as a function of contract dollars received by vendors within race, ethnicity, and gender categories, and the t-tests assess disparities in utilization as a function of the number of vendors utilized in a given procurement category relative to the number of vendors who were available in the marketplace in that business category.

5.2.1 Professional Services

Exhibit 5-1 reports disparity indices for Professional Services consultants for both the pre-set-aside program and post-set-aside program time periods. As can be seen in the exhibit, all M/WBE groups were substantially underutilized as a function of dollars received by Professional Services consultants for each year of the study and, consequently, for both the pre-set-aside program and post-set-aside program periods. These findings are in sharp contrast to indices for nonminority male-owned vendors who experienced no disparity in utilization during the same time frame.

**EXHIBIT 5-1
DISPARITY ANALYSIS OF PROFESSIONAL SERVICES CONSULTANTS
IN THE RELEVANT MARKET AREA BY RACE/ETHNICITY/GENDER
FISCAL YEARS 2000 THROUGH 2004**

Classification	% of Payment Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2000				
African Americans	0.28%	2.47%	11.46	* Underutilization
Hispanic Americans	0.08%	1.10%	6.98	* Underutilization
Asian Americans	0.25%	1.47%	17.20	* Underutilization
Native Americans	0.00%	0.07%	0.29	* Underutilization
Nonminority Women	0.16%	3.74%	4.23	* Underutilization
Nonminority Firms	99.23%	91.15%	108.86	Not Underutilized
2001				
African Americans	0.06%	2.47%	2.29	* Underutilization
Hispanic Americans	0.05%	1.10%	4.57	* Underutilization
Asian Americans	0.56%	1.47%	38.10	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	1.65%	3.74%	44.09	* Underutilization
Nonminority Firms	97.69%	91.15%	107.17	Not Underutilized
2002				
African Americans	0.06%	2.47%	2.55	* Underutilization
Hispanic Americans	0.06%	1.10%	5.57	* Underutilization
Asian Americans	0.45%	1.47%	30.98	* Underutilization
Native Americans	0.00%	0.07%	0.96	* Underutilization
Nonminority Women	0.14%	3.74%	3.86	* Underutilization
Nonminority Firms	99.28%	91.15%	108.91	Not Underutilized
2003				
African Americans	0.14%	2.47%	5.46	* Underutilization
Hispanic Americans	0.10%	1.10%	8.83	* Underutilization
Asian Americans	0.44%	1.47%	29.94	* Underutilization
Native Americans	0.00%	0.07%	7.38	* Underutilization
Nonminority Women	0.29%	3.74%	7.72	* Underutilization
Nonminority Firms	99.04%	91.15%	108.65	Not Underutilized
Pre-GEOD Total				
African Americans	0.12%	2.47%	4.80	* Underutilization
Hispanic Americans	0.07%	1.10%	6.48	* Underutilization
Asian Americans	0.45%	1.47%	30.50	* Underutilization
Native Americans	0.00%	0.07%	2.48	* Underutilization
Nonminority Women	0.63%	3.74%	16.85	* Underutilization
Nonminority Firms	98.73%	91.15%	108.31	Not Underutilized
2004				
African Americans	0.42%	2.47%	16.81	* Underutilization
Hispanic Americans	0.06%	1.10%	5.59	* Underutilization
Asian Americans	0.30%	1.47%	20.63	* Underutilization
Native Americans	0.01%	0.07%	15.29	* Underutilization
Nonminority Women	1.21%	3.74%	32.25	* Underutilization
Nonminority Firms	98.00%	91.15%	107.52	Not Underutilized
Post-GEOD Total				
African Americans	0.42%	2.47%	16.81	* Underutilization
Hispanic Americans	0.06%	1.10%	5.59	* Underutilization
Asian Americans	0.30%	1.47%	20.63	* Underutilization
Native Americans	0.01%	0.07%	15.29	* Underutilization
Nonminority Women	1.21%	3.74%	32.25	* Underutilization
Nonminority Firms	98.00%	91.15%	107.52	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.19%	2.47%	7.51	* Underutilization
Hispanic Americans	0.07%	1.10%	6.28	* Underutilization
Asian Americans	0.41%	1.47%	28.27	* Underutilization
Native Americans	0.00%	0.07%	5.38	* Underutilization
Nonminority Women	0.76%	3.74%	20.33	* Underutilization
Nonminority Firms	98.57%	91.15%	108.13	Not Underutilized
Difference Pre To Post	Change	Disparity Difference		
African Americans	(12.01)	Decreased		
Hispanic Americans	0.89	Increased		
Asian Americans	9.87	Increased		
Native Americans	(12.81)	Decreased		
Nonminority Women	(15.39)	Decreased		
Nonminority Firms	0.80	Increased		

Source: New Jersey professional service payments and purchase order database; New Jersey availability database.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in Chapter 4.0.

² The percentage of available Consultants is taken from the availability exhibit previously shown in Chapter 4.0.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

T-Test Results for Professional Services

Exhibit 5-2 displays t-test results for all five years of the study and **Exhibits 5-3** and **5-4** display t-test results for the pre-set-aside program period and the post-set-aside program periods, respectively. T-test results of the proportional vendor utilization to availability corroborated **Exhibit 5-1** findings as indicated by statistically significant, negative t-values for M/WBE categories and significant, positive t-values for utilization of nonminority male-owned businesses.

**EXHIBIT 5-2
NEW JERSEY DISPARITY
TOTAL ALL YEARS
PROFESSIONAL SERVICES
T-TEST ANALYSIS OF PRIME CONSULTANTS
BASED ON VENDOR DATA
FISCAL YEARS 2000 THROUGH 2004**

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.27%	-67.90 *	2.47%	-92.14 *
Hispanic Americans	0.10%	-49.66 *	1.10%	-67.40 *
Asian Americans	0.14%	-55.94 *	1.47%	-75.92 *
Native Americans	0.02%	-6.42 *	0.07%	-8.71 *
Nonminority Women	0.24%	-113.65 *	3.74%	-154.23 *
Nonminority Firms	99.23%	147.16 *	91.15%	199.71 *

Source: New Jersey professional service payments and purchase order database; New Jersey availability database.

¹ Percentage of related prime firms utilized within the relevant market area.

² Percentage of available firms in the relevant market area.

* Statistically significant at the 0.05 level

**EXHIBIT 5-3
NEW JERSEY DISPARITY
PRE-SET-ASIDE PROGRAM
PROFESSIONAL SERVICES
T-TEST ANALYSIS OF PRIME CONSULTANTS
BASED ON VENDOR DATA
FISCAL YEARS 2000 THROUGH 2003**

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.19%	-76.36 *	2.47%	-113.53 *
Hispanic Americans	0.09%	-47.54 *	1.10%	-70.69 *
Asian Americans	0.13%	-54.39 *	1.47%	-80.86 *
Native Americans	0.01%	-6.36 *	0.07%	-9.46 *
Nonminority Women	0.19%	-116.99 *	3.74%	-173.94 *
Nonminority Firms	99.38%	152.22 *	91.15%	226.32 *

Source: New Jersey professional service payments and purchase order database; New Jersey availability database.

¹ Percentage of related prime firms utilized within the relevant market area.

² Percentage of available firms in the relevant market area.

**EXHIBIT 5-4
NEW JERSEY DISPARITY
POST-SET-ASIDE PROGRAM
PROFESSIONAL SERVICES
T-TEST ANALYSIS OF PRIME CONSULTANTS
BASED ON VENDOR DATA
FISCAL YEAR 2004**

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.35%	-22.09 *	1.73%	-48.51 *
Hispanic Americans	0.11%	-20.97 *	0.84%	-46.07 *
Asian Americans	0.22%	-14.27 *	0.92%	-31.34 *
Native Americans	0.02%	2.69 *	0.06%	5.91 *
Nonminority Women	0.13%	-49.89 *	2.03%	-109.58 *
Nonminority Firms	99.16%	49.68 *	94.41%	109.11 *

Source: New Jersey professional service payments and purchase order database; New Jersey availability database.

¹ Percentage of related prime firms utilized within the relevant market area.

² Percentage of available firms in the relevant market area.

* Statistically significant at the 0.05 level

From both t-test and disparity results, we can conclude with confidence that M/WBEs, in general, were significantly underutilized relative to their availability in the Professional Services marketplace.

Disparity Results by Agency Category

MGT compared the disparity indices for Professional Services firms by agency type: state agencies, authorities, colleges/universities, and commissions. This analysis permitted us to determine if our calculation of relative utilization in a given business category for agencies as a whole was due to the influence of a finding of substantial disparity in a particular category among the four. For Professional Services, this did not seem to be the case. All agencies except for the colleges/universities showed substantial underutilization of M/WBE firms for both the pre-set-aside program and post-set-aside program periods. In the colleges and universities category, results were identical to the overall findings for the pre-set-aside program period, but during the post-set-aside program period, African American owned firms and Native American firms indicated no significant disparity. Disparity analyses by agency type can be found in Appendix F-1 and F-2 of this report.

5.2.2 Other Services

General disparity findings for Other Services firms differed slightly from findings for the Professional Services category. For both the aggregated four year, pre-set-aside program period and the Post-set-aside program period, we find that all M/WBE-owned firms were substantially underutilized but for Nonminority male- and Native American-owned firms, for which no substantial disparity was indicated for either period (See **Exhibit 5-5**).

**EXHIBIT 5-5
DISPARITY ANALYSIS OF OTHER SERVICES VENDORS
IN THE RELEVANT MARKET AREA BY RACE/ETHNICITY/GENDER
FISCAL YEARS 2000 THROUGH 2004**

Classification	% of Payment Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2000				
African Americans	0.58%	1.22%	47.80	* Underutilization
Hispanic Americans	0.10%	0.67%	14.51	* Underutilization
Asian Americans	0.74%	0.85%	86.16	Not Underutilized
Native Americans	0.03%	0.05%	62.96	* Underutilization
Nonminority Women	0.89%	1.96%	45.22	* Underutilization
Nonminority Firms	97.67%	95.25%	102.54	Not Underutilized
2001				
African Americans	0.42%	1.22%	34.62	* Underutilization
Hispanic Americans	0.69%	0.67%	103.96	Not Underutilized
Asian Americans	1.08%	0.85%	125.88	Not Underutilized
Native Americans	0.09%	0.05%	173.92	Not Underutilized
Nonminority Women	0.77%	1.96%	39.31	* Underutilization
Nonminority Firms	96.95%	95.25%	101.79	Not Underutilized
2002				
African Americans	1.46%	1.22%	119.85	Not Underutilized
Hispanic Americans	0.45%	0.67%	67.82	* Underutilization
Asian Americans	0.34%	0.85%	40.34	* Underutilization
Native Americans	0.01%	0.05%	26.06	* Underutilization
Nonminority Women	1.05%	1.96%	53.28	* Underutilization
Nonminority Firms	96.69%	95.25%	101.51	Not Underutilized
2003				
African Americans	0.58%	1.22%	48.01	* Underutilization
Hispanic Americans	0.70%	0.67%	104.27	Not Underutilized
Asian Americans	0.31%	0.85%	35.74	* Underutilization
Native Americans	0.09%	0.05%	174.63	Not Underutilized
Nonminority Women	1.07%	1.96%	54.38	* Underutilization
Nonminority Firms	97.26%	95.25%	102.11	Not Underutilized
Pre-GEOD Total				
African Americans	0.72%	1.22%	59.29	* Underutilization
Hispanic Americans	0.51%	0.67%	76.61	* Underutilization
Asian Americans	0.61%	0.85%	71.76	* Underutilization
Native Americans	0.06%	0.05%	118.78	Not Underutilized
Nonminority Women	0.94%	1.96%	48.13	* Underutilization
Nonminority Firms	97.15%	95.25%	102.00	Not Underutilized
2004				
African Americans	0.90%	1.22%	74.06	* Underutilization
Hispanic Americans	0.30%	0.67%	44.66	* Underutilization
Asian Americans	0.16%	0.85%	19.01	* Underutilization
Native Americans	0.18%	0.05%	353.50	Not Underutilized
Nonminority Women	0.91%	1.96%	46.46	* Underutilization
Nonminority Firms	97.55%	95.25%	102.41	Not Underutilized
Post-GEOD Total				
African Americans	0.90%	1.22%	74.06	* Underutilization
Hispanic Americans	0.30%	0.67%	44.66	* Underutilization
Asian Americans	0.16%	0.85%	19.01	* Underutilization
Native Americans	0.18%	0.05%	353.50	Not Underutilized
Nonminority Women	0.91%	1.96%	46.46	* Underutilization
Nonminority Firms	97.55%	95.25%	102.41	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.77%	1.22%	63.06	* Underutilization
Hispanic Americans	0.46%	0.67%	68.46	* Underutilization
Asian Americans	0.50%	0.85%	58.30	* Underutilization
Native Americans	0.09%	0.05%	178.68	Not Underutilized
Nonminority Women	0.94%	1.96%	47.70	* Underutilization
Nonminority Firms	97.25%	95.25%	102.10	Not Underutilized
Difference Pre To Post				
African Americans	Change (14.77)	Disparity Difference Decreased		
Hispanic Americans	31.95	Increased		
Asian Americans	52.75	Increased		
Native Americans	(234.72)	Decreased		
Nonminority Women	1.67	Increased		
Nonminority Firms	(0.42)	Decreased		

Source: New Jersey other service payments and purchase order database; New Jersey availability database.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in Chapter 4.0.

² The percentage of available contractors is taken from the availability exhibit previously shown in Chapter 4.0.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

T-Test Results for Other Services

Exhibit 5-6 displays t-test results for all five years of the study, and **Exhibits 5-7** and **5-8** display t-test results for the pre-set-aside program period and the post-set-aside program periods, respectively. In general, t-test results of the proportional vendor utilization to availability were similar to findings of disparities in dollars earned by vendors for all ethnicity types reported in **Exhibit 5-5**: That is, as indicated by the associated negative and statistically significant t-values, in terms of numbers of firms utilized relative to their availability, all M/WBEs but Native Americans were substantially underutilized for the full five-year period of the study, as well for both the pre- and post-set-aside program periods.

**EXHIBIT 5-6
NEW JERSEY DISPARITY
TOTAL ALL YEARS
OTHER SERVICES
T-TEST ANALYSIS OF PRIME CONTRACTORS
BASED ON VENDOR DATA
FISCAL YEARS 2000 THROUGH 2004**

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.65%	-11.53 *	1.22%	-23.67 *
Hispanic Americans	0.25%	-13.48 *	0.67%	-27.66 *
Asian Americans	0.35%	-13.72 *	0.85%	-28.16 *
Native Americans	0.05%	-0.15	0.05%	-0.31
Nonminority Women	0.60%	-28.95 *	1.96%	-59.41 *
Nonminority Firms	98.10%	34.05 *	95.25%	69.87 *

Source: New Jersey other service payments and purchase order database; New Jersey availability database.

¹ Percentage of related prime firms utilized within the relevant market area.

² Percentage of available firms in the relevant market area.

* Statistically significant at the 0.05 level.

**EXHIBIT 5-7
NEW JERSEY DISPARITY
PRE-SET-ASIDE PROGRAM
OTHER SERVICES
T-TEST ANALYSIS OF PRIME CONTRACTORS
BASED ON VENDOR DATA
FISCAL YEARS 2000 THROUGH 2003**

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.58%	-11.98 *	1.22%	-27.80 *
Hispanic Americans	0.28%	-10.59 *	0.67%	-24.58 *
Asian Americans	0.39%	-10.91 *	0.85%	-25.31 *
Native Americans	0.05%	0.12	0.05%	0.29
Nonminority Women	0.64%	-24.04 *	1.96%	-55.78 *
Nonminority Firms	98.06%	29.43 *	95.25%	68.28 *

Source: New Jersey other service payments and purchase order database; New Jersey availability database.

¹ Percentage of related prime firms utilized within the relevant market area.

² Percentage of available firms in the relevant market area.

* Statistically significant at the 0.05 level

**EXHIBIT 5-8
NEW JERSEY DISPARITY
POST-SET-ASIDE PROGRAM
OTHER SERVICES
T-TEST ANALYSIS OF PRIME CONTRACTORS
BASED ON VENDOR DATA
FISCAL YEAR 2004**

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.79%	-5.27 *	1.22%	-16.21 *
Hispanic Americans	0.30%	-7.42 *	0.67%	-22.82 *
Asian Americans	0.35%	-9.37 *	0.85%	-28.83 *
Native Americans	0.06%	0.37	0.05%	1.14
Nonminority Women	0.62%	-18.64 *	1.96%	-57.33 *
Nonminority Firms	97.89%	19.99 *	95.25%	61.49 *

Source: New Jersey other service payments and purchase order database; New Jersey availability database.

¹ Percentage of related prime firms utilized within the relevant market area.

² Percentage of available firms in the relevant market area.

* Statistically significant at the 0.05 level

Disparity Results by Agency Category

Disparity findings for the Other Services category by agency type—agencies, authorities, colleges, and commissions—are reported in Appendix F-1 and F-2. When MGT compared aggregated Other Services disparity findings in **Exhibit 5-5** with the disparity analyses by agency type, there were differences among agencies in their utilization of M/WBEs:

- For state agencies during the pre-set-aside program period, all M/WBEs were substantially underutilized except for Asian American firms for which there was no substantial disparity. However, during the post-set-aside program period, all M/WBEs were substantially underutilized.
- In the state authorities category, during the pre-set-aside program period, there was no significant disparity in utilization for African American, and Hispanic American firms. However, during the post-set-aside program period, all M/WBEs were substantially underutilized but African American firms for whom there was no significant disparity in utilization.
- In the colleges and universities category, during the pre-set-aside program period, African American, Asian American, and nonminority women-owned firms were substantially underutilized, but there was no substantial disparity in utilization for Hispanic American and Native American firms. During the post-set-aside program period, both nonminority women-owned and Asian American firms continued to be substantially underutilized, but African American-owned firms joined Hispanic American and Native American firms among M/WBEs experiencing no significant disparity in utilization.
- In the commissions category, during both the pre-set-aside program and post-set-aside program periods, all M/WBEs were substantially underutilized.
- In all categories of agency, for each year of the study, nonminority male-owned firms experienced no significant disparity in utilization.

5.2.3 Goods and Commodities

Aggregated disparity findings for all agency types for the Goods and Commodities category are presented in **Exhibit 5-9**. For the pre-set-aside program period, all M/WBE categories were substantially underutilized. During the post-set-aside program, all M/WBEs were substantially underutilized except Native Americans for whom no

substantial disparity was indicated. Nonminority owned firms experienced no disparity in utilization in any of the five years of the study period.

T-Test Results for Goods and Commodities

Exhibits 5-10 through **5-12** display three sets of t-test results, respectively, for all five years of the study for the Goods and Commodities category, for the pre-set-aside program period, and for the post-set-aside program period. T-test results of the proportional vendor utilization to availability for the five-year period of the study (see **Exhibit 5-10**) generally corroborated the findings of disparities in dollars earned by vendors for all agency types reported in **Exhibit 5-9**, except for Native American-owned firms for whom no substantial disparity was reported in **Exhibit 5-9**, but who were significantly underutilized in terms of their numbers in the marketplace, as reported below.

T-test results for M/WBE utilization relative to their availability in the marketplace for the pre-set-aside program period mirrored **Exhibit 5-9** findings of disparities in dollar utilization: That is, all M/WBEs were substantially underutilized in terms of both dollars received and their relative numbers in the marketplace. For the pre-set-aside program time period, Native American owned firms showed substantial disparity (**Exhibit 5-9**) and significant disparity was found in terms of their availability in the marketplace, as reported in **Exhibit 5-11**.

T-test results of the proportional vendor utilization to availability for the post-set-aside program period of the study (see **Exhibit 5-12**) also corroborated the findings of significant disparities in dollars earned by M/WBE vendors for all ethnicity types reported in **Exhibit 5-9**, including the finding of no disparity for Native American firms.

Finally, as in the other business type categories, t-test results for nonminority male-owned firm utilization in the Goods and Commodities category relative to their availability in the marketplace revealed statistically significant overutilization for each of the five years of the study.

EXHIBIT 5-9
DISPARITY ANALYSIS OF GOODS AND COMMODITIES VENDORS
IN THE RELEVANT MARKET AREA BY RACE/ETHNICITY/GENDER
FISCAL YEARS 2000 THROUGH 2004

Classification	% of Payment Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2000				
African Americans	0.18%	2.71%	6.68	* Underutilization
Hispanic Americans	0.23%	1.32%	17.47	* Underutilization
Asian Americans	0.09%	1.74%	5.33	* Underutilization
Native Americans	0.00%	0.10%	4.60	* Underutilization
Nonminority Women	0.28%	4.45%	6.36	* Underutilization
Nonminority Firms	99.21%	89.67%	110.63	Not Underutilized
2001				
African Americans	0.53%	2.71%	19.57	* Underutilization
Hispanic Americans	0.32%	1.32%	24.26	* Underutilization
Asian Americans	0.54%	1.74%	31.12	* Underutilization
Native Americans	0.00%	0.10%	4.82	* Underutilization
Nonminority Women	0.49%	4.45%	11.07	* Underutilization
Nonminority Firms	98.11%	89.67%	109.41	Not Underutilized
2002				
African Americans	0.60%	2.71%	22.00	* Underutilization
Hispanic Americans	0.72%	1.32%	54.12	* Underutilization
Asian Americans	0.34%	1.74%	19.46	* Underutilization
Native Americans	0.08%	0.10%	79.58	* Underutilization
Nonminority Women	0.38%	4.45%	8.52	* Underutilization
Nonminority Firms	97.89%	89.67%	109.16	Not Underutilized
2003				
African Americans	0.41%	2.71%	15.23	* Underutilization
Hispanic Americans	0.46%	1.32%	34.74	* Underutilization
Asian Americans	0.27%	1.74%	15.39	* Underutilization
Native Americans	0.08%	0.10%	80.05	Not Underutilized
Nonminority Women	0.39%	4.45%	8.84	* Underutilization
Nonminority Firms	98.39%	89.67%	109.72	Not Underutilized
Pre-GEOD Total				
African Americans	0.38%	2.71%	13.89	* Underutilization
Hispanic Americans	0.39%	1.32%	29.26	* Underutilization
Asian Americans	0.27%	1.74%	15.23	* Underutilization
Native Americans	0.03%	0.10%	35.64	* Underutilization
Nonminority Women	0.37%	4.45%	8.25	* Underutilization
Nonminority Firms	98.57%	89.67%	109.92	Not Underutilized
2004				
African Americans	0.65%	2.71%	23.93	* Underutilization
Hispanic Americans	0.37%	1.32%	27.76	* Underutilization
Asian Americans	0.30%	1.74%	17.23	* Underutilization
Native Americans	0.40%	0.10%	409.13	Not Underutilized
Nonminority Women	0.44%	4.45%	9.96	* Underutilization
Nonminority Firms	97.84%	89.67%	109.11	Not Underutilized
Post-GEOD Total				
African Americans	0.65%	2.71%	23.93	* Underutilization
Hispanic Americans	0.37%	1.32%	27.76	* Underutilization
Asian Americans	0.30%	1.74%	17.23	* Underutilization
Native Americans	0.40%	0.10%	409.13	Not Underutilized
Nonminority Women	0.44%	4.45%	9.96	* Underutilization
Nonminority Firms	97.84%	89.67%	109.11	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.41%	2.71%	15.12	* Underutilization
Hispanic Americans	0.38%	1.32%	29.08	* Underutilization
Asian Americans	0.27%	1.74%	15.48	* Underutilization
Native Americans	0.08%	0.10%	81.09	Not Underutilized
Nonminority Women	0.38%	4.45%	8.46	* Underutilization
Nonminority Firms	98.48%	89.67%	109.82	Not Underutilized
Difference Pre To Post				
Change		Disparity Difference		
African Americans	(10.03)	Decreased		
Hispanic Americans	1.49	Increased		
Asian Americans	(2.00)	Decreased		
Native Americans	(373.49)	Decreased		
Nonminority Women	(1.72)	Decreased		
Nonminority Firms	0.81	Increased		

Source: New Jersey Goods and Commodities payments and purchase order database; New Jersey availability database.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in Chapter 4.0.

² The percentage of available contractors is taken from the availability exhibit previously shown in Chapter 4.0.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

**EXHIBIT 5-10
NEW JERSEY DISPARITY
TOTAL ALL YEARS
GOODS AND COMMODITIES
T-TEST ANALYSIS OF PRIME CONTRACTORS
BASED ON VENDOR DATA
FISCAL YEARS 2000 THROUGH 2004**

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.87%	-31.57 *	2.71%	-45.36 *
Hispanic Americans	0.30%	-29.82 *	1.32%	-42.84 *
Asian Americans	0.39%	-34.28 *	1.74%	-49.25 *
Native Americans	0.06%	-2.51 *	0.10%	-3.60 *
Nonminority Women	0.56%	-82.47 *	4.45%	-118.49 *
Nonminority Firms	97.82%	88.55 *	89.67%	127.22 *

Source: New Jersey Goods and Commodities payments and purchase order database; New Jersey availability database.

¹ Percentage of related prime firms utilized within the relevant market area.

² Percentage of available firms in the relevant market area.

* Statistically significant at the 0.05 level

**EXHIBIT 5-11
NEW JERSEY DISPARITY
PRE-SET-ASIDE PROGRAM
GOODS AND COMMODITIES
T-TEST ANALYSIS OF PRIME CONTRACTORS
BASED ON VENDOR DATA
FISCAL YEARS 2000 THROUGH 2003**

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.89%	-28.39 *	2.71%	-44.25 *
Hispanic Americans	0.28%	-28.80 *	1.32%	-44.89 *
Asian Americans	0.41%	-30.48 *	1.74%	-47.51 *
Native Americans	0.05%	-3.01 *	0.10%	-4.70 *
Nonminority Women	0.56%	-76.70 *	4.45%	-119.55 *
Nonminority Firms	97.81%	81.43 *	89.67%	126.91 *

Source: New Jersey Goods and Commodities payments and purchase order database; New Jersey availability database.

¹ Percentage of related prime firms utilized within the relevant market area.

² Percentage of available firms in the relevant market area.

* Statistically significant at the 0.05 level

**EXHIBIT 5-12
NEW JERSEY DISPARITY
POST-SET-ASIDE PROGRAM
GOODS AND COMMODITIES
T-TEST ANALYSIS OF PRIME CONTRACTORS
BASED ON VENDOR DATA
FISCAL YEAR 2004**

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.02%	-16.62 *	2.71%	-38.28 *
Hispanic Americans	0.36%	-15.99 *	1.32%	-36.84 *
Asian Americans	0.49%	-17.78 *	1.74%	-40.97 *
Native Americans	0.09%	-0.20	0.10%	-0.47
Nonminority Women	0.72%	-43.52 *	4.45%	-100.26 *
Nonminority Firms	97.32%	46.80 *	89.67%	107.81 *

Source: New Jersey Goods and Commodities payments and purchase order database; New Jersey availability database.

¹ Percentage of related prime firms utilized within the relevant market area.

² Percentage of available firms in the relevant market area.

* Statistically significant at the 0.05 level

Disparity Results by Agency Type

Disparity findings for the Goods and Commodities category by agency type—agencies, authorities, colleges, and commissions—for both the pre-set-aside program and post-set-aside program periods are reported in Appendix F-1 and F-2. In the commissions category, disparity in utilization findings was identical to the aggregated analysis findings reported in **Exhibit 5-9**. However, for state agencies during both the pre-set-aside program and post-set-aside program periods, all M/WBE categories were substantially underutilized. This trend held for the authorities category during the pre-set-aside program period, but during the post-set-aside program period, African American-owned firms experienced no substantial disparity in utilization by the authorities. In the colleges and universities category, for the pre-set-aside program period, Hispanic American and Native American-owned firms experienced no substantial disparity, in contrast with African American, Asian American and nonminority women-owned firms, which were substantially underutilized. During the post-set-aside program period, all

M/WBEs were substantially underutilized but Native American-owned firms in the colleges and universities category. As in the Professional Services and Other Services categories, nonminority male-owned firms in the Goods and Commodities category experienced no disparity in utilization in any year of the study.

5.3 Regression Analysis

Whereas Sections 5.1 through 5.2 reported findings of disparity and nondisparity related to the utilization of vendors in state procurement activities according to selected race, ethnicity, and gender categories, this section reports findings from a telephone survey of a sample of 644 vendors representative of New Jersey vendors in the three business categories examined in the study to assess race, ethnicity, and gender effects on vendor revenue during the 2003 tax year. To determine these effects, MGT applied a multivariate regression model to survey findings.

There are two key questions for consideration in this analysis. Do minority and woman-owned firms tend to earn significantly less revenue than firms owned by nonminority males? If “yes,” are their lower revenues due to race or gender status or to other factors?

Case law and social science research provides some guidance for addressing these questions. From research literature, in addition to race and gender, we know that other factors, such as firm capacity, owner experience, and education bear a relation to a firm’s gross revenues. When multiple factors come into play, sometimes a multivariate statistical analysis can improve our understanding of more complex relationships among factors affecting company earnings. In this study, we employ linear regression to analyze variables, including race and gender, that can affect a firm’s success.

5.3.1 An Overview of Multivariate Regression and Description of Analytical Model

Multivariate regression was employed to examine the influence of selected company and business characteristics—especially owner race and gender—on 2003 gross revenues reported by 644 companies participating in a telephone survey administered during October 2004. For this analysis, gross revenue was the dependent variable, or the variable to be explained by the presence, absence, or strength of “selected characteristics” variables, known as “independent” or “explanatory” variables.

Since disparity analysis is an established domain of research, the selection of independent company characteristics variables for this study was made with reference to an extensive review of disparity study research literature. Most economic studies of discrimination are based on the seminal work of Nobel Prize recipient Gary Becker, “The Economics of Discrimination.”² Becker was the first to define discrimination in financial and economic terms. Since Becker, labor economists and statistical researchers including Blinder and Oaxaca, Corcoran and Duncan, Gwaltney and Long, Reimers, Saunders, Darity and Myers, Hanuschek, Hirsch, Topel and Blau, and others, have adopted a standard in disparity study research of using company earnings, or revenue, as the dependent variable in race and gender discrimination analysis.³ Comparable worth studies have also proposed regression models using gross revenue as the dependent variable for policy analysis,⁴ and the U.S. Department of Commerce employs

²Becker, Gary. 1971, second edition. “The Economics of Discrimination.” The University of Chicago Press, Chicago, p. 167.

³“Race and Gender Discrimination Across Urban Labor Markets,” 1996. Ed. Susan Schmitz. Garland Publishers, New York, New York, p. 184.

⁴Gunderson, Morley. 1994. “Male-Female Wage Differentials and Policy Responses.” In “Equal Employment Opportunity: Labor Market Discrimination and Public Policy,” pp.207-227.

regression analysis (included in 48 CFR 19) to establish price evaluation adjustments for small disadvantaged businesses in federal procurement programs.⁵

The Regression Model Variables

Bates⁶ used at least five general determinants, including firm capacity, managerial ability, manager/owner experience, and demographic characteristics such as race and gender to explain statistically variations in firm gross revenues. These are elaborated below in terms of the dependent/independent variable relationship regression seeks to resolve.

Dependent Variable

For this analysis the dependent variable (the variable to be explained by the independent variables in the model) was defined operationally as “firm 2003 gross revenues.” Ideally, this variable is measured as the exact dollar figure for gross revenues. However, years of experience in conducting information and opinion surveys with companies indicate that firms tend to be resistive to the idea of releasing precise dollar figures, but more responsive when inquiries about earnings are presented as a dollar range. Accordingly, to encourage greater participation in this study’s telephone survey, nine company gross revenue categories were defined, ranging from Category 1, “Up to \$50,000” to Category 9, “More than \$10 million.”

Independent Variables

The independent (i.e., explanatory) variables were those characteristics hypothesized as contributing to the variation in the dependent variable (2002 gross revenues). For this study, independent variables included:

⁵“Federal Acquisition Regulations for Small Disadvantaged Businesses; Notice and Rules.” June 30, 1998. Memorandum for Office of Federal Procurement Policy, Economic and Statistics Administration, Department of Commerce.

⁶Bates, Timothy. “The Declining Status of Minorities in the New York City Construction Industry.” Reprinted from *Economic Development Quarterly*, Vol. 12., No. 1, February 1998, pp. 88-100.

- *Number of full-time employees*—The more employees a company has, the greater product volume it is likely to have to generate higher revenues.
- *Owner's years of experience*—The longer a company owner has been in a particular business, the more likely it is that the owner has knowledge of how to acquire contracts and the skills and experience to be successful in business.
- *Percentage of revenues earned in private sector*—Since vendor selection for public projects, large or small, is usually based on a prescribed vendor list maintained by the contracting public sector agency, it has been found that companies with a greater percentage of earnings from the private sector are likely to earn less revenue overall than companies that also do business frequently with the public sector.
- *Owner's level of education*—The research literature consistently reports a positive relationship between education and level of income.
- *Age of Company*—It is argued that a company's longevity is an indicator of both success and owner managerial ability.
- *Race/Ethnic group/gender of firm owners*—The proposition to be tested was whether there is a statistically significant relationship between race/ethnicity/gender of minority firm owners and firm revenue. In the analysis, the category "Non-M/WBE" served as a reference group against which all other race and gender groups were compared.

Finally, since companies tend to be organized around a business concentration (e.g., Professional Services, Goods and Commodities, and Other Services), type of business was introduced as a moderator variable to determine if the model, given adequate sample size, behaved differently as a predictor of gross revenue when respondents' line of business was considered.

Participants' responses to the survey provided the data to examine the relative importance of these factors. The operational relationship between these constructs (i.e., firm capacity, capability, experience, race, and gender) and measures derived from survey items is presented in **Exhibit 5-13**.

**EXHIBIT 5-13
MODEL CONSTRUCTS, VARIABLES, AND MEASURES**

Model Constructs	Variables	Measures
<i>Capacity</i>	Number of Employees	Number of Full-time and Part-time Employees reported
	Private Contracting	% Total Revenue from Private Sources
<i>Owner's Managerial Ability</i>	Owner's Education	Level of Education (from "some high school" to "postgraduate degree")
	Owner's Experience	Years of Experience
	Company Age	2003 minus Reported "year of establishment"
<i>Demographics</i>	Business Owner Groups	African American, Hispanic American, Asian American, Native American, Nonminority Woman, and Non-M/WBE Firms
	Sex of Company Owner	Sex of Company Majority Owner or Shareholder

Source: State of New Jersey Telephone Survey Data methodology.

Exploring Variable Relationships: How Regression Analysis Works

Multiple regression analysis permits simultaneous examination not only of the effects on the dependent variable of **all** independent variables in the multivariate model, but also the effect of each, unique variable (i.e., controlling for the effects of the other independent variables in the equation). The effect of each predictor (independent) variable on the dependent variable is expressed as the magnitude of the change in the dependent variable (y) for each unit change in the independent variable (x) plus an "error term." Since the independent variable is never a perfect predictor of the dependent variable—that is, X is expressed as an imperfect predictor of Y such that one unit change in X **never** leads to one unit change in Y—the "error term," e, is postulated to acknowledge the residual change in the value of Y that X cannot explain.

The goal in sound regression modeling, therefore, is to minimize residual values associated with the independent variables and to maximize their explanatory power. In other words, a good model that seeks to explain what causes revenue earnings, in this case, will hypothesize a combination of independent variables, based on solid research findings established in research, having sufficient explanatory power to account for case-

by-case differences in company revenue, while minimizing that portion of variation in revenue values that the independent variable cannot explain (i.e., minimizing the difference between Y values predicted by the X's in the model and *actual* Y values).

5.3.2 Assessing Variables in the Model

As suggested earlier, in a model with multiple independent, or predictor, variables, the effect of each individual independent variable is expressed as the expected change in the dependent variable (y) for each unit change in the independent variable (x), holding constant (or controlling for) the values of all the other independent variables (i.e., the effect on Y of the other X's in the equation). When X and Y values are plotted on a graph, linear regression attempts to find a straight line of best fit (also known as the least-squares line) that minimizes the differences between actual Y and predicted Y values as a function of X. The slope of this line represents the statistical relationship between the predicted values of Y based on X. The point at which this regression line crosses the Y axis (otherwise known as the constant) represents the predicted value of Y when X = 0. If the effect of X on Y is determined to be statistically significant (e.g., a significance level of $p < 0.05$ asserts that the calculated relationship between X and Y could occur due to chance only 5 times in 100), it can be asserted that X may indeed play a role in determining the value of Y (in the case of this study, company revenues). For example, if the slope coefficient of the variable representing one of the specific racial groups is determined to be statistically significant, then, all other things being equal, the hypothesis that race of the owner of a firm affects the annual revenue of the firm has only a 5 percent chance of being false. In disparity research, theory asserts that the negative effect of race on revenue earnings associated with being a minority-owned business is likely a product of discrimination.

Multivariate Regression Model

Mathematically, the multivariate linear regression model is expressed as:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + \dots + e$$

- Where: Y = annual firm gross revenues.
- β_0 = the constant, representing the value of Y when $X_i = 0$
- β_1 = coefficient representing the magnitude of X_i 's effect on Y
- X_i = the independent variables, such as capacity, experience, managerial ability, race and gender.
- e = the error term, representing the variance in Y unexplained by X_i

This equation describes the hypothesized relationship between the dependent variable and the independent variables and was used to test the hypothesis that there is no difference in 2002 revenue earnings for MBE firms when compared with non-M/WBE firms. Traditionally, the hypothesis of no difference (known as the null hypothesis) is represented as: $H_0 : Y_1 = Y_2$

We can reject the null hypothesis if the analysis indicates that race and gender have been found to affect firm revenue (i.e., $H_1 : Y_1 \neq Y_2$, the alternate hypothesis). Results are statistically significant if it is determined that the probability of achieving this difference due to chance was less than 5 in 100 (i.e., $p < .05$).

Multivariate Regression Model Results

The regression model tested the effects of selected demographic and business characteristic variables on revenue earnings elicited from firms participating in the study, according to the following categories:⁷

- | | | |
|----------------------------|--------------------------------|---------------------------------|
| 1 = Up to \$50,000 | 4 = \$300,001 to \$500,000 | 7 = \$3,000,001 to \$5,000,000 |
| 2 = \$50,001 to \$100,000 | 5 = \$500,001 to \$1 million | 8 = \$5,000,001 to \$10 million |
| 3 = \$100,001 to \$300,000 | 6 = \$1,000,001 to \$3 million | 9 = Over \$10 million |

⁷ Despite the ordinal nature of the dependent variable, findings are reported based on a linear regression analysis; specifically, OLS. Menard (1995) notes this as an acceptable and common practice, "particularly when the dependent variable has five or more [ordered] categories.....Since this [OLS] is probably the easiest approach for readers to understand, sometimes other approaches are tried, just to confirm that the use of OLS does not... distort the findings." In this case, the nine categories of revenue were also analyzed using ordered Logit (SPSS 11.5), with nearly identical findings to those achieved with OLS with respect to magnitude of effect of the independent variables and both sign and significance. For further discussion, see Menard, S., "Applied logistic regression analysis," ([Sage university papers series. Quantitative applications in the social sciences; no. 07-106](#)), Thousand Oaks, Calif. : Sage Publications, 1995.

The tests for multicollinearity among independent variables and variance inflation due to outlier observations revealed no substantive problems with the data.⁸ Initial analyses also determined that one independent variable, *Percentage of Business in the Private Sector*, made no substantive contribution to the model, and was, therefore, removed. These adjustments yielded values for the variables listed in **Exhibit 5-14**.

**EXHIBIT 5-14
STATE OF NEW JERSEY TELEPHONE SURVEY DATA
RESULTS OF REGRESSION ANALYSIS**

Coefficients			
Firm Demographic and Characteristic Variables	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	2.879	0.450	
African Americans (n=96)	-0.681	0.291	-0.104
Hispanic Americans (n=87)	-0.519	0.300	-0.075
Asian Americans (n=98)	0.293	0.295	0.046
Native Americans (n=8)	-1.050	0.769	-0.052
Nonminority Females (n=167)	-0.274	0.244	-0.052
Company Age	0.014	0.006	0.102
Number of Employees	0.048	0.005	0.352
Some College	0.452	0.355	0.074
College Degree	0.776	0.324	0.163
Post-College Degree	0.843	0.344	0.175
Owner's Years of Experience	-0.001	0.008	-0.006
Good and Commodities	0.603	0.278	0.130
Professional Services	-0.766	0.294	-0.165

Source: New Jersey telephone survey.

Bold type indicates statistically significant results ($p \leq .05$).

Results

- The model testing the effects of the variables listed in **Exhibit 5-14** on revenue reported by companies participating in the telephone survey explained 28.7 percent of the variance of the revenue variable ($R^2_j = 0.287$, $F = 16.229$, $df = 13,523$, $p \leq .000$).
- When controlling for the effects of variables related to company capacity and ownership level of education (i.e., nonracial demographic characteristics), except for African American-owned

⁸ Multicollinearity refers to excessive intercorrelation among the independent variables in a multiple regression model, which obscures the effect of each on the dependent variable to the extent that they behave as one variable and may measure two highly correlated components of the same theoretical factor. Outliers are observations in a data set that are substantially different from the bulk of the data, perhaps because of a data entry error or some other cause that would reasonable explain a data anomaly.

companies, revenue earned in 2003 by minority-owned companies participating in the survey were not significantly different, as a function of their minority status, from earnings of their non-M/WBE firm counterparts.

- Among the company characteristics variables, other than race and sex, revenue for all groups increased as a function of company age, number of employees, higher levels of education, and the business category Goods and Commodities, but decreased as a function of the business category Professional Services.
- Firms whose ownership was college educated tended to earn significantly more than firms whose owners possessed less than a college degree.
- Earnings were positively related to a firm's number of employees and the number of years the firm had been in existence, but were unaffected by ownership's years of experience.

Deriving Predicted Revenue for Race/Gender/Ethnicity Categories

To derive predicted revenue categories for each race/ethnicity/gender group, values from **Exhibit 5-14** were inserted into the regression model. The following equation illustrates how predicted revenue would be calculated for an MBE in all business categories^{9,10}

*Gross Revenues = 2.879 – MBE (see **Exhibit 5-13** categories for the various races) + .014 Company Age + .048 Number of Employees + .452 Some College + .776 College Degree + .843 Post College Degree - .001 Owner's Experience – Business Category Adjustment (see **Exhibit 5-13** categories).*

Exhibit 5-15 reports predicted 2003 gross revenue by M/WBE category and business type. For instance, to derive the predicted gross revenue categories values in **Exhibit 5-15** for an African American in Professional Services (calculated as revenue category 1: up to \$50,000), holding all other variables constant, from **Exhibit 5-14**, we would add the value of the constant (2.879) to the coefficient value for African Americans

⁹ To derive coefficients for the race, ethnicity, and gender categories, the "Non-M/WBE" category was used as the reference variable, coded as value "0."

¹⁰ To derive coefficients for the business type categories—Professional Services, Goods & Commodities, and Other Services—a combined business type category (Goods & Commodities/Other Services) was used as the reference variable, coded as value "0."

(-0.681) and the coefficient value for Professional Services (-.766) to obtain a predicted revenue value of 1.43 (rounded to 1, representing the category “up to \$50,000”).

From **Exhibit 5-15**, we can make the following observations:

- Controlling for the effect of other company characteristics such as age of company, number of employees, and owner’s education, when earnings for the three business type categories were aggregated, African American-owned firms’ earnings were significantly lower than earnings for their M/WBE and Non-M/WBE counterparts. (Native American-owned firms also earned significantly less but the difference was not statistically attributable to their minority status.)
- Among the three business categories, firms in the Goods and Commodities category posted higher earnings than firms in the other categories (\$100,001 to \$300,000).
- Among the three business categories, firms in the Professional Services category posted lower earnings than firms in the other categories (\$100,000 or less).

**EXHIBIT 5-15
GROSS REVENUE CATEGORIES BY RACE/ETHNICITY/GENDER**

Race/Ethnicity/Gender	Overall	Materials & Supplies	Professional Services	Other Services
Nonminority Males <i>n</i> =188	3	3	2	3
African Americans <i>n</i>=96	2	3	1	2
Hispanic Americans <i>n</i> =87	3	3	2	2
Asian Americans <i>n</i> =98	3	4	2	3
Native Americans <i>n</i> =8	2	2	1	2
Nonminority Females <i>n</i> =167	3	3	2	3

Source: State of New Jersey Telephone Survey Data and MGT of America, Inc. calculations using SPSS.
Bold type indicates statistically significant results ($p \leq .05$).

Gross Revenue Categories:		
1 = Up to \$50,000	4 = \$300,001 to \$500,000	7 = \$3,000,001 to \$5 million
2 = \$50,001 to \$100,000	5 = \$500,001 to \$1 million	8 = \$5,000,001 to \$10 million
3 = \$100,001 to \$300,000	6 = \$1,000,001 to \$3 million	9 = Over \$10 million

Summary of Survey Findings

As an aggregated group, M/WBE firms responding to the telephone survey earned revenue in 2003 on a par with non-M/WBE firms, except for African Americans, who earned significantly less than other firms, regardless of their race, ethnicity, or gender

status. In general, it is to be anticipated that a firm's revenue might be positively related to such variables as a firm's number of employees, managerial experience, and level of education. In this survey, although firm capacity and education level of firm ownership bore positively on 2003 earnings, the firm's age—that is, the number of years it had been established—carried more statistical weight than did ownership experience, supporting the logical conclusion that more established firms tend to do more business. More surprising, however, is the finding that Professional Services ownership tended to depress earnings regardless of race, ethnicity, or gender, particularly since Professional Services, by definition, tend to require education beyond high school in pursuit of a license or a college degree. This may be an artifact of the nature of this particular study, which did not include construction-related architecture and engineering professional services, but firms engaged in perhaps less lucrative professional services activities.

In any case, when findings of the telephone survey—indicating general parity in earnings between M/WBEs and non-M/WBEs—are placed in light of findings of the disparity analyses—indicating general underutilization of M/WBEs in state procurement—it may be that firms participating in the telephone survey tended to do more business in the private sector as a result of their relative exclusion from public sector procurement in the three categories of this study.

6.0 ANECDOTAL ANALYSIS

6.0 ANECDOTAL ANALYSIS

Chapter 6.0 describes the results of an analysis of anecdotal information provided by New Jersey vendors regarding their experiences when doing business in and with the State of New Jersey. The collection and analysis of anecdotal data are performed to determine whether underutilization of minority and women-owned firms is the result of objective, nonbiased purchasing procedures or the result of discriminatory practices.

Anecdotal evidence is gathered to enrich the interpretation of quantitative findings in a disparity study, especially when, as reported in Chapter 5.0, statistically significant disparity in state procurement has been found in the utilization of M/WBEs when compared with non-M/WBEs. Courts have also ruled that a combination of statistically derived disparity findings and anecdotal information provided by individual vendors who are engaged in business offers credible evidence in instances where historically discriminatory practices in procurement of goods and services may be present. Consequently, unlike other analyses in this report, anecdotal analysis relies on more subjective, qualitative information to describe the climate in which businesses and procurement entities operate.

The following sections present the approach and methodology employed by MGT of America, Inc. (MGT) in the collection of anecdotal data and the findings suggested by the information gathered:

- 6.1 Methodology
- 6.2 Telephone Survey Results
- 6.3 Results of Personal Interviews
- 6.4 Synopsis of the Public Hearings
- 6.5 Summary of Findings

6.1 Methodology

MGT's considerable experience with disparity studies indicates that anecdotal information collected through multiple methods provides a more complete picture than could be painted relying solely on a methodology using only one source of information, such as a telephone survey. For this reason, MGT employs a combination of a telephone survey and face-to-face interviews to gather more comprehensive anecdotal evidence of vendors' experiences within a given market area regarding any obstacles perceived by business owners as limitations to the participation of minority-owned and woman-owned business enterprises (M/WBEs) in state procurement transactions. With the telephone survey, we were able to reach a statistically representative sample of New Jersey's business owners to establish a general pattern of their business experiences. This general statistical pattern of response was augmented with more detailed information provided in the face-to-face interviews and additional information gathered from three public hearings conducted by New Jersey's Disparity Study project management team to inform quantitative results yielded by the telephone survey with subjective experience.

6.1.1 Telephone Survey

During October 2004, firms listed in MGT's master vendor database were contacted by telephone to solicit survey responses from business owners and representatives about their firms and their experiences doing business in the State of New Jersey (see survey instrument, Appendix H). A sample size formula calculated that 460 responses were needed to achieve a 95 percent confidence level with regard to statistical representativeness, although responses were collected from a sample of 1,000 New Jersey vendors who provided relatively complete information. In all, as **Exhibit 6-1** shows, MGT contacted 13,759 firms.

**EXHIBIT 6-1
STATE OF NEW JERSEY
DISPOSITION OF TELEPHONE CALLS**

Result	Number
Calls Attempted to Unique Firms	13,759
Incorrect Telephone Number	4,174
No Answer	1,603
Refused or Uninterested	1,044
Other Nonresponse	5,938
Completed Interviews	1,000

Source: MGT Telephone Survey of Businesses, October 2004

Section 6.2 of this chapter provides demographic data about the participants in the telephone survey and the firms they represented.

6.1.2 Personal Interviews

During July 2004, MGT conducted personal interviews with consenting New Jersey business owners and representatives of goods and services vendors, face-to-face at their location of business. Excluded were businesses in the construction industry or those providing construction-related services. Candidates were selected from the master vendor database of firms compiled for this study with care to distinguish this sample from those who participated in personal interviews.

The guide used during the interviews included a range of questions concerning a particular firm's experiences conducting business with the State of New Jersey; business experiences in the public and private sectors; and the firm's basic business operations, size, and structure. Interviewers were trained on objective interview techniques and made no attempt to prompt or guide responses from the participants. Generally, interviews were conducted at the business owner's office and ranged in length from 30 minutes to two hours. Participants were asked to sign an affidavit attesting that their responses to the interview questions were, to the best of their knowledge, true and

accurate reflections of their experiences when doing business with the state and otherwise in the relevant market area.

6.2 Telephone Survey Results

Exhibit 6-2 provides a profile of those businesses participating in the telephone survey. Survey participants represented professional services firms (32%), goods and commodities firms (30%), and firms providing other services, such as custodial and office services (38%).

Roughly one-half of surveyed firms (48%) had been in business since 1990. Non-M/WBEs tended to be older firms with three-quarters of the nonminority male-owned firms having been in business since before 1991, compared with 39 percent of M/WBEs. On the whole, therefore, M/WBEs tended to be much younger firms when compared with non-M/WBEs.

More than half of all business owners surveyed were college-educated, including 94 percent of Asian American participants who had achieved at least a bachelor's degree, compared with 48 percent of Hispanic American business owners and 65 percent of M/WBEs overall. Four-fifths of surveyed M/WBEs tended to employed 10 or fewer persons, compared with 64 percent of non-M/WBEs.

In terms of 2003 gross income, two-thirds of non-M/WBEs earned more than \$500,000 compared with roughly half of participating M/WBEs. Finally, on the whole, owners of nonminority male firms tended to have had more years of experience in their business line, three-quarters of whom had more than 20 years of experience, compared with fewer than one-half in each of the M/WBE categories.

**EXHIBIT 6-2
STATE OF NEW JERSEY
TELEPHONE SURVEY
SELECTED DEMOGRAPHICS**

Demographic	Race/Ethnicity or Gender of Business Owner							TOTAL
	African American	Hispanic American	Asian American	Native American	Woman	Total M/WBE	Non-M/WBE	
# responses	164	175	126	13	250	728	272	1000
<i>Company's primary line of business</i>								
Operational Services	7%	11%	9%	15%	6%	8%	11%	9%
Materials and Supplies	23%	18%	28%	31%	30%	25%	42%	30%
Professional Services	33%	26%	48%	15%	36%	34%	26%	32%
Other	37%	45%	16%	38%	28%	32%	21%	29%
<i>Length of Establishment</i>								
1970 or earlier	4%	2%	2%	0%	12%	6%	29%	12%
1971 to 1980	7%	13%	7%	15%	11%	10%	18%	12%
1981 to 1990	26%	21%	19%	38%	24%	23%	25%	24%
1991 to 2000	39%	46%	44%	31%	46%	44%	21%	38%
Since 2000	24%	18%	27%	15%	7%	17%	6%	14%
<i>Highest Level of Owner's Education</i>								
Some High School	0%	4%	0%	0%	2%	2%	2%	2%
High School Graduate	14%	19%	2%	15%	9%	11%	12%	12%
Trade or Technical School	5%	7%	0%	0%	4%	4%	5%	5%
Some College	15%	21%	2%	23%	15%	14%	13%	14%
College Degree	30%	29%	33%	38%	39%	33%	38%	35%
Graduate Degree	33%	19%	61%	23%	27%	32%	25%	30%
Not Applicable/No Response	2%	2%	2%	0%	4%	3%	5%	3%
<i>Number of full-time employees</i>								
0 to 10	85%	81%	71%	85%	78%	79%	64%	75%
11 to 25	6%	9%	17%	8%	13%	11%	22%	14%
26 to 50	3%	3%	7%	0%	5%	4%	10%	6%
51 to 100	1%	2%	3%	8%	2%	2%	3%	2%
Over 100	0%	0%	1%	0%	0%	0%	0%	0%
<i>Gross Revenues</i>								
\$50,000 or less	27%	18%	11%	31%	24%	21%	16%	20%
\$50,000 but less than \$100,000	11%	14%	6%	8%	6%	9%	4%	8%
\$100,000 but less than \$300,000	14%	13%	16%	23%	9%	12%	8%	11%
\$300,000 but less than \$500,000	5%	7%	5%	0%	5%	5%	4%	5%
\$500,000 but less than \$1 million	10%	16%	8%	23%	16%	13%	15%	14%
\$1 million but less than \$3 million	5%	5%	21%	8%	16%	12%	19%	14%
\$3 million but less than \$5 million	2%	1%	6%	0%	3%	3%	4%	3%
\$5 million but less than \$10 million	0%	2%	3%	0%	3%	2%	5%	3%
Over \$10 million	2%	3%	3%	0%	1%	2%	4%	3%
Not Available/No Response	4%	7%	8%	0%	3%	5%	7%	6%
<i>Owner's Years of Direct Experience in Primary Line of Business</i>								
5 or less	4%	5%	5%	8%	5%	5%	3%	4%
6 to 10	9%	14%	21%	15%	11%	13%	4%	11%
11 to 20	39%	39%	38%	15%	36%	38%	18%	32%
21 to 30	29%	28%	25%	31%	32%	29%	40%	32%
31 to 40	10%	10%	7%	15%	9%	9%	24%	13%
41 to 50	7%	1%	2%	15%	4%	3%	5%	4%
Over 50	2%	2%	0%	0%	1%	1%	4%	2%

Source: MGT Telephone Survey of Businesses in October 2004.

6.2.1 Procurement Process

Survey questions also gathered business owner perceptions about the state's procurement process and their experiences doing business with the state. Responses from the participant firms are presented in **Exhibit 6-3**.

Analysis of the responses showed that most respondents were able to respond to questions about barriers to doing business with the State of New Jersey, although roughly 20 percent of survey participants had no response. Of the firm representatives who responded to questions about barriers to doing business, key issues noted were as follows:

- concerns about time allotted to prepare bids and quotes (34%);
- complaints about the availability and accessibility of information about pending projects (33%);
- limited knowledge of state contracting policies and procedures (33%);
- double standards for business-related inspections or follow-up led to exclusion from future contracts (31%);
- concerns about the size of contracts (24%); and
- expenses associated with bid preparation (22%).

It is noteworthy that for all but one category of barrier, African American respondents, as a group, cited the highest frequency of barriers encountered during attempts to procure business. Non-M/WBEs also noted experiences with the business limitations listed above but to a lesser degree than M/WBEs.

**EXHIBIT 6-3
STATE OF NEW JERSEY
TELEPHONE SURVEY
BARRIERS TO DOING BUSINESS**

Barriers to Obtaining Work	Race/Ethnicity or Gender of Business Owner							TOTAL
	African American	Hispanic American	Asian American	Native American	Woman	Total M/WBE	Non-M/WBE	
# responses	164	175	126	13	250	728	272	1000
Pre-qualification requirements								
Yes	43%	20%	25%	69%	33%	31%	19%	28%
No	46%	58%	48%	23%	57%	52%	68%	57%
No Response	12%	22%	27%	8%	10%	16%	13%	15%
Performance Bond requirements								
Yes	37%	23%	21%	46%	28%	28%	19%	26%
No	48%	53%	44%	46%	57%	52%	65%	55%
No Response	15%	23%	35%	8%	15%	20%	15%	19%
Financing								
Yes	45%	22%	18%	31%	19%	26%	12%	22%
No	43%	56%	48%	54%	67%	55%	72%	60%
No Response	12%	22%	33%	15%	14%	19%	16%	18%
Insurance requirements								
Yes	34%	23%	16%	23%	28%	26%	14%	23%
No	52%	55%	51%	62%	58%	55%	71%	59%
No Response	13%	22%	33%	15%	14%	19%	15%	18%
Bid specifications too rigid								
Yes	37%	27%	25%	23%	34%	31%	27%	30%
No	47%	47%	39%	62%	51%	47%	56%	50%
No Response	16%	26%	37%	15%	15%	21%	17%	20%
Limited time given to prepare bid package or quote								
Yes	47%	30%	21%	31%	39%	35%	29%	34%
No	39%	45%	44%	46%	45%	43%	54%	46%
No Response	14%	25%	35%	23%	16%	21%	17%	20%
Limited information received on pending projects								
Yes	43%	38%	25%	31%	36%	36%	27%	33%
No	41%	39%	39%	38%	46%	42%	56%	46%
No Response	16%	23%	36%	31%	18%	22%	18%	21%

EXHIBIT 6-3 (Continued)
STATE OF NEW JERSEY
TELEPHONE SURVEY
BARRIERS TO DOING BUSINESS

Barriers to Obtaining Work	Race/Ethnicity or Gender of Business Owner							TOTAL	
	African American	Hispanic American	Asian American	Native American	Woman	Total M/WBE	Non-M/WBE		
Knowledge of contracting policies and procedures	Yes	43%	35%	29%	54%	34%	36%	25%	33%
	No	43%	43%	36%	23%	50%	44%	58%	48%
	No Response	14%	22%	35%	23%	16%	20%	17%	20%
Lack of experience	Yes	30%	20%	19%	8%	17%	21%	21%	21%
	No	59%	59%	48%	69%	71%	62%	65%	62%
	No Response	12%	21%	33%	23%	12%	18%	14%	17%
Lack of personnel	Yes	29%	16%	13%	31%	17%	19%	17%	19%
	No	60%	64%	53%	46%	70%	63%	69%	65%
	No Response	10%	20%	33%	23%	13%	18%	14%	17%
Contract too large	Yes	37%	20%	18%	31%	23%	25%	22%	24%
	No	50%	55%	47%	46%	61%	55%	61%	56%
	No Response	13%	25%	35%	23%	16%	21%	17%	20%
Double standards for inspections led to exclusion from future contracts	Yes	48%	32%	28%	38%	29%	34%	25%	31%
	No	32%	42%	33%	31%	44%	39%	51%	42%
	No Response	21%	26%	39%	31%	27%	28%	25%	27%
Contract too expensive to bid	Yes	36%	25%	16%	8%	19%	23%	18%	22%
	No	51%	51%	50%	69%	63%	55%	64%	58%
	No Response	13%	24%	34%	23%	18%	21%	18%	20%

Source: MGT Telephone Survey of New Jersey Firms, October 2004.

6.2.2 Experiences as a Subcontractor

Although results of our verification reports cited in Chapter 4.0 indicated inconsequential levels of subcontracting in the categories of purchase for this study, we nevertheless included questions in the survey regarding respondent experiences when attempting to subcontract with other firms. Two key issues emerged from these inquiries. Firm representatives seemed to be most concerned about instances where bids or

quotes were submitted to prime contractors and in which the potential subcontractor received no response (50%) and problems related to delayed payment for goods or services provided (60%). Non-M/WBE subcontractors generally had experienced a lower frequency of these negative experiences as subcontractors, but those non-M/WBEs who did tended to note these two issues most frequently. In addition to these concerns, African American-owned firms experienced being held to higher standards when doing business as a subcontractor at much higher rates than other categories of firms. Again, African-American-owned firms cited more frequent instances of these negative experiences than firms in other categories. Finally, all categories had experienced frequent nonpayment for services or goods, especially Native American firms and nonminority firms, regardless of gender of ownership.

Exhibit 6-4 summarizes participant responses to questions about firm subcontractor experiences.

6.2.3 Discrimination

Survey participants were also asked about their experiences with discrimination directed toward them because of their race, ethnicity, or gender (**Exhibit 6-5**). Overall, roughly one in nine firms complained of discriminatory experiences while conducting business. Of those firms, African Americans and Native Americans were more likely to note instances of discrimination.

In terms of the nature of discrimination experienced, such instances tended most often to be verbal or through actions displayed by perpetrators. African American vendors cited the highest incidence of discriminatory actions, and both African American and Hispanic American respondents cited the highest incidence of verbal forms of discrimination. Discrimination, regardless of its nature, tended to occur most often during

the pre-project phase of the respondent's relationship with alleged perpetrators. African Americans and Asian Americans cited their race as the most frequent basis of discrimination against them and, logically, nonminority women respondents cited gender discrimination most frequently.

**EXHIBIT 6-4
STATE OF NEW JERSEY
TELEPHONE SURVEY
EXPERIENCES AS SUBCONTRACTOR**

Experience as a Subcontractor	Race/Ethnicity or Gender of Business Owner							TOTAL
	African American	Hispanic American	Asian American	Native American	Woman	Total M/WBE	Non-M/WBE	
# responses	164	175	126	13	250	728	272	1000
Provided bid/quote, no response								
Yes	46%	42%	41%	69%	59%	49%	54%	50%
No	51%	52%	56%	23%	38%	47%	41%	46%
No Response	3%	6%	2%	8%	3%	4%	5%	4%
Asked to be a front for a nonminority firm								
Yes	9%	5%	6%	8%	3%	5%	1%	4%
No	89%	89%	91%	92%	94%	91%	96%	92%
No Response	2%	6%	2%	0%	3%	3%	3%	3%
Pressured to lower quote or bid								
Yes	26%	34%	33%	38%	43%	35%	30%	34%
No	70%	59%	66%	54%	54%	61%	65%	62%
No Response	4%	6%	2%	8%	3%	4%	5%	4%
Paid less than negotiated amount in contract								
Yes	25%	29%	25%	23%	31%	28%	25%	27%
No	73%	66%	72%	77%	66%	69%	70%	69%
No Response	2%	5%	2%	0%	4%	3%	4%	4%
Dropped from the project after prime contract award								
Yes	18%	19%	15%	8%	16%	17%	14%	16%
No	79%	75%	81%	92%	80%	79%	82%	80%
No Response	3%	6%	4%	0%	5%	5%	4%	4%
Completed the job, payment delayed								
Yes	61%	54%	48%	85%	68%	60%	60%	60%
No	37%	39%	50%	15%	28%	37%	36%	36%
No Response	2%	7%	2%	0%	3%	3%	4%	4%

EXHIBIT 6-4 (Continued)
STATE OF NEW JERSEY
TELEPHONE SURVEY
EXPERIENCES AS SUBCONTRACTOR

Experience as a Subcontractor	Race/Ethnicity or Gender of Business Owner							TOTAL
	African American	Hispanic American	Asian American	Native American	Woman	Total M/WBE	Non-M/WBE	
Completed the job, never paid								
Yes	31%	36%	44%	62%	45%	40%	45%	41%
No	67%	58%	56%	38%	52%	57%	49%	55%
No Response	2%	6%	1%	0%	3%	3%	6%	4%
Performed different and less work than specified								
Yes	10%	11%	11%	8%	11%	11%	9%	10%
No	87%	83%	87%	92%	86%	86%	86%	86%
No Response	3%	6%	2%	0%	3%	4%	4%	4%
Held to higher standards than other subs								
Yes	53%	35%	48%	38%	27%	39%	29%	36%
No	45%	58%	50%	54%	67%	57%	66%	59%
No Response	2%	7%	2%	8%	6%	5%	4%	5%
Untimely release of retainage								
Yes	20%	17%	13%	15%	16%	17%	12%	15%
No	76%	74%	83%	85%	78%	78%	81%	79%
No Response	4%	9%	4%	0%	6%	6%	7%	6%

Source: MGT Telephone Survey of Business Firms in October 2004.

**EXHIBIT 6-5
NEW JERSEY
TELEPHONE SURVEY
DISCRIMINATION**

Demographic	Race/Ethnicity or Gender of Business Owner							TOTAL
	African American	Hispanic American	Asian American	Native American	Woman	Total M/WBE	Non-M/WBE	
Part A: Frequency of Discrimination								
Experienced discrimination due to race, ethnicity or gender of the owner since 1997?								
Yes	25%	9%	14%	23%	7%	13%	6%	11%
No	68%	87%	82%	77%	90%	83%	93%	86%
No Response	7%	5%	4%	0%	3%	4%	1%	4%
Number of Respondents	164	175	126	13	250	728	272	1000
Part B: Profile of Discrimination								
<i>Form of discrimination</i>								
Verbally	9	10	4	0	8	31	5	36
Written	7	3	1	1	2	14	1	15
By action	12	4	2	1	5	24	4	28
<i>Total</i>	28	17	7	2	15	69	10	79
<i>Basis of discrimination</i>								
Owner's Race/Ethnicity	18	7	7	1	3	36	6	42
Owner's Gender	5	5	0	2	11	23	3	26
Time in Business	1	4	0	1	2	8	0	8
<i>Total</i>	24	16	7	4	16	67	9	76
<i>Time of occurrence</i>								
Pre-contract	14	6	4	2	8	34	9	43
Post contract	2	7	2	0	2	13	2	15
<i>Total</i>	16	13	6	2	10	47	11	58

Source: MGT Telephone Survey of Business Firms in October 2004.

6.3 Results of Personal Interviews

In addition to asking detailed questions regarding business experiences, the personal interview guide included questions that would enable a business profile of the businesses participating in personal interviews. Information was gathered concerning the primary line of business, ethnicity of owner, organizational status, number of employees, year business established, gross revenues, and level of education.

Overall, MGT interviewed 104 goods and services business owners and representatives. Interviewees represented 15 professional services firms; 36 other services vendors who provided services that did not require special licensing by the State of New Jersey (e.g., attorneys must be licensed and were considered professional services whereas computer services do not require special licensing and were categorized as other services); 26 commodities providers; and 27 firms that provided services that were not elsewhere classified. Business owner classifications of the participant firms by race, ethnicity, and gender were as follows: African American (15 firms); Hispanic American (12 firms); Asian American (14 firms); nonminority women (26 firms); and nonminority (37 firms).

In terms of business structure, 76 participant firms were incorporated—60 as “C” corporations and 16 as limited liability corporations. Other classifications included sole proprietorships (24 firms) and partnerships (4 firms). More than two-thirds of the participant firms were headed by someone with college or postgraduate education (i.e., 36 business owners were college graduates and 36 others had completed postgraduate studies). One business owner received formal training from trade school. Fifteen had some college education. Eleven were high school graduates, and three owners had some high school education. Two participants chose not to answer the question about the highest level of education attained by the business owner.

In terms of years of experience of firms' key persons in their business line, 27 interviewees indicated that the key person in their respective firm had worked at least 30 years in the current line of business. Thirty-eight participant firms were headed by persons with at least 20 but fewer than 30 years of direct experience. Thirty-one firms had at least 10 years but fewer than 20 years of experience in their current field of operations, and eight firms were headed by persons with fewer than 10 years of experience.

Most participant firms had been in operation for 20 years or fewer. Forty-three firms were started in 1994 or more recently, and 39 firms were founded between the years 1984 and 1993. Twenty-two firms had more than 20 years of operating experience at the time of our interviews.

Eighty percent (85 firms) of the participant firms employed 10 or fewer persons. Nine firms employed more than 10 but fewer than 20 employees, and 11 firms employed more than 20 people. In the latter group, one firm employed roughly 250 individuals.

Most of the firms that participated in the personal interviews generated annual revenue of \$100,000 or less in calendar year 2003. Twenty-seven firms were in this category. The revenue distribution for the remaining participants was as follows:

- 8 firms generated more than \$100,000 but less than \$200,000;
- 9 firms generated more than \$200,000 but less than \$300,000;
- 7 firms generated more than \$300,000 but less than \$400,000;
- 8 firms generated more than \$400,000 but less than \$500,000;
- 11 firms generated more than \$500,000 but less than \$1 million;
- 13 firms generated more than \$1 million but less than \$3 million;
- 15 firms generated between \$3 million and \$10 million;
- 1 firm generated more than \$10 million; and
- 5 participants refused to answer this question.

Roughly half of the interviewed firms indicated that they had submitted bids and/or quotes to compete for contracts and purchase orders issued by the State of New Jersey.

Exhibit 6-6 reports the distribution of firms based on their attempts to do business with the state.

EXHIBIT 6-6
DISTRIBUTION OF PERSONAL INTERVIEW FIRMS
BASED ON ATTEMPTS TO DO BUSINESS
WITH THE STATE OF NEW JERSEY

Business Attempts # participants	African American n=15	Hispanic American n=12	Asian American n=14	Woman n=26	Nonminority n=38	Total n=104
Firms submitting quotes	8	4	6	11	23	52
Firms submitting bids	8	5	7	8	24	52
Firms that won at least 1 award	3	1	2	8	18	32

Source: MGT Analysis of Personal Interview Participants, 2004.

As shown in **Exhibit 6-6**, 32 firms (approximately 60%) submitting quotes or bids to do work for the State of New Jersey reported some measure of success during the study period. However, M/WBEs reported fewer instances of success than non-M/WBEs. One African American-owned firm estimated a 20 percent success rate in obtaining state work through submitted quotes and bids. The other two African American-owned firms estimated a 50 percent success rate, as did the Hispanic American-owned firm. Asian American-owned firms estimated their quote and bid success rate to be 10 percent and 20 percent, respectively.

Woman-owned firms and non-M/WBEs had a wider range of responses when asked how often they successfully obtained work from the State of New Jersey as a result of submitted quotes and bids. The responses ranged from a 1 percent success rate to 100 percent. We noted that eight non-M/WBEs and two woman-owned firms stated that their firms had a 100 percent success rate in winning quotes and bids. No MBEs reported such experiences during the personal interviews.

Seventy firms claimed to be certified as a disadvantaged, small, minority, or woman-owned business enterprise either through a federal agency such as the Small Business Administration for small business certifications or nonfederal entities like the State of New Jersey or the Port Authority of New York and New Jersey. Fourteen firms

had performed work as a subcontractor to a prime contractor that was awarded a State of New Jersey contract. However, all but three of these firms had subcontracted with primes involved in construction-related projects, a finding consistent with earlier findings of relatively low rates of subcontracting reported in Chapter 4.0 for the three business categories analyzed for this study.

6.3.1 Doing Business with the State of New Jersey

During the interviews, we inquired as to experiences of firms that had provided goods and services to State of New Jersey agencies and departments. We asked for comments on processes, procurement practices found to be problematic, and general impressions when doing business with the State of New Jersey. Results identified five concerns mentioned most frequently:

- the process by which the State of New Jersey obtains bids and quotes from potential vendors;
- the selection process to determine the successful bidder or respondent;
- responsiveness of buyers and customer service personnel to vendor inquiries;
- vendor fear of retaliation;
- bonding and insurance requirements; and
- suggested process improvements.

These issues are discussed in greater detail in the following sections.

6.3.2 Bid and Quote Process

Several interview participants commented on the steps required to submit bids and quotes in response to state procurement opportunities. One non-M/WBE business owner with 15 years of experience simply categorized the process as “confusing,” indicating that his firm submitted several bids and quotes to the State of New Jersey between the years 2000 and 2003 and had about a 50 percent success rate in purchase order awards. One Hispanic

American owner of a services firm commented that the bid process “required a lot of paperwork.” We noted that this firm, unlike its non-M/WBE counterpart, had not submitted bids or quotes during the referenced time period. From the interview, we gathered that this business owner had been discouraged from participating in the procurement process by her perceptions of the difficulties involved in submitting bids and quotes. Examples of other comments of frustration in the business community about the state’s procurement process were as follows:

I do receive bid packages; however, the wording of the requirements is overwhelming and lengthy.

—Asian American-owned firm

There is confusion on the way some contracts are presented. The specifications and the requests are just not clear and I just cannot find the bid on the Internet.

—Non-M/WBE

We note, however, that the non-M/WBE quoted above has been in operation for over 50 years. Moreover, the firm had submitted 20 bids and quotes between 2000 and 2003 and, like the firms cited above, had experienced a 50 percent success rate in winning contracts and purchase orders.

Some interview participants indicated that the state relied too heavily on its Web site to advertise procurement opportunities, especially for those M/WBE owners who tended to rely minimally or not at all on computers or the Internet in their businesses. This reliance was considered a hindrance to success by some vendors. For instance, some interviewees expressed sentiments similar to the following:

The State Web site is convoluted. It makes the bid process difficult. The bid opportunities should be labeled with opportunity codes to identify commodity codes.

—Woman-owned firm

They make us retrieve the bid from the computer, which does not give you enough time for pricing.

—Woman-owned firm

I don’t know how to get opportunities—Web sites have not been helpful—I don’t know where to find opportunities.

—Asian American-owned firm

6.3.3 Procurement Selection Process

As stated earlier in this section and as shown in **Exhibit 6-6**, interviewees experienced varying degrees of success in winning contracts and purchase orders from the State of New Jersey during the study period. On the positive side, the aforementioned non-M/WBE that commented about confusion in the procurement process also stated that the selection process was “fair and objective.” Another non-M/WBE commodities vendor stated that the process “is generally fair; however, it is a time consuming process and I think the bulk of the paper[work] is outdated.” One interviewee with two years of business experience believed that her marketing efforts with the state were successful and that her firm had been “treated fairly.”

However, in general, the majority of business owners seemed to be more disenchanted with the procurement process:

I paid to be on a list and only received 2 or 3 solicitations a year.
—Non-M/WBE

Not having a State contract number, we cannot compete with other companies.¹
—Hispanic American-owned firm

[My firm’s] State contract number expired and we could not renew it.
—Non-M/WBE

The bid for telecommunications products/services is closed. It was awarded in 1997/98 and has been renewed at least twice – we can’t get a definitive answer as to when they are opening up the bid.
—Non-M/WBE

[The State of New Jersey favors] larger companies—all done on State of New Jersey contracts.
—Woman-owned firm

The State of New Jersey favors bigger companies.
—Hispanic American-owned firm

¹ Many interviewees associated their dissatisfaction with the selection process to their inability to obtain a state contract number.)

6.3.4 Responsiveness to Vendor Inquiries

Business representatives commenting on the responsiveness of buyers and customer service employees of the state were fairly divided in their opinion. Some echoed the belief that state procurement officers not only deferred overly to the state's Internet Web site as the primary source for information, but seemed to have no time for direct telephone conversation, as expressed by one WBE owner:

They don't care—they just want to get you off the phone so they tell you to check the Web site.

—Woman-owned firm

On the other hand, participants who had been more successful in obtaining state business expressed general satisfaction with the level of responsiveness:

They are all responsive and return my calls. If they don't know the answer they try and find out for me.

—Woman-owned firm

6.3.5 Vendor Fear of Retaliation

Of concern, however, were participant's impressions of the results of voicing complaints about procurement issues. One business owner suggested that "anyone who makes trouble will be passed over [for future procurement opportunities]." A woman-owned firm supported this observation, noting that:

Being too honest has its drawbacks—I found a problem and reported it—now I am suffering because my name is on the taboo list.

—Woman-owned firm

Similarly,

If I lodged a complaint, the buyer might be upset about it and refuse the bid [from my company].

—Non-M/WBE

6.3.6 Bonding and Insurance Requirements

Generally, interviewees noted some difficulty accessing business financing and obtaining the bonding and insurance coverages needed to compete with larger firms for procurement opportunities. With regard to access to capital, the Small Business

Administration Office of Advocacy noted the following in its report, “Financing Patterns of Small Firms: Findings from the 1998 Survey of Small Business Finance.”

The positive relationship between firm size and the percentage of credit from depository institutions seems to reflect the availability of credit to larger firms—credit becomes more available as firm size increases. A flat or inverse relationship between firm size and the use of owners’ loans and personal credit cards reflects a different phenomenon. Very small firms tend to use these alternative sources because other sources of financing, which are usually cheaper, may be unavailable.²

Business owners and representatives whom we interviewed had comments in a similar vein regarding the state’s bonding and insurance requirements and the impact of those requirements on the interviewees’ ability to do business.

[The State’s] bonding requirements have interfered with my ability to bid.
—African American-owned firm

Big bonds are required in order to do business.
—Hispanic American-owned firm

The bonding requirements and [associated] costs are too high.
—Woman-owned firm

[My firm has] difficulty meeting the bonding requirements.
—Non-M/WBE

The [State’s] insurance requirements are too high.
—Woman-owned firm

6.3.7 Suggested Process Improvements

As we conducted the face-to-face interviews, we inquired as to recommendations for changes or improvements to alleviate problems and concerns. Responses below represent three general themes expressed by many.

The state can help by providing information on how to get on the state bid list for specific contracts.
—Non-M/WBE

I would like on-line tutorials for bidding opportunities.
—Woman-owned firm

The state should mail out bids like other states do to all vendors that are registered.
—Woman-owned firm

² See www.sba.gov.

6.3.8 Doing Business as a Subcontractor

Although subcontracting was rare among our samples, we interviewed firms that had performed work as subcontractors in any business venue in addition to firms that had done business directly with the State of New Jersey as prime contractors. The owner of an Asian American-owned commodities firm expressed with frustration that he “didn’t know how to be a subcontractor,” asking “Who do I contact?” Although this firm had been in business for 14 years, it appeared that the firm had not participated in state procurement from participation because of lack of knowledge as to the steps it should take to provide goods to the state either directly or as a subcontractor.

However, one woman business owner believed that subcontractor opportunities were “out there” but mostly because “prime contractors really want to farm out the work to subcontractors” so they can have more time for “networking to get new business.” Nevertheless, one owner of a non-M/WBE noted that “prime contractors do have favorite subcontractors for specific jobs.” A Hispanic American female business owner indicated that such favoritism was a product of the perception that M/WBEs were less capable:

*Contractors do circumvent small, minority, and woman-owned firms because of [negative perceptions of] the capabilities of subcontractors.
—Hispanic American-owned firm*

Another M/WBE owner concurred, adding that “primes only hire us because they have to.” The owner of a small non-M/WBE attributed the exclusion of M/WBE in subcontracting to one of lack of organizational capacity, observing that “small businesses get a bad rap when they can’t perform as well as the larger businesses.”

6.3.9 Small Business Enterprise Program

We asked firms eligible for participation in the state’s small business enterprise (SBE) program to provide input as to the effectiveness of the program particularly in comparison to the earlier M/WBE program. In justifying the state’s SBE program, an owner of a non-M/WBE currently certified as an SBE with the state believed that “M/WBEs do not

face additional challenges [beyond those of non-M/WBEs]” and that “race does not play a part” in the selection processes during the normal course of business. More representative of non-M/WBE viewpoints, however, was the comment that “most small contracts for the State of New Jersey are oriented towards minority and women-owned firms.”

On the other hand, M/WBE owners generally disputed this view. One African American services vendor believed that “halting the set-aside for minority contractors” created an additional barrier for his firm in terms of its ability to compete for contracts. The owner of a WBE agreed that the restructuring of the set-aside program hindered the success of this firm in winning contracts. However, another WBE owner believed that some form of set-aside program was needed for businesses such as hers:

The State of New Jersey should continue its small business set aside program as this will afford New Jersey based companies or vendors the opportunities to submit bids and do business in the State of New Jersey. That's a large business, in my opinion.

—Woman-owned firm

Other comments about the SBE program were of a more technical nature, such as the following from a services vendor:

The state needs to redefine the [eligibility] criteria for “small businesses”. The state classifies a firm with 500 employees as a small business.

—Hispanic American-owned firm

6.4 Synopsis of the Public Hearings

The New Jersey Disparity Study Project Management Team conducted public hearings as part of an effort to collect anecdotal data from business owners and representatives in the State of New Jersey June 14 through June 16, 2004. Hearings were attended by MGT of America, Inc. (MGT), whose representative provided assistance as needed. The hearings offered participants an opportunity to give public testimony regarding their experiences in seeking and performing work for the State of New Jersey and how those experiences compared to their business experiences with

other state governments. All businesses had either done business or were interested in doing with the State of New Jersey.

Notices and advertisements about the public hearings were distributed to prospective participants three to four weeks prior to the hearings. MGT assisted New Jersey's Disparity Study Project Management team by coauthoring and developing a brochure announcing the purpose, dates, and venues of the hearings at three sites around the state:

- The Richard Stockton College of New Jersey – Pomona, New Jersey
- New Jersey Public Policy Research Institute – New Brunswick, New Jersey
- New Jersey State House Annex – Trenton, New Jersey

Locations for the public hearings were chosen in these three geographic regions to accommodate business owners and representatives throughout the state. To solicit vendor participation, MGT developed a mailing list of 50,000 New Jersey vendors, including approximately 7,900 New Jersey M/WBEs—some of whom were derived from MGT's master vendor list and others from vendor data MGT submitted InfoUSA, a marketing firm, which identified additional M/WBE firms and verified firm addresses for all 50,000 vendors in the sample. Brochure mailings were made from MGT's Tallahassee office the third week of May 2004, with fewer than 200 returned by the U.S. Postal Service owing to incorrect addresses.

Hearings began each day at 9:00 a.m. and continued until 8:00 p.m., with the exception of the last session on June 16, which ended at 5:00 p.m. More than 180 participants offered testimony during the three days of public hearings. Those wishing to provide testimony indicated their desire to do so by registering with the session attendant prior to entering the site for the hearing. Each testimony was transcribed and a complete record of the hearings is on file with the New Jersey Disparity Study program

office in Trenton. Although participants were not required to attest in writing to their business owner classification (i.e., small, minority, or woman-owned business enterprise), most owners and representatives did indicate during their verbal testimony whether they were small, minority, or woman-owned business enterprises.

The hearings were moderated by representatives of New Jersey's Project Management team, assisted by a representative of MGT. Representatives of the Office of the Secretary of State Regena L. Thomas and the Governor's Disparity Study Commission served as panelists in each public hearing session. Participants were encouraged to voice their opinion within a reasonable time limit, usually 15 to 20 minutes. Panelists solicited input from participants about their experiences doing business with the State of New Jersey, and otherwise answered questions posed by the participants, and sought clarification of issues they raised.

Before the start of each session of the public hearings, the moderator and panelists introduced themselves and provided a brief overview of the study, describing the purpose of the public hearings and how the results of the sessions would be used to address disparities in procurement opportunities with the state. Handouts were also made available to all attendees summarizing the purpose of the study and providing contact information for key individuals involved with the disparity study.

6.4.1 Participant Testimony and Observations

During the three days of public hearings, several points were made as to hindrances businesses had faced while attempting to do business with the State of New Jersey, as well as other general concerns. In this section of the report, we review the main points expressed most frequently by attendees.

6.4.1.1 *Doing Business with the State of New Jersey*

Several participants expressed a desire for more information regarding the steps and processes to be followed in order to compete successfully for business in the State of New Jersey. Many business owners and representatives shared stories of receiving incorrect information from “the person” they called for information about doing business with the state. One business representative whose firm is certified with the United States Small Business Administration and as a certified woman-owned business enterprise expressed a strong desire to learn how to become an approved vendor for the State of New Jersey. This business representative commented that his firm had experienced less difficulty in its efforts to register as an approved vendor for states other than New Jersey, where it conducts most of its business. Other participants agreed that, in comparison to surrounding states, the vendor registration process for the State of New Jersey was more cumbersome and more difficult to navigate.

Business representatives also shared that state agencies and other governmental entities (e.g., cities, counties, school districts) in the State of New Jersey are reluctant to award contracts and purchase orders to businesses that do not have an existing state contract. In other words, firms without a state contract face a more difficult time acquiring work expressly because they do not have a state contract. It was observed that this creates a “catch-22” scenario for firms attempting to gain an economic toehold in the procurement of government business. Other participants agreed, suggesting that state agencies and other governmental representatives prefer to use firms that already have a state contract, primarily because of the administrative convenience of using the established contract for the prospective procurement. According to this observation, the possession of a state contract number is so prized that the contract number is considered a business asset. One business representative indicated that his firm “purchased” the seller’s state contract as part of the transfer of business assets when

the firm was sold to the current owners. Several business owners and representatives testified that it is very difficult for new businesses to win state contracts because there is a tendency to renew existing contracts with incumbent firms to the exclusion of business competitors. One participant stated that the state contract in his line of business had not been rebid for competition in seven years.

However, others observed that a state contract does not always guarantee work. One firm representative observed that buyers for the State of New Jersey seemed to be most interested in receiving discounts off published prices offered by vendors. He testified that on at least one instance, although his firm was a listed vendor on a state contract, his listed price was lower than his competitor's price for a similar product, but the state purchase order was awarded to his competitor because of the margin of discount offered by the competitor as a result of negotiations with the procurement officer.

6.4.1.2 Complexity of the Procurement Process

Several business representatives complained about the complexity of the procurement process in the State of New Jersey. Participants voiced concerns about:

- the relevance and applicability of information presented in the solicitation/advertising documentation;
- not being able to talk with a person to ask questions about upcoming procurements? that is, being directed to electronic information sources; and
- the frequently abbreviated time interval for responses to requests for proposals (RFPs) and invitations to bid.

One firm representative testified as to the volume of paperwork involved in responding to an RFP, observing that one request offered by the state consisted of 100 pages in the main narrative and a 140-page appendix. Echoing this concern, another participant suggested that the state include summary language or information in its solicitation documents suggesting the type(s) of firms that might be interested in

responding or bidding on a prospective procurement. The sentiment seemed to be that such information would help smaller firms identify viable opportunities more quickly without incurring the costs of purchasing lengthy procurement documents or spending hours reading documents only to find that the procurement opportunity is not a good fit for a particular business.

Regarding supporting documentation required to register and compete for state procurement opportunities, the representative of a telephone equipment manufacturing firm categorized the State of New Jersey paperwork process as “redundant and complex,” observing that his firm has had more success doing business in the State of New York because similar processes in that state are simplified and “packaged” in a manner that is business-friendly. A similar concern was shared by another business owner who said that he “could not get through the process—the [procurement language] terminology was confusing.” Several other business owners and representatives commented that it was easier to do business in neighboring states than it was to do business in New Jersey, even for residents of the State of New Jersey. One business owner commented that he is considering moving his firm to Pennsylvania because he is able to acquire more business there and it is becoming less cost-effective for him to retain his New Jersey home office while generating most of his revenues with the State of Pennsylvania.

The representative of a WBE provider of precast architectural products testified that the firm was “not made aware when [vendor registration and procurement documents] are considered incomplete,” adding that in the absence of information to the contrary, business owners must assume they have met the state’s requirements for registration and/or response. Indeed, several vendors reported instances in which their procurement application was deemed incomplete but that they were informed of a documentation deficiency only after the deadline or submission date had passed. In one

case, a firm's representative stated that the firm's line of business was incorrectly classified by the State of New Jersey in the vendor registry. When the firm learned of the error, they took steps to correct the problem but the state representative allegedly refused the firm's request for the correction, which the speaker claimed imposed a limitation on the firm's ability to compete for business in its area of specialization. Another speaker testified that one missing response on a multipage document nullified that firm's attempt to compete for a procurement although one could reasonably deduce what the response should have been from other information in the same document.

Throughout the public hearings, several participants expressed a need for occasional person-to-person contact to answer specific questions that could not be addressed through recorded telephone messages and which, in any case, went unanswered when the vendor attempted contact on the state's Web site. Many firms indicated that they accessed the state's informational Web site but believed it "could be greatly improved." Moreover, small business owners believed that having direct access to a small business advocate or liaison within the state would have helped them in their attempts to work through and comply with the requirements of the state's procurement processes which, they speculated, would have resulted in increased state contracts and purchase orders for their firms. One business owner lamented that "small and minority firms just do not know how to do business with the state."

Participants testified that when firms are able to compete for business, they are often limited by an unrealistically abbreviated turnaround time for response. A representative of a WBE software design firm stated that, in one instance, a two-week period between an initial request for proposal and the proposal submission date was woefully inadequate for the nature of response required, biasing selection in favor of firms with greater organizational capacity. As if to corroborate this belief of bias, it was further recounted that at one pre-bid conference the firms interested in bidding were

notified of an incumbent firm's advantage, implying that chances of success for competing firms were relatively low. This business owner argued the existence of the "good old boy" network, testifying that "if a firm already has a relationship with the state, they are more likely to be successful on future procurement opportunities."

6.4.1.3 Impact of Discontinuing M/WBE Program

Many business owners and representatives stated that their opportunities to perform work as subcontractors on State of New Jersey procurements, particularly in construction, decreased after the suspension of the state's M/WBE program. They said that M/WBEs now have little recourse in the absence of a set-aside requirement to obtain business with the state. One roofing subcontractor testified that a prime contractor asked, "Do you think you are going to get lucky today and they are gonna buy from you?" Another firm representative quoted one procurement officer, who took a line from Mario Puzo's "The Godfather," "[Its exclusion was] not personal—it's just business." Several participants stated that their experience has shown that the ability of M/WBEs to do business drops noticeably in the absence of requirements stipulating M/WBE participation. Specifically with regard to the State of New Jersey, the representative of a technology firm noted that the "suspension of the program took away the motivation to do business with M/WBEs."

Many business owners observed that there have been limited opportunities for M/WBEs since the suspension of the M/WBE program. Others expressed a need for the State of New Jersey to consider unbundling larger contracts to encourage prime contractors to allow smaller and minority-owned firms to compete at the prime and subcontract level on State procurements. In general, these participants believed that New Jersey needed to improve its monitoring and enforcement capability so that M/WBEs can effectively participate in the procurement process. One firm owner

suggested that the State of New Jersey should emulate the M/WBE model utilized by the State of New York.

6.5 Summary of Findings

When statistical data demonstrate a consistent pattern of significant M/WBE underutilization in state procurement relative to their availability in the marketplace and an even more consistent pattern of no disparity in utilization for non-M/WBEs, there is value in looking beyond the quantitative data to let business owners tell us just what it is they are seeing and experiencing as they attempt to compete for their fair share of business opportunities. In this chapter, from interviews with both New Jersey M/WBE and non-M/WBE representatives and their testimony at statewide public hearings, we have a snapshot of those viewpoints and experiences. The quantitative data, along with findings of racial, ethnic, and gender disparity in business formation cited in Chapter 7.0, indicates that something is happening in the day-to-day world of business that affects minorities and women differently than their nonminority male business counterparts.

For instance, we know from their responses to the telephone survey results reported in **Section 6.2** that a substantial percentage of telephone survey participants, regardless of race, ethnic, or gender status, perceived barriers to doing business with the state. However, in nearly every category of barrier, M/WBEs, as a group, tended to experience barriers to their obtaining state business to a greater extent than their non-M/WBE counterparts. Most prominent among perceived barriers were concerns about time allotted to prepare bids and quotes; complaints about the availability and accessibility of information about pending projects; limited knowledge of state contracting policies and procedures; double standards for business-related inspections or follow-up that my respondents believed led to exclusion from future contracts;

concerns about the size of contracts relative to organizational capacity; and expenses associated with bid preparation.

Each of these categories of barriers was corroborated in face-to-face interviews with New Jersey vendors as well as by the testimony of many who participated in three days of public hearings in June 2004. With regard to the abbreviated interval frequently associated with state requests for proposals from businesses, vendors believed that this practice favored businesses with the organizational capacity to respond to these RFPs on short notice and that a more realistic interval for proposal development would give smaller businesses a better chance to compete. With regard to the availability and accessibility of information regarding pending projects, interviewees and public hearing witnesses both expressed frustration with the failure of state procurement staff to make themselves more directly available to small businesses to answer questions and to provide guidance, relying on state Web sites to direct prospective applicants.

Participants suggested, instead, that state procurement agents should be more accessible by telephone, that they should respond more promptly to telephone and e-mail inquiries posed by applicants, provide more informational outreach to small and minority businesses in the form of proposal workshops and tutorials and provide RFP abstracts that would enable vendors to determine more quickly which projects are appropriate for their product and service line. More diligent outreach measures, they believed, should include basic assistance with regard to the processes and procedures involved in state contracting and many suggested that larger state contracts should be “unbundled” as a series of smaller contracts that would permit smaller firms to participate in state contracting. Finally, many felt that the costs of responding to a proposal were disproportionately punitive to smaller businesses and that it was important to reduce the paperwork involved in responding to a proposal.

Although each of these categories of complaint was reflective of the viewpoints of several small business owners, per se, a number of M/WBE owners believed that they bore the added burden of having to contend with discrimination against them by state procurement officers as well as by firms in the private sector with which they attempted to subcontract. Many expressed the belief that both state staff and non-M/WBEs perceived M/WBEs as less capable than their non-M/WBE counterparts. As a percentage of respondents, African American-owned, Asian American-owned, and Native American-owned firms reported the highest frequency of race discrimination. African American-owned and Asian-American-owned firms, in particular, believed they had been held to higher standards as subcontractors than were others.

In the next chapter, we examine and discuss in greater detail the impact of race, ethnicity, and gender on self-employment rates among New Jersey businesses and their availability in the marketplace.

**7.0 DISPARITY ANALYSES AND
THE NEW JERSEY PRIVATE
SECTOR**

7.0 DISPARITY ANALYSES AND THE NEW JERSEY PRIVATE SECTOR

7.1 Introduction

Having already examined disparities in state procurement in Chapter 5.0, in this chapter we examine disparities in private sector M/WBE utilization and in business stock-flow for M/WBEs and non-M/WBEs. A series of analyses reported in this chapter used data from the following sources:

- census data from the Survey of Minority-Owned Business Enterprises (SMOBE) and the Survey of Women-Owned Business Enterprises (SWOBE);
- utilization and vendor data from Chapter 4.0 of this report;
- firm data provided by the New Jersey Department of Commerce; and
- self-employment data from the 2000 Public Use Micro Sample derived from the 2000 Census

Remaining sections will report the following:

- 7.2 Rationale
- 7.3 Relative Growth Rates of Firms Owned by Women and Minorities
- 7.4 Firm Entry into and Exit from the Marketplace
- 7.5 Patterns of Entry into Self-Employment and Earnings
- 7.6 Evidence of Entry into State of New Jersey Procurement
- 7.7 Conclusions

7.2 Rationale

7.2.1 Private Sector Analysis

Croson provided that government “can use its spending powers to remedy private discrimination, if it identifies that discrimination with the particularity required by the Fourteenth Amendment.”¹ Government’s active or passive participation in discriminatory

¹ See *Richmond v. Croson*, 488 U.S. 492 (1989).

practices in the marketplace may show the compelling interest. Findings of discrimination in the portions of the private sector economy that are subjects of the disparity study can also show passive participation. In *Croson*, the Court stated, "A municipality has a compelling government interest in redressing not only discrimination committed by the municipality itself, but also discrimination committed by private parties within the municipality's legislative jurisdiction, so long as the municipality in some way participated in the discrimination to be remedied by the program."² The recent Court of Appeals decision in *Adarand* concluded that there was a compelling interest for a disadvantaged business enterprise (DBE) program based primarily on evidence of private sector discrimination.³ Consequently, private sector analysis of the business dynamics affecting M/WBEs in the marketplace addresses the issue of government's "compelling interest" in redressing the presence of private sector discrimination.

7.2.1 Stock Flow Analysis

In the *GEOD v. New Jersey*, Civ Action 01-2656 (GEB) (Dist Ct NJ 2001), the litigation that led to the suspensions of the New Jersey M/WBE program, plaintiff expert John Lunn raised the question of whether or not disparity analysis as used in post-*Croson* factual predicate studies (see Chapter 5.0) is inadequate due to a failure to make a distinction between business stock and flows. According to Lunn's analysis there is a difference between the stock of M/WBEs and the entry and exit (the flow) into the pool of M/WBEs. Thus, if the stock of M/WBEs is still low but the flow into the pool of M/WBEs is high this is simply reflecting the time it takes to overcome the effects of past discrimination. Moreover, for Lunn, if there are strong levels of entry into a market this

² *Croson*, 488 U.S. 46, 109 S.Ct. at 720-21, 744-45.

³ *Adarand v. Slater*, 228 F.3d 1147 (10th Cir 2000).

constitutes evidence that discriminatory barriers no longer exist. Lunn states, “Entry rates provide more information about the current and recent conditions of the market than disparity analysis of the existing stock of firms.”⁴

In conducting an analysis of business stock-flow, this investigation tests Lunn’s propositions.

7.3 Relative Growth Rates of Firms Owned by Women and Minorities

MGT reviewed census data to obtain estimates of recent relative rates of growth in the number of firms owned by women and minorities. Among economists and other researchers, census data are considered the standard for measuring the American economy and, therefore, are a common basis for federal, state, and local government economic planning. Federal and state agencies use census data for their analyses of business conditions rather than developing alternative data about business growth and the number of active businesses. Finally, private sector economic and financial interests also frequently use census data in their analyses of economic trends.

To assess relative rates of growth among minority and women-owned firms, MGT employed the following U.S. Bureau of Census information:

- Survey of Minority-Owned Business Enterprises (SMOBE)
 - SMOBE contains the number of M/WBEs by county, by M/WBE ethnic classifications, by gender, and by Standard Industrial Classification (SIC) code.⁵

⁴ Committee on the Judiciary Testimony of Professor John Lunn, Hope College, Holland, Michigan, Subcommittee on the Constitution, U.S. House of Representatives, October 25, 1995. The primary published case where the stock-flow distinction has been raised was in *Concrete Works v. Denver*, 321 F.3 950 (10th Cir 2003). The appellate court rejected the application of Lunn’s argument in that case.

⁵ SIC codes were established by the federal Office of Management and Budget and classify companies by the type of business activity in which they are primarily engaged. The activity is determined by the major product produced or service rendered. This coding system consists of 11 major industries within which there are 99 major subgroups of firms. These subgroups are further divided into a multitude of minor groups identified by a four-digit SIC code. SIC codes were used to identify the availability of firms in the three business categories reviewed in this study.

- The SMOBE survey is conducted every five years. The last two surveys were conducted in 1992 and 1997.
- Survey of Women-Owned Business Enterprises (SWOBE)
 - SWOBE contains a list of all women-owned firms by county and by SIC code.
 - The SWOBE survey is conducted every five years. The last two surveys were conducted in 1992 and 1997.

Census SMOBE and SWOBE information is collected from firms actively engaged in business filing tax returns in the survey years 1992 and 1997. The U.S. Internal Revenue Service provides the Census Bureau with records on these firms, including Social Security numbers of owners, partners, and shareholders, and SIC codes identifying the principal industrial activity of these firms. For this analysis, businesses, as surveyed by the Census Bureau, included both established firms and new start-up firms.

To augment this information, the Census Bureau also gathered information from the Social Security Administration to identify the race of firm owners. Because most firms' owners received Social Security numbers prior to 1981? a period during which race categories used by the Social Security Administration collected less specific race category information (i.e., White, Black, or Other)? the Census compared firm owner names with lists of Hispanic and Asian surnames and then conducted extensive surveys to identify firms owned by persons of Hispanic and other minority ancestry. Response to the survey was required by law, eliminating the nonresponse problems associated with most surveys.

7.3.1 Methodology

For this analysis to obtain relative rates of growth by non-M/WBE and M/WBE categories, MGT compared data provided by the 1992 and 1997 SMOBE/SWOBE reports, since information from the 2002 SMOBE/SWOBE data will not be available from the Census Bureau until 2006. It should be noted further that there were differences in

the way data for the 1992 SMOBE/SWOBE and the 1997 SMOBE/SWOBE was reported:

- The 1997 SMOBE/SWOBE included subchapter C corporations, whereas the 1992 SMOBE/SWOBE does not include subchapter C corporations. This method increased the count of businesses in the 1997 SMOBE/SWOBE data.
- The 1997 SMOBE/SWOBE consolidated all operations under the same ownership into one business irrespective of the number of company employer identification numbers (EINs); the 1992 SMOBE/SWOBE treated each separate EIN as a separate business. This method reduced the count of businesses in the 1997 SMOBE/SWOBE data.
- The 1997 SMOBE/SWOBE included businesses with 51 percent minority ownership as minority owned, whereas the 1992 SMOBE/SWOBE included firms with 50 percent minority ownership as a minority firm. This method reduced the count of minority firms in the 1997 SMOBE/SWOBE data.
- The 1997 SMOBE/SWOBE identified sole proprietors as those firms that filed an IRS Form 941, while the 1992 SMOBE/SWOBE identified sole proprietors based on filings of IRS Schedule C. This method resulted in a decrease in the count of firms with paid employees in the 1997 SMOBE/SWOBE data.

7.3.2 Analysis of Relative Growth of Firms Using Census Data

Exhibit 7-1 illustrates that according to census data, from 1992 to 1997, there was significant business growth in the State of New Jersey across all demographic groups (except for all woman-owned firms with and without paid employees) as measured by firm sales and employment measures. As shown in **Exhibits 7-2** and **7-3**, there was also growth in the number of firms and sales in wholesale trade and services in the State of New Jersey from 1992 to 1997.

EXHIBIT 7-1
PERCENTAGE OF GROWTH IN
NUMBER OF FIRMS, SALES, EMPLOYEES, AND SALES PER FIRM
ALL FIRMS BY RACE/ETHNIC/GENDER CLASSIFICATIONS
1992 TO 1997

	All Firms		Firms with Paid Employees			
	Firms	Sales and Receipts	Firms	Sales and Receipts	Employees	Sales/ Firm
All Firms	26%	387%	91%	429%	234%	177.0%
African American Firms	31.6%	74.3%	64.3%	79.6%	68.8%	9.3%
Hispanic American Firms	62.7%	80.6%	141.1%	87.9%	29.0%	22.1%
Asian American Firms	79.2%	281.7%	198.8%	335.8%	258.8%	45.9%
Women Firms	-5.7%	12.5%	11.5%	13.8%	13.6%	2.1%

Source: SMOBE, SWOBE, 1992, 1997

Note: Higher female and/or minority growth rates indicated in **bold**.

EXHIBIT 7-2
PERCENTAGE OF GROWTH IN
NUMBER OF FIRMS, SALES, EMPLOYEES, AND SALES PER FIRM
WHOLESALE FIRMS BY RACE/ETHNIC/GENDER CLASSIFICATIONS
1992 TO 1997

	All Firms		Firms with Paid Employees			
	Firms	Sales and Receipts	Firms	Sales And Receipts	Employees	Sales/ Firm
All Firms	60.0%	580.8%	166.8%	596.6%	269.9%	161.1%
African American Firms	35.4%	221.2%	222.0%	250.0%	470.1%	8.7%
Hispanic American Firms	34.0%	107.9%	77.2%	112.9%	28.0%	20.2%
Asian American Firms	194.2%	491.8%	457.4%	520.5%	609.3%	11.3%
Women Firms	-20.6%	36.6%	5.0%	38.5%	-19.8%	32.0%

Source: SMOBE, SWOBE, 1992, 1997

Note: Higher female and/or minority growth rates indicated in **bold**.

**EXHIBIT 7-3
PERCENTAGE OF GROWTH IN
NUMBER OF FIRMS, SALES, EMPLOYEES, AND SALES PER FIRM
SERVICE FIRMS BY RACE/ETHNIC/GENDER CLASSIFICATIONS
1992 TO 1997**

	All Firms		Firms with Paid Employees			
	Firms	Sales and Receipts	Firms	Sales And Receipts	Employees	Sales/ Firm
All Firms	17.0%	234.8%	94.5%	280.5%	232.7%	95.6%
African American Firms	27.7%	51.7%	66.7%	30.7%	48.7%	-21.6%
Hispanic American Firms	37.9%	91.2%	151.1%	105.5%	144.1%	-18.2%
Asian American Firms	67.8%	225.9%	221.5%	312.2%	285.9%	28.2%
Women Firms	-7.7%	19.6%	27.7%	23.2%	19.8%	-3.6%

Source: SMOBE, SWOBE, 1992, 1997

Note: Higher female and/or minority growth rates indicated in **bold**.

In all instances, we would expect that general economic and population growth, as well as different measures of the number of firms between the 1992 and 1997 census, should lead to overall growth in the number and sales of businesses. As we see from the exhibits, there was general growth for all groups (except for women-owned businesses in some instances). However, there were differences in the relative rates of growth of number and receipts of businesses. **Exhibits 7-1** through **7-3** show that while in general there was greater growth in the number of minority-owned firms, there was a substantially lower *rate* of growth in sales, employees, and sales per firm of minority-owned firms as compared with all firms. Even Asian American-owned firms, which demonstrated higher rates of growth of sales and employees in some areas, did not exhibit higher rates of growth of sales per firm. Consequently, while there were greater rates of entry into the marketplace for firms owned by minorities and women, the census data do not indicate there were greater rates of growth in the acquisition of business opportunities for minorities and women than for the marketplace as a whole.

7.4 Firm Entry into and Exit from the Marketplace

7.4.1 New Jersey Tax Database

Census data provide counts of firms but do not allow for an analysis of firm entry into and exit from the marketplace. Consequently, MGT supplemented the analysis of census data with taxation data provided by the New Jersey Department of Commerce for the tax years 1999 through 2003.

Pertinent data elements contained in the New Jersey taxation database were determined in a meeting with MGT and New Jersey Disparity Study Project Management teams and Treasury officials, held April 18, 2004, at the New Jersey Department of Treasury in Trenton. Based on descriptions of data maintained, initially, MGT requested the elements pertaining to New Jersey business tax records listed in **Exhibit 7-4** below.

EXHIBIT 7-4 REQUESTED TAXATION DATA ELEMENTS NEW JERSEY DEPARTMENT OF TREASURY, 2004

Primary Name	Tax Eligibilities	NAICS Business Code
Tax identification number	Phone number	State business code
Contact name	Vendor subsidiaries	Standard Industrial Classification
Location address	Ownership code	Business begin date
County/municipality code	Gross income	Business end date
E-mail address	Number of employees	Bond information

Source: New Jersey Department of Commerce, 2004

7.4.2 Data Issues and Limitations

In October 2004, MGT received nearly 1.5 million New Jersey taxation records following special legislation passed by the New Jersey State Legislature and signed into law by the Governor, authorizing release of this sensitive information to MGT for the sole purpose of addressing data needs of this study. The legislation specifically denied access to business tax identification data, a requirement that severely hindered MGT's efforts to match vendor information in the taxation database with vendor information contained in MGT's Master Vendor file. In addition, MGT's ability to gather vendor race,

ethnicity, and gender information from external marketing information firms such as Dun & Bradstreet or InfoUSA was expressly prohibited by the legislative language authorizing release of the taxation data.

The vendor matching process was also limited by the fact that state agencies often did not record a vendor's formal business name as it appears on the tax rolls.⁶ Consequently, it was not possible to match with confidence most of these informal names—all of which can be found in client databases—with the taxation business name.

Initial inspection and assignment of business categories yielded the following duplicated records data frequencies reported in **Exhibits 7-5** and **7-6**. Of the 1.5 million taxation records, approximately 130,000 fell outside of the interval of our study, 505,000 did not identify the vendor's line of business, and an additional 600,000 records were unusable for other reasons (e.g., businesses recording hundreds of millions of dollars for one year but no income for prior or subsequent years, or tens of millions in income and no employees for some years, or no income reported for any year). Of more than 151,000 vendors who were recorded as terminating their business during the period of the study, approximately 20,000 of these records did *not* display these problematic omissions of information necessary to the analysis.

⁶ The problem posed by this limitation is readily apparent when one considers the case of MGT and four New Jersey businesses MGT enlisted or attempted to enlist as subcontractors for this study—Market Analytics, Inc.; Contract Compliance, Inc.; Technometrica Market Research, Inc.; and Patricia Morris Associates, Inc. In the case of MGT, our company is listed on tax rolls as MGT of America, Inc., but can also be found in client vendor databases as MGT; MGT, Inc; MGT of America; and even Management or Mgt. of America. Market Analytics, Inc., does business as MMI; Contract Compliance, Inc., as CCI or Contact Compliance; Technometrica Market Research, Inc., as simply Technometrica; and Patricia Morris Associates, Inc., as Patricia Morris and PMA.

**EXHIBIT 7-5
RECORDS EXCLUDED FROM THE STUDY**

Records not Pertinent to the Study	Number of Records
Nonprofit entities	7,161
Educational institutions	546
Religious organizations	5,186
Construction-related	90,063
Business type unknown	505,335
Total	608,291

Source: New Jersey Department of Commerce, 2004

**EXHIBIT 7-6
RECORDS ANALYZED IN THE STUDY**

Business Category	Number of Records
Professional Services	137,836
Other Services	348,608
Goods & Commodities	400,351
Total	886,795

Source: New Jersey Department of Commerce, 2004

Given these limitations, the New Jersey tax database did not yield sufficient reliable data to conduct a complete statistical analysis of a large set of variables shaping business entry and exit patterns. Nevertheless, MGT was still able to provide descriptive statistical analysis with data that were sufficiently informative to permit some inferences regarding business stock-flow, especially when considered in the context of findings from the census, vendor, and self-employment analyses reported in this chapter, and the disparity results reported in Chapter 5.0.

7.4.3 Chi-Square Analysis of Business Stock-Flow in New Jersey

From taxation data deemed reliable, MGT selected a random subsample of 3,218 vendors entering the marketplace during the period of the study that were positively identifiable by race, ethnicity, and gender of ownership. Also selected was a subsample of 1,159 firms that exited the marketplace during the study period. A third subsample of

13,564 vendors that remained in business throughout the study period was also identifiable by race, ethnicity, and gender of ownership. **Exhibit 7-7** breaks the sample down by race, ethnicity, and gender of firm ownership.

**EXHIBIT 7-7
TAXATION SAMPLE BREAKDOWN
BY RACE AND GENDER
STATE OF NEW JERSEY**

Race/Gender/Ethnicity	Number
African American	1,313
Hispanic American	662
Asian American	787
Native American	67
Nonminority Woman	2,216
Nonminority Male	13,896

Source: New Jersey Department of Commerce, 2004

With these samples, MGT analyzed the entry and exit patterns of minority, nonminority women, and nonminority male-owned firms relative to counterparts who persisted in business throughout the study period, subjecting the actual (i.e., observed) number of entries, exits, and persisting businesses to a Chi-square analysis. Chi-square is a descriptive statistic that enables an assessment of differences between the *observed* number of entries, exits, and persistors and *expected* frequencies in these categories to ascertain statistically significant patterns. The hypothesis for this analysis postulated a statistically significant disparity between observed and expected frequencies for both M/WBE and nonminority male-owned firms that entered and exited the marketplace when compared with those in business in existence throughout the study period. Chi-square values were calculated using the following formula:

$$X^2 = \frac{(\text{observed} - \text{expected})^2}{\text{expected}}$$

If after calculating X^2 there are statistically significant differences between observed and expected frequencies according to race, ethnicity, and gender differences, then we

can accept the hypothesis that a firm's status as either an M/WBE or a non-M/WBE played a role in business entry, exit, and persistence patterns.

Exhibit 7-8 reports vendor frequencies by M/WBE and non-M/WBE categories, followed by **Exhibits 7-9** through **7-11** reporting results of the Chi-square analysis of observed versus expected frequencies for businesses that entered and exited the marketplace sometime during the period of the study. Results reported in **Exhibit 7-9** indicate that when M/WBE and non-M/WBE rates of entry were compared with businesses active throughout the study period, M/WBE rates of entry into the marketplace were slightly higher ($X^2 = 5.15$, $df = 2$, $p < .05$). On the other hand, results reported in **Exhibit 7-10** indicate that when M/WBE and non-M/WBE rates of exit were compared with businesses active throughout the study period, there was no significant difference between the rates that M/WBEs and non-M/WBEs exited the marketplace ($X^2 = 0.24$, $df = 2$, $p > .05$).

Finally, as **Exhibit 7-11** shows, when marketplace exit and entry patterns were compared for M/WBEs and non-M/WBEs, there was no significant difference attributable to either category ($X^2 = 0.71$, $df = 2$, $p > .05$). Consequently, although New Jersey's taxation data may indicate that M/WBEs enter the market at a slightly higher rate than non-M/WBEs when compared with active businesses, when entry patterns are compared with exit patterns, M/WBE entry patterns are offset by a rate of exit that is equivalent to the rate of exit for non-M/WBEs. We view this finding as weakening Lunn's assertion that M/WBEs' relatively higher rates of marketplace entry supersede the importance of disparity analyses, inasmuch as the time it takes to overcome the effects of past discrimination is considerably lengthened if M/WBEs are not also exiting the marketplace at a lower rate than their non-M/WBE counterparts.

**EXHIBIT 7-8
NEW JERSEY DISPARITY
ALL BUSINESS CATEGORIES
EXIT AND ENTRY PATTERNS OF NEW JERSEY VENDORS
BASED ON NEW JERSEY TAXATION DATA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
CALENDAR/TAX YEARS 2000 THROUGH 2002**

Firm Entering Market at Some Point During the Study Period

	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	241	7.49%	130	4.04%	133	4.13%	10	0.00%	394	12.24%	908	28.22%	2,310	71.78%	3,218

Firm Exiting Market at Some Point During the Study Period

	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	79	6.82%	48	4.14%	55	4.75%	8	0.69%	122	10.53%	312	26.92%	847	73.08%	1,159

Firms Active Throughout Study Period

	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	993	6.82%	484	3.32%	599	4.11%	49	0.34%	1,700	11.67%	3,825	26.26%	10,739	73.74%	14,564

Source: New Jersey Department of Commerce, 2004.

**EXHIBIT 7-9
NEW JERSEY DISPARITY STUDY
STOCK FLOW
CHI-SQUARE ANALYSIS BY RACE/ETHNIC/GENDER CLASSIFICATION
BASED ON NEW JERSEY TAXATION DATA
CALENDAR/TAX YEARS 1999 THROUGH 2002**

Entry Classification	M/W/DBE Firms	Nonminority Firms	Row Total (Observed)
<i>Firms starting up during the study period</i>			
<i>Observed</i>	908	2,310	3,218
<i>Expected</i>	857	2,362	
<i>Firms active throughout study period</i>			
<i>Observed</i>	3,825	10,739	14,564
<i>Expected</i>	3,877	10,688	
Column Total—Observed	4,733	13,049	17,782

Source: New Jersey Department of Commerce, 2004.

$$X^2 = (\text{Observed} - \text{Expected})^2 / \text{Expected}$$

$$X^2 = 5.15$$

Critical value at 0.05 level = 3.841

* Statistically significant at the 0.05 level

**EXHIBIT 7-10
NEW JERSEY DISPARITY STUDY
STOCK FLOW
CHI-SQUARE ANALYSIS BY RACE/ETHNIC/GENDER CLASSIFICATION
BASED ON NEW JERSEY TAXATION DATA
CALENDAR/TAX YEARS 1999 THROUGH 2002**

Entry Classification	M/W/DBE Firms	Nonminority Firms	Row Total (Observed)
<i>Firms exiting during the study period</i>			
<i>Observed</i>	312	847	1,159
<i>Expected</i>	305	854	
<i>Firms active throughout study period.</i>			
<i>Observed</i>	3,825	10,739	14,564
<i>Expected</i>	3,832	10,732	
Column Total—Observed	4,137	11,586	15,723

Source: New Jersey Department of Commerce, 2004.

$$X^2 = (\text{Observed} - \text{Expected})^2 / \text{Expected}$$

$$X^2 = 0.24$$

Critical value = 3.841

*Statistically nonsignificant at the 0.05 level

**EXHIBIT 7-11
NEW JERSEY DISPARITY STUDY
STOCK FLOW
CHI-SQUARE ANALYSIS BY RACE/ETHNIC/GENDER CLASSIFICATION
BASED ON NEW JERSEY TAXATION DATA
CALENDAR/TAX YEARS 1999 THROUGH 2002**

Entry Classification	M/W/DBE Firms	Nonminority Firms	Row Total (Observed)
<i>Firm began during the study period</i>			
<i>Observed</i>	908	2,310	3,218
<i>Expected</i>	897	2,321	
<i>Firm ended during the study period</i>			
<i>Observed</i>	312	847	1,159
<i>Expected</i>	323	836	
Column Total—Observed	1,220	3,157	4,377

Source: New Jersey Department of Commerce, 2004.

$$X^2 = (\text{Observed} - \text{Expected})^2 / \text{Expected}$$

$$X^2 = 0.71$$

Critical value = 3.841

*Statistically nonsignificant at the 0.05 level

7.5 Patterns of Entry into Self-Employment and Earnings

This investigation analyzed reports of the availability of minority, nonminority women, and nonminority male firms in three categories of private sector business activity for the State of New Jersey: Goods and Commodities; Professional Services (excluding construction-related Architectural and Engineering services); and Other Services (e.g., business services, maintenance services). The goal of this investigation was to examine the effects of race and gender, along with other individual economic and demographic characteristics, on individuals' participation in the private sector as self-employed business operators, and on their earnings as a result of their participation. Ultimately, we compared these findings to the self-employment participation and earnings record of nonminority male business owners to determine if a disparity in self-employment rates and earnings existed, and if it was attributable to racial/gender discrimination in the marketplace. Data for this investigation were provided by the Public Use Microdata

Samples (PUMS) data derived from the 2000 Census of Population and Housing, to which we apply appropriate regression statistics to draw conclusions. **Exhibit 7-12** presents a general picture of self-employment rates by race, median earnings for the abovementioned business categories, and sample n's in the State of New Jersey, calculated from the Five Percent PUMS census sample.

**EXHIBIT 7-12
PERCENTAGE OF SELF-EMPLOYED/1999 EARNINGS BY
RACE/GENDER/ETHNICITY CATEGORY FOR THE STATE OF NEW JERSEY**

Race/Ethnic/Gender Category	Percentage of the Population Self-Employed	1999 Sample Census n	1999 Median Earnings
Nonminority Males	15.55%	5,770	\$60,000
African American	4.33%	471	\$32,700
Hispanic American	6.11%	683	\$30,000
Asian American	11.90%	873	\$42,000
Native American	7.33%	22	\$38,100
Nonminority Women	6.40%	1,778	\$35,000
	10.15%	9,597	\$49,000

Source: PUMS data from 2000 Census of Population.

The next section discusses the research basis for this examination to lay the groundwork for a description of the models and methodologies to be employed. This will be followed by a presentation of findings regarding minority status effects on self-employment rates, self-employment earnings, and attributions of these differences to discrimination, per se.

7.5.1 Self-Employment Rates and Self-Employment Earnings Analysis as an Analog of Business Formation and Maintenance

Research in economics consistently supports the finding of group differences by race and gender in rates of business formation.⁷ We know, for instance, that age is related to self-employment, in that the likelihood of being self-employed tends to increase with age (Census of Population and Housing, 2000, Public Use Microdata

⁷ See *Journal of Econometrics*, Vol, 61, Issue 1, devoted entirely to the econometrics of labor market discrimination and segregation.

Samples).⁸ We also know that most minority groups have a lower median age than do non-Hispanic whites (PUMS, 2000). When social scientists speak of nonracial, group effects on rates of self-employment and self-employment earnings, they are referring to such things as differences in mean age—a phenomenon that cannot be explained by standard econometric models as a function of discrimination; or group differences in religious beliefs, as these might influence, for example, group attitudes toward contraception, and, in turn, both birthrates and median age. A disparity study seeks to explore group differences in self-employment rates and earnings to see if we can distinguish how much is due to discrimination in the marketplace and how much is due to effects unrelated to discrimination.

Utilizing PUMS 2000, the next section describes our application of multiple regression statistics to determine these effects.

7.5.2 Research Questions, Statistical Models, and Methods

Two general research questions were posed in the initial analysis:

- Are racial, ethnic, and gender minority groups less likely than nonminority males to be self-employed?
- Does race/gender/ethnicity status have an impact on individuals' earnings?

A third question, to be addressed later—“How much does race/ethnicity/gender discrimination influence the probability of being self-employed?”—draws conclusions based on findings of Questions 1 and 2.

To answer the first two questions, we employed two multivariate regression procedures, respectively: logistic regression and linear regression. To understand the appropriate application of these statistics, it is helpful to explore in greater detail the questions we are trying to answer. The dependent variables in Questions 1 and 2—that is, the phenomenon to be explained by influences such as age, race, gender, and

⁸ Hereafter referred to as PUMS, 2000

disability status, for example (these are the independent or “explanatory” variables)—are, respectively: the probability of self-employment status (a binary, categorical variable based on two possible values: 0 = not self-employed/1 = self-employed); and 1999 earnings from self-employment (a continuous variable). In our analysis, the choice of regression approach is based on the scale of the dependent variable (in Question 1, a categorical scale with only two possible values; and in Question 2, a continuous scale with many possible values). Because binary logistic regression can handle an analysis in which the dependent variable is categorical, it was employed to address Question 1. To address the second question, in which the dependent variable is continuous, we used simple linear regression.

7.5.3 Deriving the Logistic Regression Model from the Simple Linear Model

The logistic regression model can be derived with reference to the simple linear regression model expressed mathematically as:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 X_5 + \dots + e?$$

Where:

- Y = a continuous variable (e.g., 1999 earnings from self-employment).
- β_0 = the constant, representing the value of Y when $X_i = 0$
- β_1 = coefficient representing the magnitude of X_i 's effect on Y
- X_i = the independent variables, such as age, human capital (e.g., level of education), availability of capital, race/ethnicity/gender
- ε = the error term, representing the variance in Y unexplained by X_i

This equation may be summarized as:

$$E(Y) = m = \sum_{k=1}^K b_k x_k$$

in which Y is the dependent variable and m represents the expected values of Y as a function of the effects of β , the explanatory variables. When we study a random distribution of Y using the linear model, we specify its expected values as the function of a linear combination of K unknown parameters and the covariates or explanatory

variables. When this model is applied to data in the analysis, we are able to quantify the link between the dependent variable and the explanatory or independent variables.

Suppose we introduce a new term, h , into the linear model such that:

$$h = m = \sum_{k=1}^K b_k x_k$$

When the data are randomly distributed, the link between h and m is linear, and a simple linear regression can be used. However, to answer the first question, the categorical dependent variable to be examined in the first question (0 = not self-employed/1 = self-employed) was binomially distributed. Therefore, the link between h and m becomes $h = \log[m/(1 - m)]$ and logistic regression is utilized to determine the relationship between the dependent variable and the explanatory variables, calculated as a probability value (e.g., the probability of being self-employed when one is African American). The logistic regression model is expressed mathematically as:

$$\log[m/1(1 - m)] = a + b_i X_n + e$$

Where:

- $(\mu/1-\mu)$ = the probability of being self-employed
- α = a constant value
- β_i = coefficient corresponding to independent variables
- X_n = selected individual characteristic variables, such as age, marital status, education, race, and gender
- ε = error term, representing the variance in Y unexplained by X_i

Applying this model to determine the relationship between a single categorical variable (0 = not self-employed/1 = self-employed) and a set of characteristics hypothesized to influence the probability of finding a 0 or 1 value for the categorical variable, we were able to illustrate not only the extent to which a characteristic can increase or decrease the likelihood that the categorical variable will be 0 or 1, but also if the effect of each of the influencing characteristics is positive or negative in relation to being self-employed.

7.5.4 Results of the Analyses

Question 1: Are Racial, Ethnic, and Gender Minority Groups Less Likely than Nonminority Males to be Self-Employed?

Using PUMS 2000 Five Percent Sample data, binary logistic regression was used to calculate the probability of being self-employed, the dependent variable, with respect to socioeconomic and demographic characteristics selected for their potential to influence the likelihood of self-employment. The sample for the analysis was limited to labor force participants according to the following criteria:

- resident of the State of New Jersey;
- self-employed individuals in professional services, operational services, and goods and supplies;
- full-time employees (35 or more hours per week);
- age, ranging from 25 to 64; and
- individuals employed in the private sector.

Next, we derived the following variables hypothesized as predictors of employment status (self-employed/not self-employed):

- ***Race and Sex:*** African American, Asian American, Hispanic American, Native American, nonminority women, nonminority males
- ***Availability of Capital:*** home ownership, home value, mortgage rate, unearned income, residual income
- ***Marital Status:*** married/not married
- ***Ability to speak English well***
- ***Disability status:*** From individuals' reports of health-related disabilities
- ***Age and Age²:*** squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings
- ***Owner's level of education:*** No college/Some College/College Graduate/Postgraduate Education
- ***Number of individuals in household 65 and over***
- ***Number of children in household 18 and under***

Binary logistic regression analysis provided estimates of the relationship between the independent variables described above and the probability of being self-employed in the three business industries types. **Exhibit 7-13** reports the effect of race/ethnicity/gender on the odds of being self-employed in 1999, holding all other variables constant; that is, we were able to examine employment status for individuals who have similar education levels, are of similar age, and so on, to enable comparisons by race/gender/ethnicity. Results of the analysis are presented in **Appendix E**.

**EXHIBIT 7-13
SELF-EMPLOYMENT ODDS RATIOS OF MINORITY GROUPS RELATIVE TO
NONMINORITY MALES AFTER CONTROLLING FOR
SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS, 2000**

Race/Ethnic/Gender Group	All Industries	Professional Services	Other Services	Goods & Commodities
African American	0.381	0.341	0.522	0.298
Hispanic American	0.586	0.497	0.642	0.638
Asian American	0.829	0.394	1.109	1.630
Native American*	0.609	0.208	0.843	0.597
Nonminority Women	0.426	0.278	0.717	0.487

Source: PUMS data from 2000 *Census of Population* and MGT of America, Inc., calculations using SPSS.
 Note: **Bold** indicates that the estimated “odds ratio” for the group was statistically significant (i.e., $p \leq .05$).
 * Connotes categories in which insufficient sample sizes prohibited conclusive observations.

The results indicate the following:

- When the three business type categories were aggregated as “All Industries,” nonminority males were:
 - nearly three times as likely to be self-employed as were African Americans;
 - approximately twice as likely to be self-employed as both Hispanic Americans and Native Americans; and
 - more than twice as likely to be self-employed as nonminority women.
- In the Professional Services category, nonminority males were:
 - nearly three times as likely to be self-employed as were African Americans;
 - nearly twice as likely to be self-employed as were Hispanic Americans;

- roughly two-and-a-half times as likely to be self-employed as were Asian Americans; and
- nearly four times as likely to be self-employed as were nonminority women.
- In the Other Services category, nonminority males were:
 - nearly twice as likely to be self-employed as were African Americans; and
 - one-and-a-half as likely to be self-employed as both Hispanic Americans and nonminority women.
- In the Goods and Commodities industry, nonminority males were :
 - nearly more than three times as to be self-employed as were African Americans;
 - approximately one-and-a-half to be self-employed as were Hispanic Americans; and
 - more than twice as likely to be self-employed as were nonminority women.

Question 2: Does Race/Gender/Ethnicity Status Have an Impact on Individuals' Earnings?

To address this question, we compared self-employed, minority, and women entrepreneur earnings to earnings of nonminority males in the State of New Jersey, when the effect of other demographic and economic characteristics was controlled or “neutralized.” That is, we were able to examine the earnings of self-employed individuals who have similar education levels, are of similar age, and so on, to enable earnings comparisons by race/gender/ethnicity.

To derive a set of variables known to predict earnings, the dependent variable, we used 1999 wages from employment for self-employed individuals, as reported in the PUMS 2000 Five Percent sample. These included:

- **Race and Sex:** African American, Asian American, Hispanic American, Native American, nonminority women, nonminority males
- **Availability of Capital:** homeownership, home value, mortgage rate, unearned income, residual income

- **Marital Status:** Married/Not married
- **Ability to speak English well**
- **Disability status:** From individuals' reports of health-related disabilities
- **Age and Age²:** squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings
- **Owner's level of education:** No college/Some college/College graduate/Postgraduate education

Results of the linear regression model estimating the effects of selected demographic and economic variables on self-employment earnings are reported in **Exhibit 7-14**.

**EXHIBIT 7-14
EARNINGS ELASTICITIES OF MINORITY GROUPS RELATIVE TO NONMINORITY
MALES AFTER CONTROLLING FOR
SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS, 2000**

Race/Ethnic/Gender Group				
State of New Jersey	All Industries	Professional Services	Other Services	Goods & Commodities
African American	-0.393	-0.567	-0.306	-0.393
Hispanic American	-0.401	-0.426	-0.376	-0.358
Asian American	-0.345	-0.100	-0.326	-0.359
Native American*	-0.373	-0.155	-0.346	-0.549
Nonminority Women	-0.490	-0.441	-0.430	-0.582

Source: PUMS data from 2000 *Census of Population* and MGT of America, Inc., calculations using SPSS.

Bold indicates that the estimated "odds ratio" for the group was statistically significant (i.e., $p \leq .05$).

* Connotes categories in which insufficient sample sizes prohibited conclusive observations.

Interpreting the elasticities reported in this exhibit as the percent change in earnings for each minority category relative to nonminority male earnings—holding effects of all other variables constant—we find that when the three business type

categories were aggregated as “All Industries,” earnings from self-employment for African Americans, Hispanic Americans, and nonminority women were significantly lower than for nonminority males.⁹ By each industry type, results were as follows:

- In Professional Services, earnings for African Americans, Hispanic Americans and nonminority women were roughly half of nonminority male earnings: African-Americans earning 56.7 percent less, Hispanic-Americans earning 42.6 percent less, and nonminority women 44.1 earning percent less, respectively.
- In Other Services, earnings for each of the five minority categories were roughly one-third less than earnings reported by self-employed nonminority males.
- In Goods and Commodities, earnings for four of five minority categories were also roughly one-third less than earnings reported by self-employed nonminority males, except for self-employed nonminority women, who earned nearly 60 percent less than self-employed nonminority males.

7.5.5 Disparities in Rates of Self-Employment: How Much Can Be Attributed to Discrimination?

Results of the analyses of self-employment rates and 1999 self-employment earnings revealed general disparities between minority and nonminority self-employed individuals, whether their businesses were located in the New Jersey CMSA, or in other locations in the State of New Jersey. **Exhibit 7-15** presents the results of these analyses.

Column A reports observed employment rates for each race/gender group, calculated directly from the PUMS 2000 data. To obtain values in columns B and C, we calculated two predicted self-employment rates using the following equation:

$$Pr ob(y = 1) = \sum_{k=1}^K (e^{b_k x_k} / 1 + e^{b_k x_k})$$

⁹ Elasticities report the effect on earnings attributable solely to minority status, holding other variables constant. For instance, in Exhibit 7-11, we find that 1999 median income for self-employed nonminority women was \$35,000, compared with \$60,000 for nonminority males. In Exhibit 7-13, the elasticity value of -0.490 for nonminority women tells us we must increase the median income value for nonminority males by 49 percent, or \$29,400, to \$30,600 to account for the “effect” of being a nonminority woman engaged in these three business categories. Consequently, in Exhibit 7-11, it is the effect of the other gender-neutral variables in the equation that increases earnings for nonminority women from \$30,600 to \$35,000.

Where:

$Pr ob(y = 1)$ = represents the probability of being self-employed:

b_k = coefficient corresponding to the independent variables used in the logistic regression analysis of self-employment probabilities

x_k = the mean values of these same variables

**EXHIBIT 7-15
DISPARITIES BY MINORITY STATUS IN NEW JERSEY SELF-EMPLOYMENT RATES— OBSERVED RATES, RATES ADJUSTED FOR MINORITY/MAJORITY MARKETS, AND CHARACTERISTICS AND DISPARITY DUE TO DISCRIMINATION, 2000**

Business/Race Ethnicity/Gender Group	Observed Self-Employment (SE) Rates	White Characteristics and Own SE Market Structure	Own Characteristics and White SE Market Structure	Disparity Ratio (Column A Divided by Column C)	Portion of Difference Due to Discrimination
OVERALL					
Nonminority Males	0.1555	0.1555	0.1555	1.000	
African American	0.0433	0.0515	0.1228	0.3528	70.81%
Hispanic American	0.0611	0.0711	0.1183	0.5162	60.62%
Asian American	0.1190	0.0918	0.1681	0.7082	ND
Native American	0.0733	0.0731	0.1161	0.6319	51.99%
Nonminority Women	0.0640	0.0559	0.1532	0.4179	97.44%
PROFESSIONAL SERVICES					
Nonminority Males	0.1863	0.1863	0.1863	1.000	
African American	0.0266	0.0464	0.1575	0.1686	81.99%
Hispanic American	0.0401	0.0617	0.1522	0.2636	76.70%
Asian American	0.0738	0.0517	0.3003	0.2459	ND
Native American	0.0230	0.0317	0.1487	0.1545	77.03%
Nonminority Women	0.0365	0.0397	0.1777	0.2053	94.26%
OPERATIONAL SERVICES					
Nonminority Males	0.1864	0.1864	0.1864	1.0000	
African American	0.0764	0.1010	0.1542	0.4957	70.70%
Hispanic American	0.0856	0.1171	0.1430	0.5990	56.91%
Asian American	0.1633	0.1704	0.1801	0.9072	72.59%
Native American	0.1290	0.1415	0.1424	0.9063	23.28%
Nonminority Women	0.1328	0.1265	0.1933	0.6869	ND
GOODS & SUPPLIES					
Nonminority Males	0.1002	0.1002	0.1002	1.000	
African American	0.0215	0.0295	0.0665	0.3232	57.21%
Hispanic American	0.0425	0.0529	0.0804	0.5286	65.70%
Asian American	0.1278	0.1058	0.1046	1.2218	83.85%
Native American	0.0449	0.0504	0.0876	0.5131	77.23%
Nonminority Women	0.0448	0.0431	0.0986	0.4543	97.22%

Source: PUMS 2000 Census of Population: State of New Jersey

The first of these predicted self-employment rate calculations (in column B, Exhibit 7-14) presents nonminority male self-employment rates as they would be *if their characteristics* (i.e., x_k , or mean values for the independent variables) *were applied to minority market structures* (represented for each race by their b_k or odds coefficient values). The second self-employment rate calculation (in column C) presents minority self-employment rates as they would be *if they were rewarded in a similar manner as nonminority males in the nonminority male market structure*; that is, by multiplying the minority means (i.e., characteristics) by the estimated nonminority coefficients for both race and the other independent variables.

Using these calculations, we were able to determine a percentage of the disparities in self-employment between minorities and nonminority males by dividing the observed self-employment rate for a particular minority group (column A) by the predicted self-employment rate as it would be if minority groups faced the same market structure as nonminority males (column C). Next, we calculated the difference between the predicted self-employment rate *as it would be if minority groups faced the same market structure as nonminority males* and the observed self-employment rate for that minority group, and divided this value by the difference between the observed self-employment rate for nonminority males and the observed self-employment rate for a particular minority group. In the absence of discrimination, this number approaches zero, which means disparities in self-employment rates between an individual minority group and nonminority males can be attributed to differences in group characteristics not associated with discrimination. On the other hand, as this value approaches 1.0, we are able to attribute disparities increasingly to discrimination in the marketplace.

Examining the results reported in **Exhibit 7-15**, we found the following.

- Comparing disparities in rates of self-employment for nonminority males and nonminority women¹⁰ for three business groups in the State of New Jersey, nearly all of the disparity in self-employment rates was attributable to discrimination, except for the category of Operational Services (e.g., Janitorial Services).
- Comparing disparities in rates of self-employment for nonminority males and African-Americans for three business groups in the State of New Jersey, roughly two-thirds of the disparity in self-employment rates was attributable to discrimination.
- Comparing disparities in rates of self-employment for nonminority males and Hispanic Americans for three business groups in the State of New Jersey, nearly two-thirds of the disparity in self-employment rates was attributable to discrimination.
- Comparing disparities in rates of self-employment for nonminority males and Asian Americans for three business groups in the State of New Jersey, results were mixed. In Other Services and Goods and Supplies industries, discrimination accounted for nearly three-quarters of the disparity in self-employment rates; however, there was no finding of self-employment disparities in Professional Services.

7.5.6 Summary of Findings

In general, findings from the PUMS 2000 State of New Jersey data indicate that minorities were significantly less likely than nonminority males to be self-employed, and, if they were self-employed, they earned significantly less in 1999 than did self-employed nonminority males. When self-employment rates were stratified by race and by business type, trends varied within individual race-by-type cells, but disparities persisted, in general, for African Americans, Hispanic Americans, and nonminority women. When group self-employment rates were submitted to a disparity-due-to-discrimination analysis, findings supported the conclusion that disparities for these three groups, and

¹⁰ The elevated discrimination effect for nonminority women suggests that for the nongender variables, such as level of education, and number of children fewer than 18, for example, nonminority women and males scored comparably, such that when the effect of these variables on self-employment rates was controlled statistically, disparity in self-employment could be attributed only to the difference in gender.

for Asian-Americans who were self-employed in Operational Services and in Goods and Supplies, were likely the result of discrimination in the marketplace.¹¹

7.6 Evidence of Entry into State of New Jersey Procurement

7.6.1 Utilized Vendors

This section of the report reviews data on the rate at which M/WBEs are entering the procurement system with the State of New Jersey. The first part of this analysis reports the relative rate at which vendors that were not used in 2000 were used in the remainder of the study period. This figure would include new vendors as well as incumbent vendors that were not used in 2000.

Exhibits 7-16 through 7-18 provide data on the number of utilized vendors in 2000 over the study period and the new vendors. “New” vendors are defined as those vendors not utilized in 2000, the first year in the study period. Thus, new includes vendors used for the first time as well as vendors who may have been used prior to the study period. M/WBEs were generally a slightly higher proportion of new vendors for Professional Services. Examining the exhibits, we see the following trends:

- for Professional Services, M/WBEs constituted 0.72 percent of vendors in 2000 and 0.79 percent of new vendors;
- for Other Services, M/WBEs constituted 2.07 percent of vendors in 2000 and 1.80 percent of new vendors; and
- for Goods and Commodities, M/WBEs constituted 2.26 percent of vendors in 2000 and 2.13 percent of new vendors.

Consequently, in the Other Services and Goods and Commodities categories in 2000, the rate of new M/WBEs used in state procurement in these categories was lower than the rate of M/WBE vendors used overall. And, although the rate of new Professional Services M/WBEs used in 2000 was higher than the rate of Professional

¹¹ Appendices A and B report self-employment rates and earnings in greater detail by race and business type.

Services M/WBEs used overall, the number of new M/WBE vendors was not increasing at a rate that would lead to a rapid increase in the proportion of total vendors that are M/WBEs. It would seem, therefore, that if, as Lunn asserts, there is a higher rate of M/WBE entry into the marketplace, that will eventually correct the disparity in availability between M/WBEs and non-M/WBEs, this trend does not seem to hold for that segment of the marketplace that includes state procurement in Professional Services, Other Services and Goods and Commodities.

7.6.2 Utilized and Registered Vendors

This section reports data on M/WBEs utilized as a percentage of registered vendors and as a percentage of census counts of available firms, and registered vendors as a percentage of census counts of firms. These data speak to extent to which existing to which M/WBEs are not seeking to become registered vendors, and the extent to which existing registered M/WBE vendors are not being utilized. Examining **Exhibits 7-18** through **7-20** we find that M/WBEs constituted:

- 21.4 percent of the census count of firms in Professional Services, but 0.5 percent of the firms used in Professional Services;
- 31.0 percent of the census count of firms in Other Services, but 1.4 percent of the firms used in Other Services; and
- 27.5 percent of the census count of firms in Other Services, but 1.7 percent of the firms used in Other Services.

**EXHIBIT 7-16
NUMBER OF UNIQUE PROFESSIONAL SERVICES VENDORS,
2000 THROUGH 2004**

	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Unique Vendors
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Vendors used in 2000	16	0.20%	8	0.10%	11	0.14%	1	0.01%	21	0.26%	57	0.72%	7,871	99.28%	7,928
Total Unique vendors	60	0.24%	26	0.10%	36	0.14%	4	0.02%	61	0.24%	195	0.77%	25,148	99.23%	25,343
“New” Vendors	44	0.25%	18	0.10%	25	0.14%	3	0.02%	40	0.23%	138	0.79%	17,277	99.21%	17,415

Source: Chapter 4.0

**EXHIBIT 7-17
NUMBER OF UNIQUE OTHER SERVICES VENDORS,
2000 THROUGH 2004**

	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Unique Vendors
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Vendors used in 2000	55	0.59%	25	0.27%	39	0.42%	6	0.06%	69	0.74%	194	2.07%	9,190	97.93%	9,384
Total Unique vendors	172	0.65%	67	0.25%	94	0.35%	13	0.05%	158	0.59%	504	1.90%	26,039	98.03%	26,561
“New” Vendors	117	0.68%	42	0.24%	55	0.32%	7	0.04%	89	0.52%	310	1.80%	16,849	98.09%	17,177

Source: Chapter 4.0

**EXHIBIT 7-18
NUMBER OF GOODS AND COMMODITIES VENDORS,
2000 THROUGH 2004**

VENDORS	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Nonminority Firms		Total Unique Vendors
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Vendors Used in 2000	71	0.73%	29	0.30%	41	0.42%	6	0.06%	74	0.76%	221	2.26%	9,556	97.74%	9,777
Total Unique vendors	218	0.87%	75	0.30%	99	0.39%	15	0.06%	142	0.56%	549	2.18%	24,642	97.82%	25,191
“New” Vendors	147	0.95%	46	0.30%	58	0.38%	9	0.06%	68	0.44%	328	2.13%	15,086	97.87%	15,414

Source: Chapter 4.0

Exhibits 7-19 through **7-21** also illustrate that in general M/WBEs are not making the transition from doing business solely in the private sector, to becoming, in turn, registered vendors, to becoming utilized vendors by the state at the same rate as nonminority firms.

For example, for Professional Services (**Exhibit 7-19**):

- 56.8 percent of registered nonminority firms were utilized by the State of New Jersey, as compared to 4.7 percent of M/WBEs;
- 51.1 percent of nonminority firms as counted by the census were utilized by the State of New Jersey, as compared to 1.5 percent of M/WBEs; and
- 90.1 percent of nonminority firms as counted by the census were registered by the State of New Jersey, as compared to 32.1 percent of M/WBEs.

**EXHIBIT 7-19
UTILIZED VENDORS, REGISTERED VENDORS, AND CENSUS FIRMS
PROFESSIONAL SERVICES
STATE OF NEW JERSEY
2000 THROUGH 2004**

Number of Firms	African American	Hispanic American	Asian American	Native American	Nonminority Women	M/WBE	Nonminority Firms	Total
Utilized Firms	68	26	36	4	61	195	24,148	24,343
Registered Vendors	1,155	514	684	31	1,745	4,129	42,543	46,672
Census Count	806	1,157	3,168	14	7,717	12,862	47,228	60,090
RATIOS								
Utilized Firms/ Registered Vendors	5.9%	5.1%	5.3%	12.9%	3.5%	4.7%	56.8%	52.2%
Utilized Firms/ Census Count	8.4%	2.2%	1.1%	28.6%	0.8%	1.5%	51.1%	40.5%
Registered Vendors/ Census Count	143.3%	44.4%	21.6%	221.4%	22.6%	32.1%	90.1%	77.7%

Source: 1997 SMOBE/SWOBE; Chapter 4.0

For Other Services firms (**Exhibit 7-20**):

- 24.5 percent of registered nonminority firms were utilized by the State of New Jersey, as compared to 9.5 percent of M/WBEs;
- 22.6 percent of nonminority firms as counted by the census were utilized by the State of New Jersey, as compared to 1.0 percent of M/WBEs; and

- 92.5 percent of nonminority firms as counted by the census were registered by the State of New Jersey, as compared to 10.3 percent of M/WBEs.

**EXHIBIT 7-20
UTILIZED VENDORS, REGISTERED VENDORS, AND CENSUS FIRMS
OTHER SERVICES, STATE OF NEW JERSEY
2000 THROUGH 2004**

	African American	Hispanic American	Asian American	Native American	Nonminority Women	M/WBE	Nonminority Firms	Total
Utilized Firms	172	67	94	13	158	504	26,039	26,543
Registered Vendors	1,359	746	955	57	2,193	5,310	106,447	111,757
Census Count	3,779	6,038	13,390	120	28,301	51,628	115,059	166,687
RATIOS								
Utilized Firms/Registered Vendors	12.7%	9.0%	9.8%	22.8%	7.2%	9.5%	24.5%	23.8%
Utilized Firms/Census Count	4.6%	1.1%	0.7%	10.8%	0.6%	1.0%	22.6%	15.9%
Registered Vendors/Census Count	36.0%	12.4%	7.1%	47.5%	7.7%	10.3%	92.5%	67.0%

Source: 1997 SMOBE/SWOBE; Chapter 4.0

For Goods and Supplies (**Exhibit 7-21**):

- 52.8 percent of registered nonminority firms were utilized by the State of New Jersey, as compared to 10.2 percent of M/WBEs;
- 24.9 percent of nonminority firms as counted by the census were utilized by the State of New Jersey, as compared to 1.5 percent of M/WBEs; and
- 47.1 percent of nonminority firms as counted by the census were registered by the State of New Jersey, as compared to 14.3 percent of M/WBEs.

**EXHIBIT 7-21
UTILIZED VENDORS, REGISTERED VENDORS, AND CENSUS FIRMS
GOODS AND COMMODITIES, STATE OF NEW JERSEY
2000 TO 2004**

	African American	Hispanic American	Asian American	Native American	Nonminority Women	M/WBE	Nonminority Firms	Total
Utilized Firms	218	75	99	15	142	549	24,642	25,191
Registered Vendors	1,408	687	907	51	2,316	5,369	46,629	51,998
Census Count	1,000	5,638	12,744	239	17,859	37,480	99,040	136,520
RATIOS								
Utilized Firms/ Registered Vendors	15.5%	10.9%	10.9%	29.4%	6.1%	10.2%	52.8%	48.4%
Utilized Firms/ Census Count	21.8%	1.3%	0.8%	6.3%	0.8%	1.5%	24.9%	18.5%
Registered Vendors/ Census Count	140.8%	12.2%	7.1%	21.3%	13.0%	14.3%	47.1%	38.1%

Source: 1997 SMOBE/SWOBE; Chapter 4.0

7.7 Conclusions

This chapter provides evidence that progress has been made in business formation by women and minorities in the State of New Jersey as measured by rapid rates of growth of the number of firms owned by women and minorities. Nevertheless, important barriers still remain. In the 2000-2004 study period these barriers are evidenced by:

- lower rates of growth in sales, employees and sales per firm for firms owned by women and minorities than the rate of growth in the overall marketplace;
- a statistically significant difference in entry rates for firms owned by women and minorities, which is consistent with the evidence of lower earnings;
- parity in business entry versus exit rates for both M/WBEs and non-M/WBEs, suggesting that there is no difference in the rate at which M/WBEs and non-M/WBEs are being “restocked” in the marketplace;

- disparities in entry into and earnings from self-employment by women and minorities after controlling for education, age, wealth and other variables;
- disparities in earnings from self-employment by women and minorities after controlling for education, age, wealth and other variables;
- a slower rate of growth in the percentage of M/WBE firms utilized by the State for Other Services and Goods;
- a significant gap between the proportion of firms owned by women and minorities in the marketplace and the proportion of firms registered with and utilized by the State of New Jersey as compared with firms owned by nonminority males; and
- a significant gap between the proportion of firms owned by women and minorities registered with the State of New Jersey and the proportion of firms utilized by the State of New Jersey as compared with firms owned by nonminority males.

Consequently, an examination of stock and flow data on minority business formation and termination strengthens rather than weakens the disparity analysis presented in Chapter 5.0 above.

8.0 FINDINGS AND CONCLUSIONS

8.0 FINDINGS AND CONCLUSIONS

This chapter presents the findings and conclusions resulting from the disparity study conducted for the State of New Jersey related to procurement of Professional Services, Other Services needed by government that are not professional in nature, and Goods and Commodities for four categories of New Jersey state entities—Agencies, Authorities, Commissions, and Colleges/Universities.

As detailed in Chapter 2.0 of our study, in the *Croson* decision the United States Supreme Court extended strict judicial scrutiny to state and local affirmative action programs that use racial or ethnic criteria as a basis for decision-making in procurement of goods and services. More important for the purposes of our study, the courts have also indicated that for a race-based or gender-based preference program to be maintained there must be a clear evidentiary foundation established for the continuation of the programs. Generally, this evidence should also be reviewed as part of the implementing jurisdiction's decision-making process in order for it to be relevant in any subsequent legal action.

As a leader in disparity study research, and for this study, MGT has been careful to follow the specifications of applicable case law in this evolving area of jurisprudence. This chapter presents a summary of findings and conclusions based on 15 months of research. Recommendations to address these findings are presented in Chapter 9.0.

8.1 Objective and Design of the Study

The principal objective of this study was to determine M/WBE and non-M/WBE participation in New Jersey state procurement for the three above-mentioned goods and services categories and to determine if the evidence supports affirmative action on behalf of M/WBEs under applicable legal standards. To make this determination, this

study posed the general research question, “Is there a disparity between the number of qualified M/WBE firms’ goods and services available to the state and their utilization by the state in procurement of these goods and services?”

When disparities were found, MGT then addressed the following issues:

- Is the disparity the product of past race, ethnic, or gender discrimination or is the evidence of discrimination attributable to other race-neutral factors?
- Based on the nature and extent of the discrimination, can such disparity be ameliorated through nonracial, nonethnicity, or nongender-based criteria?
- If it is determined that the appropriate remedy involves the utilization of racial, ethnic, or gender criteria in decision-making, how should the program be structured to remedy the effects of past discrimination while staying within constitutional guidelines?

Four major requirements set forth in the *Croson* decision guided the study.

- **Strict scrutiny** - A majority of the Justices on the Supreme Court agreed that MBE plans that rely on race-based remedies are subject to a strict scrutiny standard of review. Thus, the basis for an MBE plan and the proposed remedies must be factual, and the link between its scope and that factual basis must be demonstrated.
- **Discrimination particularly linked to the market area of the implementing agency** - Following a disparity study conducted for the City of Richmond, the City attempted to rely on general findings of societal discrimination to support the need for its affirmative action plan. The Court did not accept this evidence, requiring instead that the City provide specific proof of the nature and extent of the discrimination against minority-owned businesses within Richmond’s local market area to support imposition of a local race-based remedy. *The required study must evaluate who is or has been qualified to provide government goods and services, who is and was selected to do the work, and the disparity between the two.*
- **Race-neutral remedies** - In *Croson* the Court required that the enacting governmental organization evaluate race-neutral solutions before it may adopt a more stringent measure such as a set-aside plan based on race.
- **Carefully tailored plan of finite duration** - Based on this standard of review, the plan must be carefully tailored to remedy the effects of past discrimination in the governmental organization’s jurisdiction and must be in place only for the amount of time required to reverse the effects of such discrimination.

Examination of post-*Croson* decisions offers not only more clarity on the lower courts' application of *Croson*, but also provides some guiding principles.

- The absence of a complete factual predicate study adopted by the relevant agency can lead to the judicial suspension of an M/WBE program.¹
- Relying exclusively on either anecdotal evidence or statistical deviations alone to prove discrimination will not suffice in the post-*Croson* era.²
- Post-*Croson* disparity studies based exclusively on numerical “head counting” without reference to qualifications will not be sufficient to prove discrimination.³
- There seems to be more focus on anecdotal evidence of specific discrimination in some recent court decisions. The collection and analysis of such anecdotal evidence should include holding public meetings within the community, interviewing both minority and nonminority business associations and representatives, and conducting surveys of both minority and nonminority governmental personnel and business representatives. The specificity and verification of examples of past discrimination are important components of a disparity study.⁴
- Recent developments in court cases involving federal DBE programs provide important insight on the design of local M/WBE programs. In January 1999, the United States Department of Transportation (USDOT) published its final DBE rule in Title 49, Code of Federal Regulations, Part 26 (49 CFR 26). In the latest round of the DBE litigation, the courts found the new DBE regulations to be narrowly tailored.⁵
- Analysis of disparities in the private sector can serve as a key element of the factual predicate supporting an M/WBE program. In *Croson*, the court stated, “A municipality has a compelling government interest in redressing not only discrimination committed by the municipality itself, but also discrimination committed by private parties within the municipality's legislative jurisdiction, so long as the municipality in some way participated in the discrimination to be remedied by the program.”⁶ In *Concrete Works IV* the Court of

¹ See, e.g., *Scott v Jackson*, 1999 U.S. App. LEXIS 33621 *Bilbo Freight Lines v. Morales*, CA No. H-93-3808 (SD Texas 1996); *Associated Utility Contractors v. Baltimore*, Civil No. AMD 98-4060, ___F.3d__(D.Md. 2000).

² *Coral Construction Company, et al. v. King County*, 961 F.2d 910 (9th Cir. 1991).

³ *AGC v. Drabik*, 214 F.3d 730, 762 (6th Cir 2000).

⁴ *AGC v. Columbus*, 936 F. Supp. 1363 (SD Ohio 1996), overturned on procedural grounds.

⁵ *Adarand v. Slater*, 228 F.3d 1147 (10th Cir 2000), *Sherbrooke Sodding v. MDOT* (2001 US Dist Lexis 19565) (November 14, 2001), *Gross Seed v. Nebraska Department of Roads*, Case No. 4:00CV3073 (NB 2002), *Western States Paving v. Washington DOT*, Case No. C00-5204-RBL (WA 2003).

⁶ *Croson*, 488 U.S. 46, 109 S.Ct. at 720-21, 744-45.

Appeals upheld the relevance of data from the private marketplace to the establishment of a factual predicate for M/WBE programs.⁷

Within the context of these requirements, MGT designed its study to meet the following conditions:

- an in-depth review of the state’s contracting, purchasing, and M/WBE statutes, policies, procedures, and practices;
- a qualitative analysis of evidence as to whether there exists a history or pattern of behavior demonstrating that the state has declined or refused to award contracts to minorities or women that cannot be explained by any nonracial or nongender factors;
- a rigorous review of the state’s contracting records and files;
- specific identification of firms that are ready, willing, and able to conduct business with the state, by name, address, and types of services;
- personal interviews with state staff, M/WBEs, prime contractors, and subcontractors;
- identification of specific problems that affect both minority-owned and nonminority women-owned business enterprises and other firms in their attempts to obtain state contracts and subcontracts;
- presentation of data on disparities, if any, in the private sector commercial market;
- identification of those race- and gender-neutral remedies for each identified problem; and
- identification of narrowly tailored race- and gender-specific remedies to correct specific problems.

8.2 Findings and Results of Analyses

This section presents findings and results of analyses of procurement data provided to MGT by the State of New Jersey for this study.

FINDING 8-1: Relevant Market

The relevant market area in which at least 75 percent of New Jersey State dollars were spent during the five-year period for each work type category included the following geographic locations:

⁷ *Concrete Works IV*, at 69.

- **Professional Services** – the State of New Jersey; New York City; Philadelphia, Pennsylvania; Bucks County, Pennsylvania; Montgomery County, Pennsylvania; Kings County, New York; Cook County, Illinois; Washington, D.C.; Westchester County, New York; Delaware County, Pennsylvania; Los Angeles, California
- **Other Services** – the State of New Jersey; New York City; Philadelphia, Pennsylvania; Cook County, Illinois; Montgomery County, Pennsylvania; Bucks County, Pennsylvania; Los Angeles, California; Middlesex County, Massachusetts; and Nassau County, New York.
- **Goods and Commodities** – the State of New Jersey; New York City; Cook County, Illinois; Los Angeles, California; Philadelphia, Pennsylvania; Middlesex County, Massachusetts; Montgomery County, Pennsylvania; Bucks County, Pennsylvania; Orange County, California; Nassau County, New York; San Diego, California; Santa Clara, California; Washington, D.C.; and Allegheny County, Pennsylvania.

FINDING 8-2: M/WBE Utilization—General Findings

In the relevant market area, from fiscal years 2000 through 2004, total state procurement in dollars for minority-owned firms in the three categories of procurement for this study—Professional Services, Other Services, and Goods and Commodities—was less than 2 percent (\$97 million) of total spending (\$5.1 billion) for the five-year period of the study. By way of comparison, the State of Maryland spent 17 percent with M/WBEs in 2001; the State of Texas, 13 percent with M/WBEs in 2003; and the State of Florida, 11.8 percent with M/WBEs from FY 1997 to FY 2001.⁸

- As a percentage of total vendor utilization M/WBE utilization by the state was very low for the full five-year study period, ranging from 1.4 percent for Professional Services to 1.5 percent for Goods and Commodities, to 2.8 percent for Other Services.
- The state utilized only 1,248 unique minority vendors in the three procurement categories for this study during the five-year study interval (Professional Services, 195 M/WBEs; Other Services, 504 M/WBEs; Good and Commodities, 549 M/WBEs).
- Mean utilization per M/WBE firm by procurement category during the five-year study interval was approximately \$88,340 per Professional Services firm; approximately \$59,140 per Other Services firm; and approximately \$78,140 per Goods and Commodities firm.
- Mean utilization for nonminority male-owned firms by procurement category during the five-year study interval was approximately \$47,115 per Professional Services firm; approximately \$40,495 per Other Services firm; and approximately \$112,825 per Goods and Commodities firm.

⁸ Maryland: NERA, *Utilization of Minority Business Enterprises by the State of Maryland*, 2001; Texas: Texas HUB Office, *Historically Underutilized Business (HUB) Annual Report Received for Fiscal Year 2003*; North Carolina: MGT, *Disparity Study for the North Carolina Department of Administration*, 2003; Florida: State of Florida, Office of Supplier Diversity, *Annual Report FY 2000-2001*.

FINDING 8-3: New Jersey Vendor M/WBE Availability for Three Procurement Categories—Findings

- Relative M/WBE availability calculated from MGT’s Master Vendor list of available firms ranged between 4.74 percent for Other Services firms (5,310 M/WBEs) to 8.85 percent for Professional Services (4,129 M/WBEs) to 10.30 percent for Goods and Commodities firms (5,369 M/WBEs).
- Regarding M/WBE availability in the three categories of procurement as a percentage of overall vendor availability, for the Professional Services category, based on a review of state vendor data, our analysis revealed the following levels of availability:
 - African Americans 2.47%
 - Hispanic Americans 1.10 %
 - Asian Americans 1.47 %
 - Native Americans 0.07 %
 - Nonminority Women 3.74 %
- M/WBE availability of Other Services vendors in New Jersey as a percentage of overall vendor availability based on data provided to MGT data by state agencies was calculated by race, ethnicity, and gender category as follows:
 - African Americans 1.22 %
 - Hispanic Americans 0.67 %
 - Asian Americans 0.85 %
 - Native Americans 0.05 %
 - Nonminority Women 1.96 %
- M/WBE availability of Goods and Commodities vendors in New Jersey as a percentage of overall vendor availability based on data provided to MGT data by state agencies was calculated by race, ethnicity, and gender category as follows:
 - African Americans 2.71 %
 - Hispanic Americans 1.32 %
 - Asian Americans 1.74 %
 - Native Americans 0.10 %
 - Nonminority Women 4.45 %

FINDING 8-4: Utilization by Procurement Type Categories: General Findings

- For each year of the five-year study interval, M/WBE dollar utilization in the Professional Services category was uniformly low in each of the four agency categories, never exceeding 2.7 percent (Colleges/Universities, 2004).

- For each year of the five-year study interval, M/WBE dollar utilization in the Other Services category ranged, generally, from 1 to 4 percent across the four agency types, except during 2002 when Authorities utilized M/WBEs at a rate of 13.75 percent.
- For each year of the five-year study interval, M/WBE dollar utilization in the Goods and Commodities category ranged, generally, from 1 to 4 percent across all of the four agency types.

FINDING 8-5: Utilization in Dollars: Agency Type by Three Procurement Categories—Pre/Post-Set-Aside Program Comparison

- For the five-year period of the study in the Professional Services category, in terms of total dollars expended, M/WBE utilization by Commissions was 0.29 percent (increasing pre- to post-set-aside program from 0.23 to 0.45 percent); by Authorities, 0.62 percent (decreasing pre- to post-set-aside program from 0.80 percent to 0.43 percent); by Agencies, 1.55 percent (increasing pre- to post-set-aside program from 1.32 percent to 2.67 percent); and by Colleges/Universities, 1.84 percent (increasing pre- to post-set-aside program from 1.49 to 2.89 percent).
- For the five-year period of the study in the Other Services category, in terms of total dollars expended, M/WBE utilization by Commissions was 0.99 percent (decreasing pre- to post-set-aside program from 1.42 to 0.60 percent); by Authorities, 3.92 percent (decreasing pre- to post-set-aside program from 4.19 percent to 2.55 percent); by Agencies, 2.23 percent (decreasing pre- to post-set-aside program from 2.48 percent to 1.78 percent); and by Colleges/Universities, 2.98 percent (increasing pre- to post-set-aside program from 2.77 to 4.02 percent).
- For the five-year period of the study in the Goods and Commodities category, in terms of total dollars expended, M/WBE utilization by Commissions was 2.41 percent overall and for both the pre-set-aside program and post-set-aside program periods; respectively; by Authorities, 0.48 percent (increasing pre- to post-set-aside program from 0.30 percent to 3.82 percent); by Agencies, 1.18 percent (increasing pre- to post-set-aside program from 1.16 percent to 1.30 percent); and by Colleges/Universities, 3.23 percent (decreasing pre- to post-set-aside program from 3.51 to 2.33 percent).

FINDING 8-6: Unique Vendors Utilized by Three Procurement Categories—Pre/Post-Set-Aside Program Comparison

- For the five-year period of the study in the Professional Services category, in terms of unique vendors utilized, M/WBE vendor utilization was 0.77 percent, increasing from 0.62 percent during the pre-set-aside program period to 1.10 percent in the post-set-aside program period.

- For the five-year period of the study in the Other Services category, in terms of unique vendors utilized, M/WBE vendor utilization was 1.90 percent, increasing from 1.94 percent during the pre-set-aside program period to 2.14 percent in the post-set-aside program period.
- For the five-year period of the study in the Goods and Commodities category, in terms of unique vendors utilized, M/WBE vendor utilization was 2.38 percent, increasing from 2.19 percent during the pre-set-aside program period to 2.68 percent in the post-set-aside program period.

FINDING 8-7: M/WBE Utilization by Three Procurement Categories by Size of Purchase Order Award: Pre-Set-Aside Program/Post-Set-Aside Program Comparison

- In the Professional Services procurement category for dollar utilization relative to purchase orders valued at \$25,000 or less, from the pre- to post-set-aside program periods, M/WBE dollar utilization increased from 0.74 percent to 1.77 percent. For purchase orders valued at greater than \$25,000, M/WBE dollar utilization decreased from 4.22 to 3.93 percent.
- In the Other Services procurement category for dollar utilization relative to purchase orders valued at \$25,000 or less, from the pre- to post-set-aside program periods, M/WBE dollar utilization increased from 2.11 percent to 2.36 percent. For purchase orders valued at greater than \$25,000, M/WBE dollar utilization decreased from 3.00 to 1.94 percent.
- In the Goods and Commodities procurement category for dollar utilization relative to purchase orders valued at \$25,000 or less, from the pre- to post-set-aside program periods, M/WBE dollar utilization increased from 1.90 percent to 2.99 percent. For purchase orders valued at greater than \$25,000, M/WBE dollar utilization decreased from 2.89 to 1.40 percent.

FINDING 8-8: Disparities in Utilization Procurement Category: General Findings

- Disparities between M/WBE and non-M/WBE utilization in procurement by the State of New Jersey were consistently substantial in each of the three procurement categories. Non-M/WBEs experienced no substantial disparity.
- Professional Services – All M/WBEs for both the pre-set-aside program and post-set-aside program periods were substantially underutilized. Non-M/WBEs experienced no substantial disparity.
- Other Services – All M/WBEs but Native American-owned firms for both the pre-set-aside program and post-set-aside program periods were substantially underutilized. Non-M/WBEs experienced no substantial disparity.

- Goods and Commodities - All M/WBEs but Native American-owned firms for both the pre-set-aside program and post-set-aside program periods were substantially underutilized. Non-M/WBEs experienced no substantial disparity.

FINDING 8-9: Disparity Analyses for Three Procurement Categories by Four Agency Types: Pre-Set-Aside Program to Post-Set-Aside Program Comparisons

Exhibits 8-1 through 8-3 below reporting disparities in utilization for each of the agency and procurement categories by race, gender, and ethnicity for the pre-set-aside program, post-set-aside program, and five-year period of the study reveal that all M/WBE categories were substantially underutilized.

- Of the four agency types, M/WBE disparities were found most frequently in the Professional Services category, regardless of the period of the study.
- Although disparity in utilization by Authorities and Colleges/Universities was substantial, there were fewer instances of disparate M/WBE utilization in the Other Services category among the three procurement types.
- The agency type Colleges and Universities tended to utilize M/WBEs to a greater extent than other agency types.
- Comparing nonminority male firm utilization from pre-set-aside program to the post-set-aside program periods (i.e., four agency types by three procurement types by the category nonminority male firm—12 pre/post-set-aside program comparisons in all), nonminority male firms experiencing no disparity in the pre-set-aside program period continued to experience no disparity in utilization during the post-set-aside program period. That is, there was no instance in any agency for any procurement category in which nonminority male firms were underutilized.

**EXHIBIT 8-1
DISPARITY ANALYSES: PROFESSIONAL SERVICES BY AGENCY TYPE**

	Agencies	Authorities	Commissions	Colleges
Pre-set-aside program Total				
African Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Hispanic Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity

EXHIBIT 8-1 (Continued)
DISPARITY ANALYSES: PROFESSIONAL SERVICES BY AGENCY TYPE

	Agencies	Authorities	Commissions	Colleges
Post-set-aside program Total				
African Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Hispanic Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	No disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity
All Fiscal Years				
African Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Hispanic Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity

Source: MGT Master Vendor List, 2004

EXHIBIT 8-2
DISPARITY ANALYSES: OTHER SERVICES BY AGENCY TYPE

	Agencies	Authorities	Commissions	Colleges
Pre-set-aside program Total				
African Americans	* Underutilization	No Disparity	Underutilization	Underutilization
Hispanic Americans	* Underutilization	No Disparity	Underutilization	No Disparity
Asian Americans	* No Disparity	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity
Post-set-aside program Total				
African Americans	* Underutilization	No Disparity	Underutilization	No Disparity
Hispanic Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	No disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity
All Fiscal Years				
African Americans	* Underutilization	No Disparity	Underutilization	Underutilization
Hispanic Americans	* Underutilization	No Disparity	Underutilization	No Disparity
Asian Americans	* No Disparity	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity

Source: MGT Master Vendor List

**EXHIBIT 8-3
DISPARITY ANALYSES: GOODS AND COMMODITIES BY AGENCY TYPE**

	Agencies	Authorities	Commissions	Colleges
Pre-set-aside program Total				
African Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Hispanic Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity
Post-set-aside program Total				
African Americans	* Underutilization	No Disparity	Underutilization	Underutilization
Hispanic Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	No Disparity	No Disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity
All Fiscal Years				
African Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Hispanic Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Asian Americans	* Underutilization	Underutilization	Underutilization	Underutilization
Native Americans	* Underutilization	Underutilization	Underutilization	No Disparity
Nonminority Women	* Underutilization	Underutilization	Underutilization	Underutilization
Nonminority Firms	No Disparity	No Disparity	No Disparity	No Disparity

Source: MGT Master Vendor List

FINDING 8-10: Telephone Survey – Results of Regression Analysis

- As an aggregated group, M/WBE firms responding to the telephone survey earned revenue in 2003 on a par with non-M/WBE firms, except for African Americans, who earned significantly less than other M/WBEs and non-M/WBEs alike.
- Firm capacity and education level of firm ownership bore positively on 2003 earnings. The firm’s age—that is, the number of years it had been established—carried more statistical weight than did ownership experience, supporting the conclusion that more established firms tend to do more business.
- In terms of effects associated with three categories of business line—Professional Services, Other Services, and Goods and Commodities—the variable, Professional Services ownership, tended to correlate negatively with earnings, regardless of race, ethnicity, or gender.

FINDING 8-11: Anecdotal Evidence of Discrimination Against M/WBEs

- Roughly one in nine M/WBEs who participated in the telephone survey reported experiences of discrimination due to their race, ethnicity, or gender while conducting business. Of those firms, African Americans and Native Americans were more likely to note instances of discrimination.
- In terms of the nature of discrimination experienced, such instances tended most often to be verbal or through actions displayed by perpetrators. Among M/WBEs, African American vendors cited the highest incidence of discriminatory actions, and both African American and Hispanic American respondents cited the highest incidence of verbal forms of discrimination.
- Discrimination, regardless of its nature, tended to occur most often during the precontract phase of the respondent's relationship as potential subcontractors to alleged perpetrators. African Americans and Asian Americans cited their race as the most frequent basis of discrimination against them and, as expected, nonminority women respondents cited gender discrimination most frequently.

FINDING 8-12: Anecdotal Evidence of Barriers to doing work with the State

- Of the firm representatives who responded to questions about barriers to doing business, the following issues were cited most frequently: concerns about time allotted to prepare bids and quotes (34%); complaints about the availability and accessibility of information about pending projects (33%); limited knowledge of state contracting policies and procedures (33%); double standards for business-related inspections or follow-up led to exclusion from future contracts (31%); concerns about the size of contracts (24%); and expenses associated with bid preparation (22%).
- It is noteworthy that for nearly every category of barrier, African American respondents, as a group, cited the highest frequency of barriers encountered during attempts to procure business. Non-M/WBEs also noted barriers but to a lesser degree than M/WBEs.

FINDING 8-13: Experiences as a Vendor Doing Business in the State of New Jersey

- Firm representatives seemed to be most concerned about instances where bids or quotes were submitted to prime contractors and in which the potential subcontractor received no response (50%) and, for vendors in general, problems related to delayed payment for goods or services provided (60%). Generally, non-M/WBE vendors had experienced a lower frequency of negative experiences, but those non-M/WBEs who did so tended to note these two issues most frequently.

- African American-owned firms experienced being held to higher standards when doing business at much higher rates than other categories of firms.
- All categories had experienced frequent nonpayment for services or goods, especially Native American firms and nonminority firms, regardless of gender of ownership.

FINDING 8-14: Disparities in Private Sector Utilization, Business Start-Up and Self-Employment Earnings

- A significant disparity exists between the proportion of firms owned by women and minorities in the marketplace and the proportion of firms registered with and utilized by the State of New Jersey as compared with firms owned by nonminority males.
- A significant disparity exists between the proportion of firms owned by women and minorities registered with the State of New Jersey and the proportion of firms utilized by the State of New Jersey as compared with firms owned by nonminority males.
- There are lower rates of growth in sales, employees and sales per firm for firms owned by women and minorities than the overall rate of growth in the marketplace.
- There are disparities in entry into and earnings from self-employment by women and minorities after controlling for education, age, wealth, and other variables.
- There is a statistically significant difference between failure rates for M/WBEs compared with non-M/WBEs, which is consistent with our findings of lower earnings associated with M/WBEs.
- There is a slower rate of growth in the percentage of M/WBE firms utilized by the state for Other Services and Goods and Commodities.

8.3 Conclusions

Utilization of minority firms by the state was extremely low during the five-year period of this study both in relative and absolute terms, whether during the pre-set-aside program interval (FY 2000 through 2003) or the post-set-aside program period (FY 2004). Utilization of minority firms was low relative to any estimate of minority business availability, and relative to utilization by other states. Disparities were also evident after

controlling for the size of contract and firm characteristics. These facts stand out more sharply given that the Mid-Atlantic region of the United States is one of the strongest areas in the country for minority firms, a market characteristic driven primarily by federal procurement and strong M/WBE programs in neighboring state and local governments.

9.0 RECOMMENDATIONS

9.0 RECOMMENDATIONS

This chapter presents recommendations and commendations based on findings from MGT's study of New Jersey's procurement of Professional Services, Other Services, and Goods and Commodities. Recommendations are presented with reference to a comprehensive review of other M/WBE programs around the United States as well as extensive case law reviewing these programs and their statutes and regulations. Commendations are also included to acknowledge positive efforts by the state towards greater inclusion of M/WBEs in state procurement.

9.1 Recommendations and Commendations

9.1.1 Purchasing Recommendations

RECOMMENDATION 9-1: Contract Sizing

In surveys of and interviews with M/WBEs, contract size and performance bonds were issues mentioned frequently as barriers to utilization by the state. The state should concentrate its efforts on issuing contracts in smaller dollar amounts, thus expanding the opportunities that smaller M/WBE firms have to do business with New Jersey. As recommended in the OMB Contract Bundling Report, the state should consider limiting the use of contract bundling to those instances where there are considerable and measurable benefits such as decreased time in acquisition, at least 10 percent in cost savings, or improved contract terms and conditions.¹ A Contract Review Committee should be established to evaluate opportunities for contract sizing.

RECOMMENDATION 9-2: Procurement Cards

The State of New Jersey should require its procurement card vendor to provide reports of New Jersey spending with M/WBEs. This service is provided by several procurement card vendors. For example, the State of Virginia, which did not have either an M/WBE or SBE program until only recently, has nevertheless collected information on procurement card spending with M/WBEs for some time. In addition, the state should provide agencies with lists of M/WBEs to complement existing lists of certified firms to be used by agencies to track M/WBE utilization for procurement card purchases.

¹ Office of Management and Budget, "Contract Bundling—A Strategy for Increasing Federal Contracting Opportunities for Small Business" (October 2002).

RECOMMENDATION 9-3: State Contracts

The state should institute a policy to encourage purchasing staff to use M/WBEs that are on state contracts and identified as such when the state uses state contracts in purchasing. A number of states (Florida, New York, and North Carolina) indicate the M/WBE status of firms holding term contracts.

RECOMMENDATION 9-4: Small and Informal Purchases

Small purchases secured through informal procurement methods constitute an area in which buyers can become particularly comfortable with incumbent vendors, often to the continued exclusion of M/WBEs, although many agency buyers may believe they are performing adequately without appreciating fully the acceptable norms of buyer behavior when it comes to small, informal purchases. MGT found that M/WBEs won a smaller share of purchases (under \$25,000) generally procured through informal methods than purchases valued at greater than \$25,000, which requires a more formal procurement process. There are several potential approaches to address this problem. First, there should be a requirement to solicit M/WBEs, where available, for informal purchases. Second, the use of new M/WBE vendors can be an element in buyer evaluations. Third, taking a cue from “social norms marketing,” the state should publish data on utilization by agency of M/WBE vendors in informal purchases. These data should include analyses on median M/WBE dollar utilization by individual agencies, noting high levels of M/WBE utilization, the number of M/WBEs utilized by buyers, and the number of bid waivers applied for and accepted.

RECOMMENDATION 9-5: Debriefings

A number of M/WBEs complained about lack of information on projects, and, when their applications for state business have been rejected, lack of understanding as to why they are not securing opportunities with the state. The state should increase the frequency of public debriefing sessions after contract awards are made, particularly for those projects where there is sufficient M/WBE availability to compete for and win contracts.

COMMENDATION and RECOMMENDATION 9-6: Prompt Payment

New Jersey should be commended for having a prompt payment statute. Nevertheless, findings indicate that small and M/WBE vendors still have problems with prompt payment. Certain subcontractors that work on an early phase in a project can suffer from retainage withheld on long-lasting projects. Prompt payment policy should be adjusted to address these concerns. “Mobilization payments” represent one vehicle to address this issue by permitting a small percentage of a project’s value to be paid in advance to vendors to deal with project start-up costs and other early stage expenses. For example, in 2000, the City of Chicago revised its M/WBE ordinance to allow the City to make advance payments of up to 10 percent of the total contract value, up to a maximum of \$200,000.

9.1.2 M/WBE Program Recommendations

COMMENDATION and RECOMMENDATION 9-7: M/WBE Certification

The state should be commended for progress it has made towards a unified certification application in cooperation with other agencies in New Jersey and the Mid-Atlantic area.

The automation of state procurement should be synchronized with parallel automation of M/WBE certification. The City of Chicago, for example, utilizes on-line M/WBE certification to reduce paper work and a feature to identify applicants who have not submitted all of their certification paperwork. The M/WBE department also provides a guarantee of certification within 60 days if all the paperwork is submitted.

From anecdotal testimony provided by vendors and state staff about the persistence of “fronts” (firms representing themselves as M/WBEs without satisfying the necessary requirements) front firms are an ongoing problem. To address these abuses, the M/WBE Office should increase the number of firm site visits to supplement desk audits in the M/WBE certification and recertification process. Enforcement is also essential. In the City of Chicago, for example, vendors who misrepresent M/WBE participation are prevented from doing business with the City for up to three years.

RECOMMENDATION 9-8: Narrowly Tailored S/M/WBE Program

Recent developments in court cases involving federal DBE programs provide important insight regarding the design of local M/WBE programs. In January 1999, the United States Department of Transportation (USDOT) published its final DBE rule in Title 49, Code of Federal Regulations, Part 26 (49 CFR 26). In the latest round of the DBE litigation, the courts found the new DBE regulations to be narrowly tailored.² The federal DBE program indicates features listed in **Exhibit 9-1** that contribute to this characterization of a narrowly tailored, remedial procurement preference program. DOT regulations provide a variety of measures that put race- and gender-neutral techniques first and then use race- and gender conscious project goals as a supplemental device when race- and gender-neutral techniques are found inadequate to reduce disparity in DBE (or M/WBE) utilization. Our recommendation is that the state should consider the adoption of these features in any new narrowly tailored M/WBE program.

² *Adarand v. Slater*, 228 F.3d 1147 (10th Cir 2000), *Sherbrooke Sodding v. MDOT* (2001 US Dist Lexis 19565) (November 14, 2001), *Gross Seed v. Nebraska Department of Roads*, Case No. 4:00CV3073 (NB 2002), *Western States Paving v. Washington DOT*, Case No. C00-5204-RBL (WA 2003).

**EXHIBIT 9-1
NARROWLY TAILORED M/WBE/DBE PROGRAM FEATURES**

Narrowly Tailored Goal-Setting Features	DBE Regulations
The state should not use quotas	49 CFR 26(43)(a)
The state should use race- or gender-conscious set-asides only in extreme cases	49 CFR 26(43)(b)
The state should meet the maximum amount of M/WBE goals through race-neutral means	49 CFR 26(51)(a)
The state should use contract goals only where race-neutral means are not sufficient	49 CFR 26(51)(d)
The state should use goals only where there are subcontracting possibilities	49 CFR 26(51)(e)(1)
If the state estimates that it can meet the entire goal with race-neutral means, then the state should not use contract goals	49 CFR 26(51)(f)(1)
If it is determined that the state is exceeding its goal, then the state should reduce the use of contract goals	49 CFR 26(51)(f)(2)
If the state exceeds goals with race-neutral means for two years, then the state should not set contract goals the next year	49 CFR 26(51)(f)(3)
If the state exceeds goals with contract goals for two years, then the state should reduce use of contract goals the next year	49 CFR 26(51)(f)(4)
If the state uses goals, then the state should award only to firms that made good faith efforts	49 CFR 26(53)(a)
The state should give bidders an opportunity to cure defects in good faith efforts	49 CFR 26(53)(d)

Source: USDOT Rule, Title 49, Code of Federal Regulations, Part 26, 2003.

RECOMMENDATION 9-9: M/WBE Goals

This study provided evidence to support the establishment of a moderate program to promote M/WBE utilization, including reestablishing an M/WBE office. This conclusion is based on disparity in current M/WBE utilization, disparities in the private marketplace, disparities in the registration and utilization of M/WBEs, and evidence of discrimination in business formation and revenue earned from self-employment. The state should tailor its minority participation programs to remedy each of these specific disparities. These goals should be addressed primarily by good faith efforts requirements, breaking up large contracts, M/WBE participation in a Small Business Enterprise (SBE) program (discussed below), and similar efforts. Any race-conscious program elements should be implemented along the lines suggested by the USDOT DBE program (**Exhibit 9-1** above).

Exhibit 9-2 provides guidance on setting initial annual goals for an M/WBE program. These M/WBE goals by business category are annual goals, not rigidly set project goals. Each project should be reviewed individually to establish project-specific M/WBE goals. Goals should be adjusted each year according to the utilization of M/WBEs by business category, gradually reducing race- and/or gender-conscious goals and increasing race-

and gender-neutral goals. The ultimate objective is to eliminate the need for a race- and/or gender-based program and to replace it completely with race- and gender-neutral options.

To establish a benchmark for goal setting, goals should be based on relative M/WBE availability. M/WBE goals based on vendor availability are reasonable, if not conservative. Total M/WBE goals range from 3.8 percent (Other Services) through 7.1 percent (Professional Services) to 8.3 percent (Goods and Commodities). As noted above, M/WBE vendor availability is significantly lower than relative M/WBE availability found in the 1997 census. New Jersey's low relative M/WBE vendor availability may reflect the fact that M/WBEs are dissuaded from pursuing opportunities with the state because of perceptions of state procurement as a relatively closed system. By way of comparison, a study of the State of Maryland found overall M/WBE vendor availability of 26.9 percent.³

**EXHIBIT 9-2
RECOMMENDED RACE- AND GENDER-SPECIFIC AND NEUTRAL GOALS FOR
EACH BUSINESS CATEGORY BY RACE/ETHNIC/GENDER CLASSIFICATION**

Business Category by M/WBE Classification	% of Dollars¹	% of Available Firms²	Disparity Index Goal - 80.0%
Professional Services			
African Americans	0.2%	2.5%	2.0%
Hispanic Americans	0.1%	1.1%	0.9%
Asian Americans	0.4%	1.5%	1.2%
Native Americans	0.0%	0.1%	0.1%
Nonminority Women	0.8%	3.7%	3.0%
Other Services			
African Americans	0.8%	1.2%	1.0%
Hispanic Americans	0.5%	0.7%	0.5%
Asian Americans	0.5%	0.9%	0.7%
Native Americans	0.1%	0.1%	0.0%
Nonminority Women	0.9%	2.0%	1.6%
Goods and Commodities			
African Americans	0.4%	2.7%	2.2%
Hispanic Americans	0.4%	1.3%	1.1%
Asian Americans	0.3%	1.7%	1.4%
Native Americans	0.1%	0.1%	0.1%
Nonminority Women	0.4%	4.5%	3.6%

Source: MGT Master Vendor List, 2004

¹ The percentage of dollars is taken from the prime utilization exhibit previously reported in Chapter 4.0.

² The percentage of available contractors was derived from state agency certified vendor data.

³ NERA, Utilization of Minority Business Enterprises by the State of Maryland, 2001.

In the course of implementing such a race-conscious goal program, the following should also be considered.

- The state should conduct an annual review of its budget and establish annual goals, in dollars and percentages, consistent with M/WBE availability, for each M/WBE group that has demonstrated significant disparity.
- Annual goals for each ethnic group and women should reflect M/WBE availability as referenced in this report. The purpose of annual participation goals is to assist the state in monitoring the success of the remedial program. Currently, the state does not have a method of locating M/WBE participation on the continuum between the current level of disparity and full participation (disparity index of 100).
- The program should be time limited, and graduation criteria should be established for each participating M/WBE category.
- New Jersey should target race- and gender-specific programs for firms located in the relevant market area in each of the three business categories presented in this study—Professional Services, Other Services, and Goods and Commodities.
- The burden of compliance with M/WBE goals should not fall disproportionately to a few departments, absent a legitimate business reason for uneven distribution of M/WBE spending by department.

RECOMMENDATION 9-10: Good Faith Efforts and M/WBE Subcontracting

The state should develop detailed guides for good faith efforts to be undertaken by vendors when dealing with M/WBEs as potential subcontractors on large contracts for Goods and Commodities. One example of such a guide, grading effort on a scale of 155 points in ten categories of effort, was developed by the State of North Carolina for construction contractors (see **Exhibit 9-3**). North Carolina requires a minimum of 50 points in good faith efforts, although 10 of these points are met by attending mandatory pre-bid conferences.

**EXHIBIT 9-3
STATE OF NORTH CAROLINA
POINT VALUES FOR GOOD FAITH EFFORTS UNDERTAKEN TO PROMOTE
M/WBE UTILIZATION**

Good Faith Efforts	Point Values
Attending any prebid meetings scheduled by the public owner.	10
Contacting minority businesses that reasonably could have been expected to submit a quote and that were known to the contractor or available on state or local government maintained lists at least 10 days before the bid or proposal date and notifying them of the nature and scope of the work to be performed.	10
Making the construction plans, specifications, and requirements available for review by prospective minority businesses, or providing these documents to them at least 10 days before the bid or proposals are due.	10
Working with minority trade, community, or contractor organizations identified by the Office for Historically Underutilized Businesses and included in the bid documents that provide assistance in recruitment of minority businesses.	10
Breaking down or combining elements of work into economically feasible units to facilitate minority participation.	15
Negotiating in good faith with interested minority businesses and not rejecting them as unqualified without sound reasons based on their capabilities. Any rejection of a minority business based on lack of qualification should have the reasons documented in writing.	15
Providing assistance in getting required bonding or insurance, or providing alternatives to bonding or insurance for subcontractors.	20
Negotiating joint venture and partnership arrangements with minority businesses in order to increase opportunities for minority business participation on a public construction or repair project when possible.	20
Providing quick pay agreements and policies to enable minority contractors and suppliers to meet cash-flow demands.	20
Providing assistance to an otherwise qualified minority business in need of equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisting minority businesses in obtaining the same unit pricing with the bidder's suppliers in order to help minority businesses in establishing credit.	25

Source: Official North Carolina Administrative Code, 301.0102—Good Faith Efforts, 2003.

RECOMMENDATION 9-11: Bidder Rotation and Price Preferences

Because of the very low levels of utilization in state procurement, the state should consider a system of bidder rotation as well as the occasional use of M/WBE bid preferences. These more aggressive techniques should be used as a supplement to the other programmatic initiatives discussed in these recommendations. Some types of aggressive procurement measures that have been used by other agencies include:

- **Quick Bid Program.** Typically, a Quick Bid program targets contracts less than \$500,000. In this program the agency solicits bids via telephone and fax from a minimum of six contractors on a rotating basis. The period between bid, award, and contract start is generally not more than six weeks. The Port Authority of New York and New Jersey has a Quick Bid program.
- **Price Preferences.** In this procurement method the agency provides a price preference of up to 10 percent to M/WBEs for commodity and service procurements of less than a certain dollar figure. The City of Phoenix selectively provides price preferences for M/WBEs in its procurement, 5 percent for contracts up to \$250,000 and 2.5 percent for contracts between \$250,000 and \$500,000.

RECOMMENDATION 9-12: Promoting M/WBE Collaboration

M/WBE capacity can be increased by encouraging joint ventures among M/WBEs. For example, in Oregon, the Northeast Urban Trucking Consortium, an organization comprising seven M/WBE independent trucking firms with 15 trucks, joined together to win a \$2 million trucking contract.

COMMENDATION AND RECOMMENDATION 9-13: Small Business Enterprise Program

For projects advertised currently on the state procurement Web site, nearly one-third were either SBE set-asides or had SBE goals. New Jersey should be commended for its long-standing SBE program, its sophisticated SBE size definition, the setting of SBE subcontracting goals, and its use of race-neutral, small business set-asides similar to those used by the federal government, Florida, Port Authority of New York and New Jersey, and other state and local government agencies.⁴

A strong SBE program is at the center of maintaining a narrowly tailored program to promote M/WBE utilization. The City of Charlotte's SBE program provides further guidance on SBE features, including:

- setting SBE goals for both formal and informal contracts;
- setting department goals for SBE utilization;
- for bidders who wish to subcontract, requiring well-defined, good faith negotiations by bidders with SBEs;
- mandating well-defined SBE bidder outreach efforts;
- making SBE utilization part of department performance review;

⁴ The federal government, Florida, Port Authority of New York and New Jersey, and other state and local government agencies also employ small business set-asides. For the federal government every acquisition of goods and commodities anticipated to be between \$2,500 and \$100,000 is set aside exclusively for small businesses unless the contracting officer has a reasonable expectation of fewer than two bids by small businesses. *Federal Acquisition Regulations* 19.502-2.

- rejecting bids for bidder noncompliance with the SBE program;
- encouraging women and minority participation in the SBE program; and
- imposing mandatory subcontracting clauses where such clauses would promote SBE and M/WBE utilization⁵ and be consistent with industry practice.

RECOMMENDATION 9-14: HUBZones

Another SBE program variant provides incentives for SBEs located in distressed areas. For example, under the 1997 Small Business Reauthorization Act, the federal government started the federal HUBZone (Historically Underutilized Business Zone) program. A HUBZone firm is a small business that is: (1) owned and controlled by U.S. citizens; (2) has at least 35 percent of its employees who reside in a HUBZone; and (3) has its principal place of business located in a HUBZone.⁶ The City of New York has a HUBZone type program providing subcontracting preferences to small construction firms (with less than \$2 million in average revenue) that either perform 25 percent of their work in economically distressed areas or for which 25 percent of their employees are economically disadvantaged individuals.⁷

HUBZone programs can serve as a vehicle for encouraging M/WBE contract utilization. Nationally there are 4,743 women and minority HUBZone firms, representing 58.2 percent of total HUBZone firms.⁸ In New Jersey, there are 102 women and minority HUBZone firms, representing 64.2 percent of total HUBZone firms in the state.

COMMENDATION AND RECOMMENDATION 9-15: Commercial Antidiscrimination Rules

New Jersey should be commended for having general commercial nondiscrimination provisions. Some courts have noted that putting in place antidiscrimination rules is an important component of race-neutral alternatives.⁹ Nationally, some agencies have adopted requirements to ensure that their procurement is not discriminatory (e.g., San Diego, Seattle, Columbia, S.C., and Charlotte, N.C.).

A complete antidiscrimination policy would provide:

- a mechanism whereby complaints may be filed against firms that have discriminated in the marketplace;

⁵ San Diego as part of its Subcontractor Outreach Program (SCOPE) has mandatory outreach, mandatory use of subcontractors, and mandatory submission of an outreach document. Whether a contract has subcontracting is determined by the engineer on the project.

⁶ 13 C.F.R. 126.200 (1999). The State of California provides a 5 percent preference for a business work site located in state enterprise zones and an additional 1-4 percent preference (not to exceed \$50,000 on goods and commodities contracts in excess of \$100,000) for hiring from within the enterprise zone. Cal Code Sec 4530 et seq. Minnesota's bid preferences are limited to small businesses operating in high unemployment areas.

⁷ New York Administrative Code § 6-108.1. For a description of the New York local business enterprise program see <http://www.nyc.gov/html/sbs/html/lbe.html>.

⁸ Based on the SBA pro-net database located at <http://pro-net.sba.gov/pro-net/search.html>.

⁹ *Engineering Contractors v. Dade County*, 943 F.Supp 1546 (SD Fla 1996).

- due process, in terms of an investigation by agency staff;
- a hearing process before an independent hearing examiner;
- an appeals process to the agency manager and ultimately to a court;
- a mechanism whereby complaints may be filed against firms that have discriminated in the marketplace; and
- imposition of sanctions for noncompliance, including:
 - disqualification from bidding with the agency for up to five years;
 - termination of all existing contracts; and
 - referral for prosecution for fraud.

COMMENDATION and RECOMMENDATION 9-16: Access to Capital

The state should be commended for its efforts to improve the access to capital to M/WBEs. These efforts include the New Jersey Transit Authority Small Business Loan Program and financial assistance efforts developed by the New Jersey Development Authority (both described in Chapter 3.0).

Other examples of lending assistance programs from other agencies include:

- Linked deposit programs are vehicles for providing lower interest rates on loans for small and minority business, nonprofits, and housing development. Agencies use linked deposit programs to subsidize lower rates for business and housing loans by accepting a lower rate on their deposits with participating financial institutions. For example, for the past ten years the New York State Linked Deposit program has provided two-year financing at reduced rates to small and minority businesses, making loans of up to \$10 million to certified M/WBEs and SBEs that have been awarded agency contracts. To participate, service businesses must have fewer than 100 employees and not be dominant in their field of operation. Firms eligible for a 3 percent interest rate reduction on loans include defense companies, certified M/WBEs, and businesses located in either economic development zones or highly distressed areas.¹⁰
- The Maryland Small Business Development Finance Authority (MSBDF) offers financing for M/WBEs through the following programs:
 - the Contract Financing Program, which provides loan guarantees and direct working capital and equipment loans to socially or economically disadvantaged businesses that have been awarded public contracts;

¹⁰ Montgomery County, Maryland, and Chicago are other agencies with noteworthy linked deposit programs.

- the Equity Participation Investment Program, which provides direct loans, equity investments and loan guarantees to socially or economically disadvantaged-owned businesses in franchising, in technology-based industries, and for business acquisition; and
- the Long-Term Guaranty Program, which provides loan guarantees and interest rate subsidies.
- The State of Florida's Loan Mobilization Program, in which minority firms awarded a state contract can qualify for a state-backed loan of between \$5,000 and \$250,000 for project-specific purposes. Florida also has a program to aid franchise ownership. Agencies have collaborated with the Emerging Market program in the International Franchise Association to assist minority franchising opportunities.

COMMENDATION AND RECOMMENDATION 9-17: Management and Technical Services

The state should be commended for current efforts of the New Jersey Commerce and Economic Growth Commission in providing management and technical services to M/WBE firms securing contracts with New Jersey agencies.

These efforts could be strengthened by contracting with an outside management and technical assistance provider to provide needed technical services, particularly in the area of loans and bonding. Such a contract should be structured to include providing incentives to produce results, such as the number of M/WBEs being registered as qualified vendors with the state and the number of M/WBEs graduating from subcontract work to prime contracting. For example, the Port Authority of New York and New Jersey has a three-year fee-for-service contract with the Regional Alliance for Small Contractors capped at \$275,000.¹¹ Previously, the contract was a flat grant, but it was changed to a fee-for-service arrangement to reward creative uses of financial resources. Similarly, the City of Phoenix tracks its management and technical assistance to determine if training correlates positively with contract awards.

COMMENDATION and RECOMMENDATION 9-18: M/WBE Program Data Management

It is imperative for the state to closely monitor the utilization of all businesses by race, ethnicity, and gender over time to determine whether or not the small contractors program has the potential to eliminate race and gender disparities without applying specific race and gender goals. The state is still behind schedule in its tracking of M/WBE spending. New Jersey should review the development of the Web-based HUBSCO system in North Carolina to track spending with M/WBEs across all state agencies, colleges, and universities.

¹¹ The Regional Alliance was started in 1989. For general background on the Regional Alliance see Timothy Bates, "Case Studies of State Minority Business Assistance Programs," report for the U.S. MBDA, September 1993.

The state should also require that all contractors maintain data for subcontractors they have employed for a New Jersey project. This includes all subcontractors utilized (minority, women, and nonminority), the total amount paid, and the race/ethnicity/gender of the owner. These data should be submitted to the state before the prime contractor's final payment for services.

For future availability analysis, it is also equally important to identify not only the number of prime vendors but the number of subcontractors available. Because the state does not collect these data, it is limited in its ability to assess true vendor availability. To assist future availability analyses, New Jersey should require all contractors to submit a list of all subcontractors contacted in preparation of their bid package. The list of potential subcontractors should include the proposed service, bid amount, and the race/ethnicity/gender of the business owner(s). These data should be analyzed and reviewed at least annually and the SBE program adjusted according to review results.

COMMENDATION and RECOMMENDATION 9-19: M/WBE/SBE Outreach

The state, particularly some of the universities, should be commended for providing M/WBE and SBE outreach workshops and seminars. Nevertheless, the number of M/WBEs utilized remained extremely low given the significant number of M/WBEs in New Jersey and neighboring states. According to census data there were 25,625 minority-owned firms and 29,047 women-owned firms with paid employees in New Jersey alone in the 1997 census, representing 13.2 percent and 14.9 percent of all firms in the state, respectively. Moreover, the Mid-Atlantic states constitute one of the largest pools of M/WBEs in the country. In Region III of the SBA (New Jersey, Maryland, Delaware, West New Jersey, and Washington, D.C.) there were 1,655 firms (certified disadvantaged firms) with more than \$1.2 billion in contracts in FY 2000.¹²

There are several vehicles by which state outreach efforts can be strengthened.

- A reconstituted M/WBE Office should provide more frequent forecasts of business opportunities to SBE and M/WBE vendors.
- A reconstituted M/WBE Office should partner with federal procurement efforts to market to M/WBE firms in the region.
- Agencies should feature M/WBEs in employee newsletters to promote awareness of available M/WBEs.
- The effectiveness of M/WBE outreach can be improved by classifying businesses into three categories:
 - Category A: Firms that are new to government contracting. These firms should be directed to the Procurement Technical Assistance Center (PTAC), the Small Business Development Center (SBDC), and the Minority Business Development Center (MBDC).

¹² SBA, "The Report to the U.S. Congress on the Minority Small Business and Capital Ownership Development Program for the Fiscal Year 2000" (2001).

- Category B: Firms familiar with government contracting in general but not with the particular agency. These firms should be handled via an enhanced Web site that answers routine questions and provides quarterly group seminars regarding agency procurement protocol.
- Category C: Firms that already have government contracts and are looking for more specific assistance. Some agencies allow for new businesses to have 15-minute presentations of corporate capabilities to agency program managers. The state can also provide unsuccessful bidders with feedback and can brief M/WBEs on quality assurance standards.

COMMENDATION and RECOMMENDATION 9-20: M/WBE Web site

The State of New Jersey should be commended for the information provided by its Web site, including information on business opportunities, uniform certification application, SBE program descriptions, and state financing programs. Examples of additional information include: a database of M/WBE vendors, M/WBE office description, bid tabulations, status of certification applications, “how to do business” information, direct links to on-line purchasing manuals, firm capacity and experience information on certified firms, and forecasts of potential business opportunities available to M/WBE vendors. Detail should also be provided in the FAQ section of an M/WBE office Web site to answer routine vendor questions.

A reconstituted M/WBE office should also review some of the novel forms of outreach on the Internet employed by other agencies across the nation. For example, the Illinois Department of Transportation (IDOT) established a *Contractor Marketplace* electronic bulletin board that allows prime and subcontractors to post information on bid opportunities and solicitations of M/WBE subcontractors.¹³ IDOT is planning to give subcontractors and suppliers the ability to transmit quotes electronically to prime contractors in specific work categories. The IDOT *Contractor Marketplace* also posts a *Small Contracts List* and *Pay Items* on-line. This procedure facilitates contractor identification of bid opportunities from detailed Pay Item reports. Likewise, the Regional Alliance of Small Contractors Opportunities Clearinghouse in New York provides a Web-based forum for small contractors to interact with large construction firms and public development agencies.

RECOMMENDATION 9-21: Reestablish an M/WBE Office

A reestablished M/WBE program is a more complex and challenging program than the prior M/WBE program, for several reasons. First, the state should reject bids for noncompliance with the new SBE program, demonstrating that the program does have “teeth.” Second, a reconstituted M/WBE program will require training of staff in procurement that recognizes the need for M/WBE participation. Third, New Jersey should add several new business development initiatives, including the proposed financial assistance and management assistance initiatives suggested in Recommendations 9-16 and 9-17. Fourth, certification audits should be increased. A reconstituted M/WBE office should be staffed to meet these new responsibilities.

¹³ <http://www.dot.state.il.us/const/wrkat.html>.

Finally, a reconstituted M/WBE office should develop measures to gauge the effectiveness of efforts. Possible measures include:

- number of new certified firms;
- growth in percentage of M/WBE utilization by the state;
- number of firms that receive bonding;
- number of firms that successfully graduate from the M/WBE program;
- percentage of M/WBE utilization for informal contracts;
- growth in the number of M/WBEs utilized by the state;
- number of joint ventures involving M/WBEs;
- procurement card utilization of M/WBEs; and
- largest contract won by an M/WBE.

These measures should be integrated into a “balanced scorecard.” The balanced scorecard model of management engineering seeks to align an organization with its strategy by identifying key initiatives necessary to realize that strategy and mobilize the organization’s staff. Using measures and targets, the scorecard creates feedback loops that evaluate an agency’s progress against that strategy.

The scorecard for the public sector is composed of five perspectives: the value/benefit perspective, the customer perspective, the financial perspective, the internal process perspective, and the human resource/learning perspective.¹⁴ A scorecard can then be constructed as follows in **Exhibit 9-4**.

¹⁴ For the public sector minority business development programs the “value/benefit” component is the value of minority business development to the state; the “financial perspective” would be the cost of minority business development programs (including their social costs); the “customer perspective” would include perspective of minority businesses and other minority business development agencies; the “internal process” perspective would be the process of achieving the goals of minority business development; and the “HR/learning” perspective would involve staff development.

**EXHIBIT 9-4
SAMPLE BALANCED SCORECARD**

Perspective	Goal	Measure	Target	Initiative
Value/Benefit				
Financial				
Customer				
Internal Process				
HR/Learning				

Source: Kaplan, R., and Norton, D. "Strategy Maps: Converting Intangible Assets into Tangible Outcomes" 2004.

These elements can be then combined into a "strategy map" that would provide a checklist for the strategy of minority business development for the State of New Jersey.¹⁵

¹⁵ Further details on the application of strategy maps to the public sector can be found in Robert Kaplan and David Norton, "Strategy Maps: Converting Intangible Assets into Tangible Outcomes" (2004).

APPENDICES

APPENDIX A:

***NEW JERSEY STATE AGENCIES,
AUTHORITIES, COMMISSIONS AND
COLLEGES/UNIVERSITIES
PARTICIPATING IN THE STUDY***

APPENDIX A
New Jersey State Agencies, Authorities, Commissions & Colleges/Universities Participating in the Study

Agency Name:	Abbreviation Used In Study:
Department of Agriculture	NJCFS
Department of Banking & Insurance	NJCFS
Department of Commerce	NJCFS
Department of Community Affairs	NJCFS
Department of Corrections	NJCFS
Department of Education	NJCFS
Department of Environmental Protection	NJCFS
Department of Health & Senior Services	NJCFS
Department of Human Services	NJCFS
Department of Judiciary	NJCFS
Department of Labor	NJCFS
Department of Law & Public Safety	NJCFS
Department of Legislature	NJCFS
Department of Military & Veterans' Affairs	NJCFS
Department of Personnel	NJCFS
Department of Public Broadcasting	NJCFS
Department of State	NJCFS
Department of Treasury	NJCFS

Authority Name:	Abbreviation Used In Study:
NJ Economic Development Authority	NJEDA
NJ Sports & Exposition Authority	NJSEA
NJ Transit Authority	NJTA
NJ Turnpike Authority	NJTP
NJ Water Supply Authority	NJWSA
South Jersey Transit Authority	SJTA
NJ Health Care Facility Finance Authority	HMFA
Casino Reinvestment Development Authority	CRDA
Garden State Parkway Authority	GSP

Commission Name:	Abbreviation Used In Study:
NJ Commerce & Economic Growth Commission	NJEGC
NJ Meadowlands Commission	MEADOWLANDS
New Jersey District Water Supply	NJDWS

College/University Name:	Abbreviation Used In Study:
College of New Jersey	CNJ
Kean University	KEAN
Montclair State University	MONTCLAIR
New Jersey City University	NJCU
Ramapo College	RAMAPO
Richard Stockton College	STOCKTON
Rowan University	ROWAN
Rutgers University	RUTGERS
Thomas Edison State College	EDISON
William Paterson University	WPU
University of Medicine & Dentistry of New Jersey	UMDNJ
New Jersey Institute of Technology	NJIT

APPENDIX B:

***NEW JERSEY PROCUREMENT
STAFF INTERVIEW GUIDE***

APPENDIX B
New Jersey State Procurement Staff Interview Guide

Employee name: _____

Current position: _____

Section or unit: _____

Years with division: _____

Years with Agency: _____

Supervisor's name: _____

Phone number: _____

Interviewer: _____ **date:** _____

Introduction

The purpose of this interview is to collect information that will

- Shape recommendations for the study
- Identify barriers, if any, to MWBE utilization
- Provide background to the data analysis
- Identify any special issues that need to be addressed in the study

Organization of the purchasing function

- Please describe the organization of purchasing/[construction/engineering]?
- Is construction in engineering? Building services? Handled by outside firm/construction manager?
- What are your roles and responsibilities within your division or section? How many people do you supervise?
- What services does purchasing/construction provide to other depts.
- Is there consolidated purchasing with any other government agency??
- What are the responsibilities & objectives? (standard list see manual)
- Please describe what are the parameters of centralized purchasing and decentralized purchasing?

Documentation

- Is there a purchasing manual? Is the manual required by state law?
- Has the manual been revised? When?
- Is there anything not adequately documented?
- Has there been a legal review of agency purchasing policy?
- Any other outside consultant produced a written review of purchasing office/construction?

Summary of governing authorities

- What are the authorization & delegation levels for purchasing/construction?
- Should thresholds be changed?

Goods

Informal bids

- What are the requirements for informal bids?
- MWBEs shut out because of lack of notice?

Procurement card

- Does the agency track by MWBE utilization?
- Does the agency provide list of MWBEs for staff to use with the procurement card?

Formal bids

- What are the requirements?
- What Types of contract covered?
- What are the exemptions?
- What are the requirements for public advertising?
 - Black press?
 - Solely electronic notification of bids?
 - Are bids/RFPs placed on the agency web site? The State web site?
 - Legal requirement to send to bidders list?

State contracts and cooperative contracts

- Are there items that must be purchased off of state contract?
- Are MWBEs identified on state contracts?
- Is there a policy of promoting use of MWBEs on state contracts
- Have state contracts been a barrier to MWBE utilization, e.g., MWBE auto dealer has lower price than state contract but still not used
- Have there been any efforts to get MWBEs on state contracts?

E-procurement

- What is the status of agency utilization of e-procurement?
- Has e-procurement been a barrier to MWBEs due to:
 - Technology requirements?
 - Fees?
 - Other?

Piggy backing

- Is piggy backing allowed?
- Is piggy backing a barrier to MWBE utilization?
- Has piggy backing been used to promote MWBE utilization?

Technology purchases procedures

- What is the procurement methodology: best overall proposal?
- Has proprietary technology been an obstacle to MWBE utilization
- Has renewal of annual contracts been an obstacle to new vendors?

Services

Competitive sealed proposals.

- Any state requirements on the procurement of services?
- Evaluation criteria for RFPs?
- How are selection committees chosen?
- Does procurement policy allow for bidder negotiation?
- Do MWBEs have particular problems in responding to RFPs?

General purchasing provisions

Bonding requirements

- What are the payment, bid, performance bond requirements?
- Does the agency require bonds when bonds are not legally required?
- Does the agency waive bonds?
 - Have there been any complaints about the arbitrariness of bond waivers?

Insurance

- Does the agency use wrap up insurance?

Change orders

- Any complaints of abuse of change orders?

Sole source.

- Complaints of excessive use of sole source procurement to avoid procurement rules?

Specifications

- Are there any restrictions on formal bid specifications?
- Does the agency use brand name along with “or approved equal”?
- Have there been complaints about exclusionary specifications?

Contract bundling

- Areas where contract bundling been an issue for MWBE utilization? In what procurement areas?
- Has there been any cost benefit analysis of bundling?

Bidder requirements

- Is there a bidder list? Is it required by state statute?
- Are bidders subject to prevailing wage laws?
- Must vendors register with the State?
- Does the agency send solicitations to bidders who don't respond?
- What are the licensing requirements for vendors?
- Is there electronic notification of bidders?
- Specific authority to disqualify?
- Is there bidder rotation?
- Are there pre qualification requirements for vendors?

Vendor relations

- Is there vendor performance evaluation?
- Is there an informal vendor watch list?
 - Entitled to a hearing?
 - Are MWBEs on informal watch lists without their knowledge?
- Are there grievance procedures for vendors?
- Have there been complaints about arbitrary inspections by MWBEs?

Prompt payment policy

- What is the agency policy on prompt payment?
- Does the agency ever pay subs directly?
- Is there State law on prompt payment?
- Have there been complaints about prompt payment ?

Litigation involving purchasing

- Has there been litigation involving the MWBE program?
- Has there been litigation involving bid specifications?
- Has there been litigation involving bid rigging?
- Has there been litigation involving other procurement issues?
- If so, are complaints, expert witness reports, depositions available?

Remedial programs

Historical background on MWBE

- When did the MWBE program start?
- What impact did the *Croson* decision have on the program?
- Has there been a disparity study conducted?
- What are the MWBE goals? Have the MWBE goals changed?

MWBE office

- Does the MWBE office have a mission statement?
- Have there been changes in the office?
- Is the MWBE office located in what department? (has it moved?)
- What is the level of staffing?
- Does the agency have prior MWBE annual reports?
- Does the agency have prior MWBE utilization reports?
- Does the agency produce MWBE annual plans? Department MWBE plans?
- Do MWBE office staff sit on selection committee?
- Is there an MWBE advisory committee
- Does the MWBE office have critical incident reports? Complaints of unfair practices

MWBE certification

- Does the agency participate in uniform certification? Is there a common certification form across agencies?
- Does the agency have a sample certification forms?
- Have fronts been an issue?
- Does the agency have an appeals process of certification denials?
- Does the agency conduct site visits or desk audits for certification?
- Is certification committee?
- Is licensing or other capacity information required for certification?
- Recertification is required annually? Every two years? Other?
- Does the agency produce certification reports with data on applications and denials?

Reporting MWBE spending.

- Are final payment affidavits required?
- How does the report data-full amount paid to brokers?
- Does the agency track majority subcontractors?

Program features

- Does the MWBE program use:
 - Set-asides?
 - Goals?
 - Bid preferences?
 - Mandatory joint ventures?
 - Points, bonuses on RFPs for MWBE utilization?
- Are there any efforts to help MWBEs in small purchases and procurement cards?
- Are MWBE goals imposed if the vendor does not intend to sub out work?
- Is there scheduled sunset for the program?

Pre bid activity

- Formal: package to facilitate MWBEs that are licensed, bonded?
- Solicit MWBEs?
- Is outreach to MWBEs required for informal contracts?

Goal setting

- Are goals based on availability & capacity?
- Are MWBE goals set for each project?
- Good faith efforts accepted?
 - What are the good faith requirements?
 - Have any contract ever been deemed to fail good faith?
- Is subcontracting required?
- Do MWBE primes have to meet MWBE subcontracting goals?

DBE program (where applicable)

- What are the DBE goals?
- What is the race neutral component the DBE goals?
- Are there reports on the DBE program?
- Has the agency produced a DBE program document?
- What is the status of unified DBE certification?

Race and gender neutral programs

Small business enterprise

- Does the agency have an SBE program?
- Does the SBE Program use set asides, bid preferences? Goals? Good faith efforts?
- What are the small business size standards? SBA or alternative?
- What level of MWBE participation is there in the SBE program?
- SBE on web site-what does this mean?

Other

- Does the agency have a commercial non discrimination business policy?
- Does the agency have local business preferences?
- Does the agency have a HUBzone program?

Business development programs

Financial assistance

- Does the agency have a linked deposit program?
- Does the agency have a two-party check program?
- Does the agency have a other loan programs?
- Does the agency have a bonding program?
- Other local loan programs?
- Is there any data on MWBE participation in loan program?

Management and technical assistance

- What agency business development programs exist?
- What other local business development programs exist?
- What partnerships, contracts with outside service providers exist?
- Does the agency have a mentor protégé program?

Outreach

- What number and type of workshops has the agency sponsored for MWBEs?
- Does the agency produce procurement forecasts?
- How is the web site used for outreach? Does the web site contain:
 - A searchable list of certified firms?
 - Certification applications?
 - Information on how to do business with the agency?
 - Links to other MWBE support programs?

APPENDIX C:

***TEXT OF DATA COLLECTION
REQUEST EMAIL TO NEW JERSEY
STATE AGENCIES, AUTHORITIES,
COLLEGES/UNIVERSITIES AND
COMMISSIONS***

APPENDIX C
**Text of Data Collection Request Email to New Jersey State
Agencies, Authorities, Colleges/Universities and Commissions**

**New Jersey Disparity Study & Report for Procurement Contracts
General Specifications for Electronic Payment Data**

We are requesting the following information for contracts_for the interval July 1, 2003 through June 30th, 2004.

VENDOR/CONTRACT/PURCHASE ORDER/PAYMENT DATA

1. Vendor Data:

- vendor number (hopefully, this ties to your internal payment database)
- vendor name
- vendor street address
- city
- state
- zip
- phone number
- fax number
- email address
- all of the above for subcontractors and subconsultants, too, to the extent it is available and stored electronically.

2. Contract/Purchase Order Data

- vendor number (linkable to Vendor and Payments database)
- contract/PO identification number (linkable to Payments database)
- contract amount
- contract date
- fund number
- department number
- object code (account or line item it was charged to)
- type of purchase code (i.e., if different from object code and available such as NIGP or other business category code (e.g., NJ Business Code)
- description of contract or work to be performed (up to 100 characters)
- project number (if different from contract/PO number: linkable to Payments database).
- any change order and work order information (ID numbers, dates, amounts)

3. Payments Database

- Individual payment amount
- Individual payment date
- Check number associated with payment
- vendor number associated with payment (linkable to Vendor database)
- contract/PO identification number (linkable to contract/PO database)
- fund number
- department number
- object/account code (account or line item it was charged to)
- type of purchase code (i.e., if different from object code and available such as NIGP or other business category code (e.g., NJ Business Code)
- description of payment/purchase (up to 100 characters)

If not provided for in the above categories, up to 3 subfiles may be created to complement the above for three subcategories of information:

4. Object Code Identifier File (or Chart of Accounts)

- Object/account code number
- Object/account code name/descriptor

5. Department Identifier File (Depts within the Agency, if maintained)

- department number
- department name/descriptor

6. Source Fund or Budget Identifier File

- fund number
- fund name/descriptor

To make this combination of files work together, for the first categories of file—vendor, contracts, and payments—we must be able to use the vendor number, or some other common link indicator, to tie all categories of information together. The last three subcategories of file enable us to tie a department name to a department number and an object code to a description. For each subfile, assuming one of their identifier fields can be found in one of the first three files, we will then be able to import their information to a master vendor-payment-contract file. See examples also attached.

APPENDIX C-2

Text of Data Collection Request Email to New Jersey State Agencies, Authorities, Colleges/Universities And Commissions

I want to take this opportunity to thank you for all your efforts in collecting and forwarding the data required for the Governor's Disparity Study. The Governor established a very tight schedule for the consultants charged with performing the statistical analyses, so your prompt submission of the data has been very much appreciated.

Under the original terms of the contract, the disparity study for goods and services contracts was scheduled to be completed on or before June 30, 2004. The scope of work and schedule for the Study were established prior to the suspension of the State's Set-Aside Program for women and minority-owned businesses in July 2003. Since that time, we have had a full year of contracting in the absence of a Set-Aside program. The Governor has now asked the consultants to look at this year (June 30, 2003-June 30, 2004) to assess the impact of the suspension of the Set-Aside program, if any, as it relates to the State's utilization of women and minority-owned businesses. In order to make this assessment, the State has amended the consultants' contracts and has asked them to complete this analysis on or before August 31, 2004. Thus, as we are once again working with a very tight schedule, your prompt assistance with this matter will again be very much appreciated. The good news is that we are almost at the end of this Study.

By way of background, the original data requests by the consultant, MGT of America, asked you to provide data on purchases made by your organization from vendors of specific types of goods and services – generally, Goods & Commodities, Professional Services, Operational Services (e.g., office operations provided by licensed or certified professionals such as janitorial services); and Other Services (i.e., services not included in the other service categories). For purposes of this request, please exclude all purchases in the construction services and construction-related architectural and engineering professional services categories as these will be analyzed by another consultant. Attached to this e-mail is a sample of the other categories of purchases and vendors who should also be excluded from this request (see "Data Request – Post GEOD – EXCLUDED.doc").

In general, the categories of data the consultant will examine will include contracts and purchase orders awarded to vendors during the period, often available in an agency procurement database linkable to an accounting database, payments made to vendors during the period, usually derived from an accounts payable database (ideally, these are payments related to a purchase order or contract and to a vendor, which can be linked to the contracts/purchase order database); a chart of object codes or accounts that assigns a code to a particular type of contract, purchase order and payment databases; and a vendor table containing selected information about both active vendors and vendors who may have bid, successfully or unsuccessfully, for a project. To give you a visual reference for how the consultant will arrange this data for analysis, please see the attached MS Excel database showing the most desired format for this data. (See "Sample DB.xls" attached). A list of ideal data elements requested is

also summarized in the attached document: "Contract-Vendor Data elements – Sample.doc".

As you gather the requested data, the consultant will also appreciate it if you could identify any limitations associated with the data, such as when payments in your AP database are not linkable to a particular purchase order, contract, or vendor or the extent to which payments are or are not accompanied by an object code. Once you have been able to extract this data, please let the consultant know your most educated estimate of the agency's total purchases in each of the 4 categories – Goods & Commodities, Professional Services, Operational Services and Other Services – to provide a "reality check" on the aggregated data. If the consultant's aggregated data for any category varies greatly from your estimates, the consultant will likely contact you to discuss the variation.

In conclusion, I recognize the work that goes into fulfilling these requests and it is not taken lightly. The Governor is asking that you provide MGT of America with this data for a single year (June 30, 2003-June 30, 2004) on or before July 23, 2004. If you should have any questions about the study, please feel free to contact me at 609-943-3300 or at Jeanne.Victor@sos.state.nj.us. If you should have any technical questions about the data to be provided, please feel free to contact Bob Conners at MGT of America at 850-386-3191 or at bconners@mgtamer.com. If you anticipate any scheduling problems, accounting problems, computer problems, and the like, please let Bob Conners know as soon as possible. After we complete this final data collection, we will be able to move to the next phase of the Study, which will be recommendations. Once again, I thank you for all your help.

Jeanne M. Victor, Director
Governor McGreevey's Disparity Study

APPENDIX C-3
***Text of Data Collection Request Email to New Jersey State
Agencies, Authorities, Colleges/Universities And Commissions***

PURCHASES NOT INCLUDED IN STUDY

- Administrative Items
 - Utility payments (water, gas, electricity payments)
 - Phone bills
 - Mortgages for building or leases for land
 - Insurance payments
 - Banking transactions
- Fringe Benefits
 - Credit card payments
 - Parking fee payments
 - Lodging payments (for conferences, etc)
 - Payments for food
 - Conference fees
- Government Entities
 - Nonprofit local organizations (e.g. Chamber of Commerce, Local Friends of the Bears)
 - State agencies (Arkansas Department of Labor, Florida Department of Transportation)
 - Federal agencies (Postmaster, IRS, US Attorney's Office)

APPENDIX D:

***VERIFICATION REPORT LETTER
TEXT AND REPORT FORM***

APPENDIX D
Verification Report Letter Text and Report Form

**SAMPLE VERIFICATION REPORT AND COVER LETTER
SENT TO VENDORS**

[SECRETARY OF STATE LETTERHEAD]

Dear Vendor:

The State of New Jersey has contracted with MGT of America, Inc., a management research and consulting firm, to conduct a study of procurement practices for Agency, Authority, College, and Commission goods and services procurements from June 31, 1999 to July 1, 2003. In order to conduct this analysis, MGT has prepared verification reports for professional services contract(s) your firm has had with one or more for agencies, Authorities, Colleges, and/or Commissions during the study period. Please review the reports and confirm that the correct information has been collected, and please fill in any missing information. MGT is especially concerned with identifying any subconsultants that worked for you on any contract (please include both nonminority and minority subconsultants). If all the information is accurate and there is no missing information, please return the report and check the box that indicates everything is accurate.

After your review and corrections, please return the verification reports to Andres F. Bernal at MGT via fax, at 850-385-4501 by 5:00 p.m. April 23, 2004. If you are unable to fax, you may use the enclosed return envelope to mail the reports to MGT at P.O. Box 16399, Tallahassee, Florida 32317-6399. Mailed responses must be submitted by Wednesday, April 21, 2004, so the report will arrive by the deadline. Questions about the verification report may also be addressed to Andres F. Bernal at MGT; his telephone number is 850-386-5822, ext. 295.

The information provided on the verification reports will be held in strictest confidence and not used for purposes outside this study. Thank you for your participation.

Sincerely,

Jeanne Victor

JV:cmr

Attachment (Verification Report(s))

State of New Jersey Professional Services Verification Report

Please confirm, revise or add to the information provided below, reporting activity pertaining to your state contract or purchase order, noting any payments made to subcontractors or subconsultants you may have retained to satisfy its conditions. If there are any mistakes or missing information, please make the necessary corrections. If a Subcontractor did not complete the assigned work or was replaced, please indicate the replacement subcontractor in the spaces provided. Your assistance providing complete and accurate information is greatly appreciated.

Return to Andres Bernal, MGT of America, Inc. at 2123 Centre Pointe Blvd., Tallahassee, FL 32308 (use self-addressed, stamped envelope) or Fax to (850)385-4501 to be received no later than July 8, 2004. If you have any questions, call 850-386-3191 (ext. 295).

<p>CONTACT NAME FIRM NAME ADDRESS CITY STATE ZIP PHONE FAX</p>	<p>AT LEAST 51% OF YOUR FIRM'S OWNERSHIP IS:</p> <table border="0" style="width: 100%;"> <tr> <td><input type="checkbox"/> AFRICAN AMERICAN MALE</td> <td><input type="checkbox"/> HISPANIC AMERICAN MALE</td> </tr> <tr> <td><input type="checkbox"/> AFRICAN AMERICAN FEMALE</td> <td><input type="checkbox"/> HISPANIC AMERICAN FEMALE</td> </tr> <tr> <td><input type="checkbox"/> ASIAN AMERICAN MALE</td> <td><input type="checkbox"/> NATIVE AMERICAN MALE</td> </tr> <tr> <td><input type="checkbox"/> ASIAN AMERICAN FEMALE</td> <td><input type="checkbox"/> NATIVE AMERICAN FEMALE</td> </tr> <tr> <td><input type="checkbox"/> CAUCASIAN MALE</td> <td><input type="checkbox"/> CAUCASIAN FEMALE</td> </tr> </table>	<input type="checkbox"/> AFRICAN AMERICAN MALE	<input type="checkbox"/> HISPANIC AMERICAN MALE	<input type="checkbox"/> AFRICAN AMERICAN FEMALE	<input type="checkbox"/> HISPANIC AMERICAN FEMALE	<input type="checkbox"/> ASIAN AMERICAN MALE	<input type="checkbox"/> NATIVE AMERICAN MALE	<input type="checkbox"/> ASIAN AMERICAN FEMALE	<input type="checkbox"/> NATIVE AMERICAN FEMALE	<input type="checkbox"/> CAUCASIAN MALE	<input type="checkbox"/> CAUCASIAN FEMALE
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<p>My firm is considered a NON-PROFIT organization: <input type="checkbox"/> (Please check, if applicable)</p>											
<p>Check if the following information is correct: <input type="checkbox"/></p>											
<p>Under contract type please insert one of the following depending on the type of project: 1-Professional Services, 2-Operational Services, 3-Goods & Commodities; 4- Other services.</p>											

DISTRICT	CONTRACT #	AWARD DATE	AMOUNT	SERVICE(S) PROVIDED	CONTRACT TYPE

SUBCONTRACTORS WERE UTILIZED ON THIS CONTRACT: YES NO

SUBCONTRACTORS	ETHNICITY	AMT TO SUB	SERVICE(S) PROVIDED	WAS SUB REPLACED?
				Y or N
				Y or N
				Y or N
				Y or N
				Y or N

APPENDIX E:
DATA ASSESSMENT GUIDE

APPENDIX E

DATA ASSESSMENT FORM

The State of New Jersey has commissioned MGT of America to examine how available vendors are utilized in the procurement of business services, professional services (excluding Architectural & Engineering services) and purchases of goods and commodities. MGT is seeking purchasing data between fiscal years 2000 through 2003. Your assistance in responding to the following items is greatly appreciated.

DEPARTMENT: _____

NAME: _____

TITLE: _____

PHONE #: _____

NAME OF CONTACT (if different from above): _____

HOURS/DAYS OF WORK: _____

- 1) During data the interview, MGT will need to identify the source and/or collect a master list of all the procurements that occurred during the study period. This list should include (at a minimum) the procurement identification number (i.e. PO number, contract number), and vendor name and identification numbers (i.e. internal vendor ID numbers, FEIN). It is also very useful if the list includes date and amount of procurement.
- 2) Which of the following categories best describes your procurement data?
Professional Services Business Services Goods & Commodities Equipment & Supplies
- 3) Approximately how many procurements do you have for the study period? _____
- 4) How much was expended (\$) for procurement each year of the study? _____
- 5) Which of the following are included in your contract data? Please consider all sources of data including hard copy files, electronic databases, etc. Please remember that data from multiple sources can be combined using common identifiers such as PO or contract number (Check if included).

	YES	NO
Contract/project/purchase order #:	<input type="checkbox"/>	<input type="checkbox"/>
Date of procurement:	<input type="checkbox"/>	<input type="checkbox"/>
Procurement award amount:	<input type="checkbox"/>	<input type="checkbox"/>
Applicable change orders:	<input type="checkbox"/>	<input type="checkbox"/>
Funding source:	<input type="checkbox"/>	<input type="checkbox"/>
Final payment amount:	<input type="checkbox"/>	<input type="checkbox"/>
Services provided:	<input type="checkbox"/>	<input type="checkbox"/>
Contractor Name:	<input type="checkbox"/>	<input type="checkbox"/>
Contractor ID #: (internal ID numbers and FEIN)	<input type="checkbox"/>	<input type="checkbox"/>
Contractor Address:	<input type="checkbox"/>	<input type="checkbox"/>
Contractor City State Zip:	<input type="checkbox"/>	<input type="checkbox"/>
Contractor Phone #:	<input type="checkbox"/>	<input type="checkbox"/>
Contractor Ethnicity/ Gender:	<input type="checkbox"/>	<input type="checkbox"/>
Subcontractor Name:	<input type="checkbox"/>	<input type="checkbox"/>
Subcontractor Address:	<input type="checkbox"/>	<input type="checkbox"/>
Subcontractor City State Zip:	<input type="checkbox"/>	<input type="checkbox"/>
Subcontractor Phone #:	<input type="checkbox"/>	<input type="checkbox"/>
Final Subcontractor Payment Amount:	<input type="checkbox"/>	<input type="checkbox"/>
Payment Amount:	<input type="checkbox"/>	<input type="checkbox"/>
Subcontractor Ethnicity/ Gender:	<input type="checkbox"/>	<input type="checkbox"/>
Subcontractor Services provided:	<input type="checkbox"/>	<input type="checkbox"/>

6) Please attach an example of a contract and purchase order to this completed form.

7) How many years of contract data are currently to hand? _____

8) Which years are data available electronically? FY00 FY01 FY02 FY03

9) What file format are databases held in? _____

10) Where and how is hard copy contract data stored? _____

11) How is electronic and hard copy contract data retrieved? _____

12) How long does it take to retrieve hard copy and/or electronic data from storage? _____

13) Do you have a list of registered vendors, if yes, how is it stored, what format, how is it retrieved?

14) Do you have any information on bid tabulations for contracts let during the study period?

15) Other comments /information? _____

PLEASE HAVE THIS INFORMATION AVAILABLE AT THE TIME OF YOUR INTERVIEW WITH MGT REPRESENTATIVES

FOR QUESTIONS, PLEASE CONTACT:

ANDRES F. BERNAL
MGT OF AMERICA, INC.
2123 CENTRE POINTE BLVD
TALLAHASSEE, FL 32308
E-MAIL ADDRESS
TEL: (850) 386 3191 or (850) 386-5822 x295
FAX: (850) 385 4501

APPENDIX F-1:

***DISPARITY ANALYSES:
THREE PROCUREMENT CATEGORIES
BY FOUR NEW JERSEY AGENCY TYPES***

EXHIBITS F-1.1 THROUGH F-1.12

APPENDIX F-1

Disparity Analyses: Three Procurement Categories by Four New Jersey Agency Types

Exhibit F-1.1 New Jersey Disparity Study of Procurement Professional Services Disparity Analysis of Vendors Based on Vendor Data For New Jersey Agencies Fiscal Years 2000 Through 2004

Classification	% of Payment Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2000				
African Americans	0.28%	2.47%	11.18	* Underutilization
Hispanic Americans	0.08%	1.10%	6.87	* Underutilization
Asian Americans	0.01%	1.47%	0.71	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.10%	3.74%	2.69	* Underutilization
Nonminority Firms	99.54%	91.15%	109.20	Not Underutilized
2001				
African Americans	0.01%	2.47%	0.21	* Underutilization
Hispanic Americans	0.05%	1.10%	4.20	* Underutilization
Asian Americans	0.62%	1.47%	42.59	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	1.96%	3.74%	52.39	* Underutilization
Nonminority Firms	97.37%	91.15%	106.82	Not Underutilized
2002				
African Americans	0.01%	2.47%	0.22	* Underutilization
Hispanic Americans	0.05%	1.10%	4.65	* Underutilization
Asian Americans	0.58%	1.47%	39.41	* Underutilization
Native Americans	0.00%	0.07%	0.63	* Underutilization
Nonminority Women	0.12%	3.74%	3.29	* Underutilization
Nonminority Firms	99.24%	91.15%	108.87	Not Underutilized
2003				
African Americans	0.02%	2.47%	0.68	* Underutilization
Hispanic Americans	0.03%	1.10%	3.17	* Underutilization
Asian Americans	0.54%	1.47%	37.13	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.25%	3.74%	6.56	* Underutilization
Nonminority Firms	99.16%	91.15%	108.78	Not Underutilized
Pre-Geod Total				
African Americans	0.05%	2.47%	2.03	* Underutilization
Hispanic Americans	0.05%	1.10%	4.42	* Underutilization
Asian Americans	0.50%	1.47%	33.80	* Underutilization
Native Americans	0.00%	0.07%	0.16	* Underutilization
Nonminority Women	0.72%	3.74%	19.36	* Underutilization
Nonminority Firms	98.68%	91.15%	108.26	Not Underutilized
2004				
African Americans	0.08%	2.47%	3.24	* Underutilization
Hispanic Americans	0.05%	1.10%	4.67	* Underutilization
Asian Americans	0.46%	1.47%	31.63	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	2.07%	3.74%	55.40	* Underutilization
Nonminority Firms	97.33%	91.15%	106.78	Not Underutilized
Post-Geod Total				
African Americans	0.08%	2.47%	3.24	* Underutilization
Hispanic Americans	0.05%	1.10%	4.67	* Underutilization
Asian Americans	0.46%	1.47%	31.63	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	2.07%	3.74%	55.40	* Underutilization
Nonminority Firms	97.33%	91.15%	106.78	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.06%	2.47%	2.24	* Underutilization
Hispanic Americans	0.05%	1.10%	4.46	* Underutilization
Asian Americans	0.49%	1.47%	33.42	* Underutilization
Native Americans	0.00%	0.07%	0.13	* Underutilization
Nonminority Women	0.96%	3.74%	25.59	* Underutilization
Nonminority Firms	98.45%	91.15%	108.00	Not Underutilized
Difference Pre To Post				
African Americans	Change (1.21)	Disparity Difference Decreased		
Hispanic Americans	(0.25)	Decreased		
Asian Americans	2.17	Increased		
Native Americans	0.16	Increased		
Nonminority Women	(36.04)	Decreased		
Nonminority Firms	1.48	Increased		

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level index below 80.00.

Exhibit F-1.2
New Jersey Disparity Study of Procurement
Professional Services
Disparity Analysis of Vendors
Based on Vendor Data For New Jersey Colleges/Universities
Fiscal Years 2000 Through 2004

Classification	% of Payment Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2000				
African Americans	0.36%	2.47%	14.36	* Underutilization
Hispanic Americans	0.10%	1.10%	9.24	* Underutilization
Asian Americans	0.61%	1.47%	41.84	* Underutilization
Native Americans	0.00%	0.07%	2.70	* Underutilization
Nonminority Women	0.35%	3.74%	9.45	* Underutilization
Nonminority Firms	98.57%	91.15%	108.14	Not Underutilized
2001				
African Americans	0.60%	2.47%	24.23	* Underutilization
Hispanic Americans	0.02%	1.10%	1.60	* Underutilization
Asian Americans	0.51%	1.47%	34.59	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.38%	3.74%	10.08	* Underutilization
Nonminority Firms	98.50%	91.15%	108.06	Not Underutilized
2002				
African Americans	0.18%	2.47%	7.19	* Underutilization
Hispanic Americans	0.08%	1.10%	7.44	* Underutilization
Asian Americans	0.02%	1.47%	1.07	* Underutilization
Native Americans	0.00%	0.07%	3.22	* Underutilization
Nonminority Women	0.32%	3.74%	8.56	* Underutilization
Nonminority Firms	99.40%	91.15%	109.05	Not Underutilized
2003				
African Americans	0.81%	2.47%	32.65	* Underutilization
Hispanic Americans	0.56%	1.10%	50.77	* Underutilization
Asian Americans	0.16%	1.47%	11.01	* Underutilization
Native Americans	0.04%	0.07%	60.59	* Underutilization
Nonminority Women	0.82%	3.74%	21.83	* Underutilization
Nonminority Firms	97.62%	91.15%	107.09	Not Underutilized
Pre-Geod Total				
African Americans	0.49%	2.47%	19.90	* Underutilization
Hispanic Americans	0.23%	1.10%	20.92	* Underutilization
Asian Americans	0.25%	1.47%	17.05	* Underutilization
Native Americans	0.01%	0.07%	21.45	* Underutilization
Nonminority Women	0.50%	3.74%	13.36	* Underutilization
Nonminority Firms	98.51%	91.15%	108.07	Not Underutilized
2004				
African Americans	2.18%	2.47%	88.01	Not Underutilized
Hispanic Americans	0.18%	1.10%	16.50	* Underutilization
Asian Americans	0.24%	1.47%	16.25	* Underutilization
Native Americans	0.08%	0.07%	120.32	Not Underutilized
Nonminority Women	0.21%	3.74%	5.75	* Underutilization
Nonminority Firms	97.11%	91.15%	106.53	Not Underutilized
Post-Geod Total				
African Americans	2.18%	2.47%	88.01	Not Underutilized
Hispanic Americans	0.18%	1.10%	16.50	* Underutilization
Asian Americans	0.24%	1.47%	16.25	* Underutilization
Native Americans	0.08%	0.07%	120.32	Not Underutilized
Nonminority Women	0.21%	3.74%	5.75	* Underutilization
Nonminority Firms	97.11%	91.15%	106.53	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.92%	2.47%	37.06	* Underutilization
Hispanic Americans	0.22%	1.10%	19.81	* Underutilization
Asian Americans	0.25%	1.47%	16.85	* Underutilization
Native Americans	0.03%	0.07%	46.36	* Underutilization
Nonminority Women	0.43%	3.74%	11.44	* Underutilization
Nonminority Firms	98.16%	91.15%	107.69	Not Underutilized
Difference Pre To Post				
	Change	Disparity Difference		
African Americans	(68.11)	Decreased		
Hispanic Americans	4.42	Increased		
Asian Americans	0.80	Increased		
Native Americans	(98.87)	Decreased		
Nonminority Women	7.61	Increased		
Nonminority Firms	1.54	Increased		

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level index below 80.00.

Exhibit F-1.3
New Jersey Disparity Study of Procurement
Professional Services
Disparity Analysis of Vendors
Based on Vendor Data For New Jersey Authorities
Fiscal Years 2000 Through 2004

Classification	% of Payment Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2000				
African Americans	0.32%	2.47%	12.84	* Underutilization
Hispanic Americans	0.08%	1.10%	7.07	* Underutilization
Asian Americans	1.30%	1.47%	89.00	Not Underutilized
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.29%	3.74%	7.79	* Underutilization
Nonminority Firms	98.01%	91.15%	107.52	Not Underutilized
2001				
African Americans	0.13%	2.47%	5.08	* Underutilization
Hispanic Americans	0.13%	1.10%	11.87	* Underutilization
Asian Americans	0.07%	1.47%	4.62	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.00%	3.74%	0.00	* Underutilization
Nonminority Firms	99.68%	91.15%	109.35	Not Underutilized
2002				
African Americans	0.70%	2.47%	28.35	* Underutilization
Hispanic Americans	0.20%	1.10%	18.31	* Underutilization
Asian Americans	0.00%	1.47%	0.00	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.00%	3.74%	0.00	* Underutilization
Nonminority Firms	99.10%	91.15%	108.71	Not Underutilized
2003				
African Americans	0.21%	2.47%	8.38	* Underutilization
Hispanic Americans	0.02%	1.10%	2.13	* Underutilization
Asian Americans	0.00%	1.47%	0.02	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.00%	3.74%	0.00	* Underutilization
Nonminority Firms	99.77%	91.15%	109.45	Not Underutilized
Pre-Geod Total				
African Americans	0.28%	2.47%	11.28	* Underutilization
Hispanic Americans	0.09%	1.10%	8.25	* Underutilization
Asian Americans	0.35%	1.47%	24.06	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.07%	3.74%	2.00	* Underutilization
Nonminority Firms	99.20%	91.15%	108.83	Not Underutilized
2004				
African Americans	0.33%	2.47%	13.26	* Underutilization
Hispanic Americans	0.03%	1.10%	3.06	* Underutilization
Asian Americans	0.04%	1.47%	2.84	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.02%	3.74%	0.65	* Underutilization
Nonminority Firms	99.57%	91.15%	109.24	Not Underutilized
Post-Geod Total				
African Americans	0.33%	2.47%	13.26	* Underutilization
Hispanic Americans	0.03%	1.10%	3.06	* Underutilization
Asian Americans	0.04%	1.47%	2.84	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.02%	3.74%	0.65	* Underutilization
Nonminority Firms	99.57%	91.15%	109.24	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.30%	2.47%	12.26	* Underutilization
Hispanic Americans	0.06%	1.10%	5.70	* Underutilization
Asian Americans	0.20%	1.47%	13.62	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.05%	3.74%	1.33	* Underutilization
Nonminority Firms	99.38%	91.15%	109.03	Not Underutilized
Difference Pre To Post				
	Change	Disparity Difference		
African Americans	(1.98)	Decreased		
Hispanic Americans	5.19	Increased		
Asian Americans	21.22	Increased		
Native Americans	0.00	No Change		
Nonminority Women	1.35	Increased		
Nonminority Firms	(0.41)	Decreased		

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level index below 80.00.

Exhibit F-1.4
New Jersey Disparity Study of Procurement
Professional Services
Disparity Analysis of Vendors
Based on Vendor Data For New Jersey Commissions
Fiscal Years 2000 Through 2004

Classification	% of Payment Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2000				
African Americans	0.00%	2.47%	0.00	* Underutilization
Hispanic Americans	0.00%	1.10%	0.00	* Underutilization
Asian Americans	0.12%	1.47%	8.40	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.30%	3.74%	8.13	* Underutilization
Nonminority Firms	99.57%	91.15%	109.24	Not Underutilized
2001				
African Americans	0.00%	2.47%	0.00	* Underutilization
Hispanic Americans	0.01%	1.10%	0.69	* Underutilization
Asian Americans	0.02%	1.47%	1.63	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.03%	3.74%	0.86	* Underutilization
Nonminority Firms	99.94%	91.15%	109.64	Not Underutilized
2002				
African Americans	0.00%	2.47%	0.00	* Underutilization
Hispanic Americans	0.00%	1.10%	0.00	* Underutilization
Asian Americans	0.07%	1.47%	4.66	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.06%	3.74%	1.69	* Underutilization
Nonminority Firms	99.87%	91.15%	109.56	Not Underutilized
2003				
African Americans	0.26%	2.47%	10.65	* Underutilization
Hispanic Americans	0.00%	1.10%	0.00	* Underutilization
Asian Americans	0.09%	1.47%	6.39	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.07%	3.74%	1.87	* Underutilization
Nonminority Firms	99.57%	91.15%	109.24	Not Underutilized
Pre-Geod Total				
African Americans	0.05%	2.47%	2.05	* Underutilization
Hispanic Americans	0.00%	1.10%	0.20	* Underutilization
Asian Americans	0.07%	1.47%	4.86	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.10%	3.74%	2.75	* Underutilization
Nonminority Firms	99.77%	91.15%	109.46	Not Underutilized
2004				
African Americans	0.00%	2.47%	0.00	* Underutilization
Hispanic Americans	0.00%	1.10%	0.00	* Underutilization
Asian Americans	0.02%	1.47%	1.33	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.43%	3.74%	11.53	* Underutilization
Nonminority Firms	99.55%	91.15%	109.21	Not Underutilized
Post-Geod Total				
African Americans	0.00%	2.47%	0.00	* Underutilization
Hispanic Americans	0.00%	1.10%	0.00	* Underutilization
Asian Americans	0.02%	1.47%	1.33	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.43%	3.74%	11.53	* Underutilization
Nonminority Firms	99.55%	91.15%	109.21	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.04%	2.47%	1.51	* Underutilization
Hispanic Americans	0.00%	1.10%	0.14	* Underutilization
Asian Americans	0.06%	1.47%	3.93	* Underutilization
Native Americans	0.00%	0.07%	0.00	* Underutilization
Nonminority Women	0.19%	3.74%	5.07	* Underutilization
Nonminority Firms	99.71%	91.15%	109.39	Not Underutilized
Difference Pre To Post				
	Change	Disparity Difference		
African Americans	2.05	Increased		
Hispanic Americans	0.20	Increased		
Asian Americans	3.54	Increased		
Native Americans	0.00	No Change		
Nonminority Women	(8.79)	Decreased		
Nonminority Firms	0.25	Increased		

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level index below 80.00.

Exhibit F-1.5
New Jersey Disparity Study of Procurement
Other Services
Disparity Analysis of Vendors
Based on Vendor Data For New Jersey Agencies
Fiscal Years 2000 Through 2004

Classification	% of Payment Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2000				
African Americans	0.65%	1.22%	53.53	* Underutilization
Hispanic Americans	0.06%	0.67%	9.65	* Underutilization
Asian Americans	0.13%	0.85%	15.57	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	0.35%	1.96%	17.76	* Underutilization
Nonminority Firms	98.80%	95.25%	103.73	Not Underutilized
2001				
African Americans	0.38%	1.22%	31.26	* Underutilization
Hispanic Americans	0.04%	0.67%	6.11	* Underutilization
Asian Americans	2.67%	0.85%	312.06	Not Underutilized
Native Americans	0.00%	0.05%	2.93	* Underutilization
Nonminority Women	0.45%	1.96%	22.79	* Underutilization
Nonminority Firms	96.46%	95.25%	101.28	Not Underutilized
2002				
African Americans	0.92%	1.22%	75.39	* Underutilization
Hispanic Americans	0.20%	0.67%	29.39	* Underutilization
Asian Americans	0.80%	0.85%	93.58	Not Underutilized
Native Americans	0.00%	0.05%	2.23	* Underutilization
Nonminority Women	0.36%	1.96%	18.39	* Underutilization
Nonminority Firms	97.73%	95.25%	102.60	Not Underutilized
2003				
African Americans	0.34%	1.22%	28.27	* Underutilization
Hispanic Americans	0.26%	0.67%	38.25	* Underutilization
Asian Americans	0.33%	0.85%	38.57	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	1.59%	1.96%	81.16	Not Underutilized
Nonminority Firms	97.48%	95.25%	102.34	Not Underutilized
Pre-Geod Total				
African Americans	0.51%	1.22%	42.05	* Underutilization
Hispanic Americans	0.15%	0.67%	23.04	* Underutilization
Asian Americans	0.96%	0.85%	112.76	Not Underutilized
Native Americans	0.00%	0.05%	1.12	* Underutilization
Nonminority Women	0.85%	1.96%	43.26	* Underutilization
Nonminority Firms	97.52%	95.25%	102.39	Not Underutilized
2004				
African Americans	0.35%	1.22%	29.04	* Underutilization
Hispanic Americans	0.08%	0.67%	12.31	* Underutilization
Asian Americans	0.20%	0.85%	22.90	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	1.15%	1.96%	58.35	* Underutilization
Nonminority Firms	98.22%	95.25%	103.12	Not Underutilized
Post-Geod Total				
African Americans	0.35%	1.22%	29.04	* Underutilization
Hispanic Americans	0.08%	0.67%	12.31	* Underutilization
Asian Americans	0.20%	0.85%	22.90	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	1.15%	1.96%	58.35	* Underutilization
Nonminority Firms	98.22%	95.25%	103.12	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.45%	1.22%	37.38	* Underutilization
Hispanic Americans	0.13%	0.67%	19.18	* Underutilization
Asian Americans	0.69%	0.85%	80.47	Not Underutilized
Native Americans	0.00%	0.05%	0.72	* Underutilization
Nonminority Women	0.96%	1.96%	48.69	* Underutilization
Nonminority Firms	97.77%	95.25%	102.65	Not Underutilized
Difference Pre To Post				
	Change	Disparity Difference		
African Americans	13.01	Increased		
Hispanic Americans	10.73	Increased		
Asian Americans	89.86	Increased		
Native Americans	1.12	Increased		
Nonminority Women	(15.09)	Decreased		
Nonminority Firms	(0.74)	Decreased		

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level index below 80.00.

Exhibit F-1.6
New Jersey Disparity Study of Procurement
Other Services
Disparity Analysis of Vendors
Based on Vendor Data For New Jersey Colleges/Universities
Fiscal Years 2000 Through 2004

Classification	% of Payment Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2000				
African Americans	0.43%	1.22%	35.11	* Underutilization
Hispanic Americans	0.12%	0.67%	18.22	* Underutilization
Asian Americans	1.07%	0.85%	124.81	Not Underutilized
Native Americans	0.04%	0.05%	74.55	* Underutilization
Nonminority Women	1.20%	1.96%	60.96	* Underutilization
Nonminority Firms	97.15%	95.25%	102.00	Not Underutilized
2001				
African Americans	0.51%	1.22%	42.01	* Underutilization
Hispanic Americans	0.92%	0.67%	137.87	Not Underutilized
Asian Americans	0.28%	0.85%	32.72	* Underutilization
Native Americans	0.19%	0.05%	375.72	Not Underutilized
Nonminority Women	1.22%	1.96%	62.35	* Underutilization
Nonminority Firms	96.87%	95.25%	101.71	Not Underutilized
2002				
African Americans	0.94%	1.22%	77.48	* Underutilization
Hispanic Americans	0.42%	0.67%	62.43	* Underutilization
Asian Americans	0.09%	0.85%	11.01	* Underutilization
Native Americans	0.02%	0.05%	43.84	* Underutilization
Nonminority Women	0.62%	1.96%	31.77	* Underutilization
Nonminority Firms	97.90%	95.25%	102.78	Not Underutilized
2003				
African Americans	0.33%	1.22%	27.36	* Underutilization
Hispanic Americans	1.38%	0.67%	207.03	Not Underutilized
Asian Americans	0.20%	0.85%	23.01	* Underutilization
Native Americans	0.21%	0.05%	421.06	Not Underutilized
Nonminority Women	0.85%	1.96%	43.18	* Underutilization
Nonminority Firms	97.03%	95.25%	101.87	Not Underutilized
Pre-Geod Total				
African Americans	0.55%	1.22%	45.23	* Underutilization
Hispanic Americans	0.72%	0.67%	108.06	Not Underutilized
Asian Americans	0.40%	0.85%	47.37	* Underutilization
Native Americans	0.12%	0.05%	232.29	Not Underutilized
Nonminority Women	0.97%	1.96%	49.50	* Underutilization
Nonminority Firms	97.23%	95.25%	102.08	Not Underutilized
2004				
African Americans	1.90%	1.22%	156.55	Not Underutilized
Hispanic Americans	0.76%	0.67%	114.03	Not Underutilized
Asian Americans	0.09%	0.85%	10.56	* Underutilization
Native Americans	0.61%	0.05%	1,198.28	Not Underutilized
Nonminority Women	0.66%	1.96%	33.51	* Underutilization
Nonminority Firms	95.98%	95.25%	100.76	Not Underutilized
Post-Geod Total				
African Americans	1.90%	1.22%	156.55	Not Underutilized
Hispanic Americans	0.76%	0.67%	114.03	Not Underutilized
Asian Americans	0.09%	0.85%	10.56	* Underutilization
Native Americans	0.61%	0.05%	1,198.28	Not Underutilized
Nonminority Women	0.66%	1.96%	33.51	* Underutilization
Nonminority Firms	95.98%	95.25%	100.76	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.78%	1.22%	64.35	* Underutilization
Hispanic Americans	0.73%	0.67%	109.09	Not Underutilized
Asian Americans	0.35%	0.85%	41.05	* Underutilization
Native Americans	0.20%	0.05%	398.19	Not Underutilized
Nonminority Women	0.92%	1.96%	46.76	* Underutilization
Nonminority Firms	97.02%	95.25%	101.86	Not Underutilized
Difference Pre To Post		Disparity Difference		
African Americans	(111.32)	Decreased		
Hispanic Americans	(5.97)	Decreased		
Asian Americans	36.80	Increased		
Native Americans	(966.00)	Decreased		
Nonminority Women	16.00	Increased		
Nonminority Firms	1.32	Increased		

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level index below 80.00.

Exhibit F-1.7
New Jersey Disparity Study of Procurement
Other Services
Disparity Analysis of Vendors
Based on Vendor Data For New Jersey Authorities
Fiscal Years 2000 Through 2004

Classification	% of Payment Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2000				
African Americans	1.00%	1.22%	82.30	Not Underutilized
Hispanic Americans	0.08%	0.67%	12.01	* Underutilization
Asian Americans	0.77%	0.85%	89.59	Not Underutilized
Native Americans	0.08%	0.05%	153.77	Not Underutilized
Nonminority Women	0.79%	1.96%	40.50	* Underutilization
Nonminority Firms	97.28%	95.25%	102.13	Not Underutilized
2001				
African Americans	0.30%	1.22%	24.48	* Underutilization
Hispanic Americans	1.34%	0.67%	201.10	Not Underutilized
Asian Americans	0.22%	0.85%	25.41	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	0.25%	1.96%	12.96	* Underutilization
Nonminority Firms	97.89%	95.25%	102.77	Not Underutilized
2002				
African Americans	6.24%	1.22%	512.96	Not Underutilized
Hispanic Americans	1.52%	0.67%	227.24	Not Underutilized
Asian Americans	0.53%	0.85%	62.03	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	5.47%	1.96%	278.59	Not Underutilized
Nonminority Firms	86.25%	95.25%	90.55	Not Underutilized
2003				
African Americans	2.27%	1.22%	187.00	Not Underutilized
Hispanic Americans	0.08%	0.67%	11.88	* Underutilization
Asian Americans	0.60%	0.85%	70.67	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	0.06%	1.96%	3.01	* Underutilization
Nonminority Firms	96.98%	95.25%	101.82	Not Underutilized
Pre-Geod Total				
African Americans	1.86%	1.22%	153.00	Not Underutilized
Hispanic Americans	0.73%	0.67%	109.22	Not Underutilized
Asian Americans	0.50%	0.85%	58.01	* Underutilization
Native Americans	0.02%	0.05%	35.80	* Underutilization
Nonminority Women	1.08%	1.96%	55.11	* Underutilization
Nonminority Firms	95.81%	95.25%	100.59	Not Underutilized
2004				
African Americans	1.46%	1.22%	119.67	Not Underutilized
Hispanic Americans	0.29%	0.67%	43.93	* Underutilization
Asian Americans	0.26%	0.85%	30.96	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	0.54%	1.96%	27.54	* Underutilization
Nonminority Firms	97.45%	95.25%	102.31	Not Underutilized
Post-Geod Total				
African Americans	1.46%	1.22%	119.67	Not Underutilized
Hispanic Americans	0.29%	0.67%	43.93	* Underutilization
Asian Americans	0.26%	0.85%	30.96	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	0.54%	1.96%	27.54	* Underutilization
Nonminority Firms	97.45%	95.25%	102.31	Not Underutilized
ALL FISCAL YEARS				
African Americans	1.79%	1.22%	147.56	Not Underutilized
Hispanic Americans	0.66%	0.67%	98.56	Not Underutilized
Asian Americans	0.46%	0.85%	53.59	* Underutilization
Native Americans	0.02%	0.05%	29.96	* Underutilization
Nonminority Women	0.99%	1.96%	50.61	* Underutilization
Nonminority Firms	96.08%	95.25%	100.87	Not Underutilized
Difference Pre To Post				
	Change	Disparity Difference		
African Americans	33.33	Increased		
Hispanic Americans	65.29	Increased		
Asian Americans	27.05	Increased		
Native Americans	35.80	Increased		
Nonminority Women	27.57	Increased		
Nonminority Firms	(1.71)	Decreased		

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level index below 80.00.

Exhibit F-1.8
New Jersey Disparity Study of Procurement
Other Services
Disparity Analysis of Vendors
Based on Vendor Data For New Jersey Commissions
Fiscal Years 2000 Through 2004

Classification	% of Payment Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2000				
African Americans	0.26%	1.22%	21.01	* Underutilization
Hispanic Americans	0.00%	0.67%	0.00	* Underutilization
Asian Americans	1.48%	0.85%	172.85	Not Underutilized
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	3.00%	1.96%	152.96	Not Underutilized
Nonminority Firms	95.27%	95.25%	100.02	Not Underutilized
2001				
African Americans	0.00%	1.22%	0.00	* Underutilization
Hispanic Americans	0.00%	0.67%	0.00	* Underutilization
Asian Americans	0.04%	0.85%	5.20	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	0.86%	1.96%	43.57	* Underutilization
Nonminority Firms	99.10%	95.25%	104.04	Not Underutilized
2002				
African Americans	0.42%	1.22%	34.91	* Underutilization
Hispanic Americans	0.00%	0.67%	0.00	* Underutilization
Asian Americans	0.02%	0.85%	1.89	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	1.05%	1.96%	53.31	* Underutilization
Nonminority Firms	98.51%	95.25%	103.43	Not Underutilized
2003				
African Americans	0.07%	1.22%	5.89	* Underutilization
Hispanic Americans	0.00%	0.67%	0.00	* Underutilization
Asian Americans	0.04%	0.85%	4.60	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	0.37%	1.96%	18.62	* Underutilization
Nonminority Firms	99.52%	95.25%	104.49	Not Underutilized
Pre-Geod Total				
African Americans	0.21%	1.22%	17.16	* Underutilization
Hispanic Americans	0.00%	0.67%	0.00	* Underutilization
Asian Americans	0.20%	0.85%	23.38	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	1.01%	1.96%	51.37	* Underutilization
Nonminority Firms	98.58%	95.25%	103.50	Not Underutilized
2004				
African Americans	0.34%	1.22%	27.83	* Underutilization
Hispanic Americans	0.04%	0.67%	6.32	* Underutilization
Asian Americans	0.01%	0.85%	1.27	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	0.20%	1.96%	10.44	* Underutilization
Nonminority Firms	99.40%	95.25%	104.36	Not Underutilized
Post-Geod Total				
African Americans	0.34%	1.22%	27.83	* Underutilization
Hispanic Americans	0.04%	0.67%	6.32	* Underutilization
Asian Americans	0.01%	0.85%	1.27	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	0.20%	1.96%	10.44	* Underutilization
Nonminority Firms	99.40%	95.25%	104.36	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.28%	1.22%	22.65	* Underutilization
Hispanic Americans	0.02%	0.67%	3.25	* Underutilization
Asian Americans	0.10%	0.85%	12.00	* Underutilization
Native Americans	0.00%	0.05%	0.00	* Underutilization
Nonminority Women	0.59%	1.96%	30.30	* Underutilization
Nonminority Firms	99.01%	95.25%	103.94	Not Underutilized
Difference Pre To Post				
	Change	Disparity Difference		
African Americans	(10.67)	Decreased		
Hispanic Americans	(6.32)	Decreased		
Asian Americans	22.11	Increased		
Native Americans	0.00	No Change		
Nonminority Women	40.93	Increased		
Nonminority Firms	(0.86)	Decreased		

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level index below 80.00.

Exhibit F-1.9
New Jersey Disparity Study of Procurement
Goods and Commodities
Disparity Analysis of Vendors
Based on Vendor Data For New Jersey Agencies
Fiscal Years 2000 Through 2004

Classification	% of Payment Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2000				
African Americans	0.09%	2.71%	3.23	* Underutilization
Hispanic Americans	0.07%	1.32%	5.48	* Underutilization
Asian Americans	0.29%	1.74%	16.44	* Underutilization
Native Americans	0.00%	0.10%	0.07	* Underutilization
Nonminority Women	0.58%	4.45%	12.91	* Underutilization
Nonminority Firms	98.98%	89.67%	110.37	Not Underutilized
2001				
African Americans	0.19%	2.71%	7.00	* Underutilization
Hispanic Americans	0.03%	1.32%	2.11	* Underutilization
Asian Americans	0.75%	1.74%	42.77	* Underutilization
Native Americans	0.00%	0.10%	0.00	* Underutilization
Nonminority Women	0.46%	4.45%	10.22	* Underutilization
Nonminority Firms	98.58%	89.67%	109.93	Not Underutilized
2002				
African Americans	0.16%	2.71%	6.03	* Underutilization
Hispanic Americans	0.04%	1.32%	2.77	* Underutilization
Asian Americans	0.43%	1.74%	24.56	* Underutilization
Native Americans	0.00%	0.10%	1.93	* Underutilization
Nonminority Women	0.29%	4.45%	6.61	* Underutilization
Nonminority Firms	99.08%	89.67%	110.48	Not Underutilized
2003				
African Americans	0.34%	2.71%	12.63	* Underutilization
Hispanic Americans	0.13%	1.32%	9.89	* Underutilization
Asian Americans	0.27%	1.74%	15.57	* Underutilization
Native Americans	0.00%	0.10%	0.87	* Underutilization
Nonminority Women	0.44%	4.45%	9.98	* Underutilization
Nonminority Firms	98.81%	89.67%	110.19	Not Underutilized
Pre-Geod Total				
African Americans	0.21%	2.71%	7.77	* Underutilization
Hispanic Americans	0.07%	1.32%	5.26	* Underutilization
Asian Americans	0.44%	1.74%	25.42	* Underutilization
Native Americans	0.00%	0.10%	0.70	* Underutilization
Nonminority Women	0.44%	4.45%	9.86	* Underutilization
Nonminority Firms	98.84%	89.67%	110.22	Not Underutilized
2004				
African Americans	0.07%	2.71%	2.48	* Underutilization
Hispanic Americans	0.28%	1.32%	21.14	* Underutilization
Asian Americans	0.49%	1.74%	27.84	* Underutilization
Native Americans	0.00%	0.10%	3.07	* Underutilization
Nonminority Women	0.46%	4.45%	10.38	* Underutilization
Nonminority Firms	98.70%	89.67%	110.07	Not Underutilized
Post-Geod Total				
African Americans	0.07%	2.71%	2.48	* Underutilization
Hispanic Americans	0.28%	1.32%	21.14	* Underutilization
Asian Americans	0.49%	1.74%	27.84	* Underutilization
Native Americans	0.00%	0.10%	3.07	* Underutilization
Nonminority Women	0.46%	4.45%	10.38	* Underutilization
Nonminority Firms	98.70%	89.67%	110.07	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.20%	2.71%	7.24	* Underutilization
Hispanic Americans	0.09%	1.32%	6.84	* Underutilization
Asian Americans	0.45%	1.74%	25.66	* Underutilization
Native Americans	0.00%	0.10%	0.94	* Underutilization
Nonminority Women	0.44%	4.45%	9.91	* Underutilization
Nonminority Firms	98.82%	89.67%	110.20	Not Underutilized
Difference Pre To Post				
African Americans	Change	Disparity Difference		
Hispanic Americans	(15.88)	Increased		
Asian Americans	(2.42)	Decreased		
Native Americans	(2.37)	Decreased		
Nonminority Women	(0.52)	Decreased		
Nonminority Firms	0.15	Increased		

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level index below 80.00.

Exhibit F-1.10
New Jersey Disparity Study of Procurement
Goods and Commodities
Disparity Analysis of Vendors
Based on Vendor Data For New Jersey Agencies
Fiscal Years 2000 Through 2004

Classification	% of Payment Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2000				
African Americans	1.24%	2.71%	45.79	* Underutilization
Hispanic Americans	1.72%	1.32%	129.94	Not Underutilized
Asian Americans	0.23%	1.74%	13.15	* Underutilization
Native Americans	0.03%	0.10%	27.38	* Underutilization
Nonminority Women	1.05%	4.45%	23.55	* Underutilization
Nonminority Firms	95.74%	89.67%	106.76	Not Underutilized
2001				
African Americans	1.21%	2.71%	44.52	* Underutilization
Hispanic Americans	0.97%	1.32%	73.08	* Underutilization
Asian Americans	0.20%	1.74%	11.43	* Underutilization
Native Americans	0.01%	0.10%	11.11	* Underutilization
Nonminority Women	0.63%	4.45%	14.05	* Underutilization
Nonminority Firms	96.99%	89.67%	108.16	Not Underutilized
2002				
African Americans	1.08%	2.71%	39.87	* Underutilization
Hispanic Americans	2.08%	1.32%	157.19	Not Underutilized
Asian Americans	0.26%	1.74%	14.85	* Underutilization
Native Americans	0.23%	0.10%	233.59	Not Underutilized
Nonminority Women	0.59%	4.45%	13.25	* Underutilization
Nonminority Firms	95.77%	89.67%	106.79	Not Underutilized
2003				
African Americans	0.47%	2.71%	17.22	* Underutilization
Hispanic Americans	1.29%	1.32%	98.01	Not Underutilized
Asian Americans	0.33%	1.74%	19.00	* Underutilization
Native Americans	0.28%	0.10%	283.52	Not Underutilized
Nonminority Women	0.43%	4.45%	9.63	* Underutilization
Nonminority Firms	97.20%	89.67%	108.39	Not Underutilized
Pre-Geod Total				
African Americans	0.97%	2.71%	35.77	* Underutilization
Hispanic Americans	1.49%	1.32%	112.89	Not Underutilized
Asian Americans	0.26%	1.74%	14.81	* Underutilization
Native Americans	0.14%	0.10%	147.77	Not Underutilized
Nonminority Women	0.65%	4.45%	14.58	* Underutilization
Nonminority Firms	96.49%	89.67%	107.60	Not Underutilized
2004				
African Americans	0.50%	2.71%	18.34	* Underutilization
Hispanic Americans	0.50%	1.32%	37.54	* Underutilization
Asian Americans	0.19%	1.74%	11.05	* Underutilization
Native Americans	0.76%	0.10%	776.99	Not Underutilized
Nonminority Women	0.38%	4.45%	8.57	* Underutilization
Nonminority Firms	97.67%	89.67%	108.92	Not Underutilized
Post-Geod Total				
African Americans	0.50%	2.71%	18.34	* Underutilization
Hispanic Americans	0.50%	1.32%	37.54	* Underutilization
Asian Americans	0.19%	1.74%	11.05	* Underutilization
Native Americans	0.76%	0.10%	776.99	Not Underutilized
Nonminority Women	0.38%	4.45%	8.57	* Underutilization
Nonminority Firms	97.67%	89.67%	108.92	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.86%	2.71%	31.64	* Underutilization
Hispanic Americans	1.26%	1.32%	95.03	Not Underutilized
Asian Americans	0.24%	1.74%	13.92	* Underutilization
Native Americans	0.29%	0.10%	296.88	Not Underutilized
Nonminority Women	0.59%	4.45%	13.15	* Underutilization
Nonminority Firms	96.77%	89.67%	107.91	Not Underutilized
Difference Pre To Post				
	Change	Disparity Difference		
African Americans	17.43	Increased		
Hispanic Americans	75.34	Increased		
Asian Americans	3.76	Increased		
Native Americans	(629.22)	Decreased		
Nonminority Women	6.01	Increased		
Nonminority Firms	(1.32)	Decreased		

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level index below 80.00.

Exhibit F-1.11
New Jersey Disparity Study of Procurement
Goods and Commodities
Disparity Analysis of Vendors
Based on Vendor Data For New Jersey Authorities
Fiscal Years 2000 Through 2004

Classification	% of Payment Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2000				
African Americans	0.01%	2.71%	0.40	* Underutilization
Hispanic Americans	0.00%	1.32%	0.13	* Underutilization
Asian Americans	0.00%	1.74%	0.22	* Underutilization
Native Americans	0.00%	0.10%	1.73	* Underutilization
Nonminority Women	0.04%	4.45%	0.94	* Underutilization
Nonminority Firms	99.94%	89.67%	111.45	Not Underutilized
2001				
African Americans	0.65%	2.71%	24.01	* Underutilization
Hispanic Americans	0.14%	1.32%	10.86	* Underutilization
Asian Americans	0.19%	1.74%	10.73	* Underutilization
Native Americans	0.02%	0.10%	21.56	* Underutilization
Nonminority Women	0.13%	4.45%	2.94	* Underutilization
Nonminority Firms	98.87%	89.67%	110.25	Not Underutilized
2002				
African Americans	1.41%	2.71%	52.07	* Underutilization
Hispanic Americans	0.05%	1.32%	3.41	* Underutilization
Asian Americans	0.12%	1.74%	7.07	* Underutilization
Native Americans	0.01%	0.10%	8.99	* Underutilization
Nonminority Women	0.13%	4.45%	2.81	* Underutilization
Nonminority Firms	98.29%	89.67%	109.60	Not Underutilized
2003				
African Americans	0.55%	2.71%	20.41	* Underutilization
Hispanic Americans	0.14%	1.32%	10.72	* Underutilization
Asian Americans	0.15%	1.74%	8.74	* Underutilization
Native Americans	0.00%	0.10%	0.00	* Underutilization
Nonminority Women	0.16%	4.45%	3.61	* Underutilization
Nonminority Firms	98.99%	89.67%	110.39	Not Underutilized
Pre-Geod Total				
African Americans	0.17%	2.71%	6.45	* Underutilization
Hispanic Americans	0.03%	1.32%	1.97	* Underutilization
Asian Americans	0.03%	1.74%	2.00	* Underutilization
Native Americans	0.00%	0.10%	2.66	* Underutilization
Nonminority Women	0.06%	4.45%	1.43	* Underutilization
Nonminority Firms	99.70%	89.67%	111.18	Not Underutilized
2004				
African Americans	2.85%	2.71%	105.08	Not Underutilized
Hispanic Americans	0.07%	1.32%	5.59	* Underutilization
Asian Americans	0.24%	1.74%	13.63	* Underutilization
Native Americans	0.01%	0.10%	11.69	* Underutilization
Nonminority Women	0.65%	4.45%	14.59	* Underutilization
Nonminority Firms	96.18%	89.67%	107.26	Not Underutilized
Post-Geod Total				
African Americans	2.85%	2.71%	105.08	Not Underutilized
Hispanic Americans	0.07%	1.32%	5.59	* Underutilization
Asian Americans	0.24%	1.74%	13.63	* Underutilization
Native Americans	0.01%	0.10%	11.69	* Underutilization
Nonminority Women	0.65%	4.45%	14.59	* Underutilization
Nonminority Firms	96.18%	89.67%	107.26	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.31%	2.71%	11.49	* Underutilization
Hispanic Americans	0.03%	1.32%	2.15	* Underutilization
Asian Americans	0.05%	1.74%	2.59	* Underutilization
Native Americans	0.00%	0.10%	3.12	* Underutilization
Nonminority Women	0.09%	4.45%	2.10	* Underutilization
Nonminority Firms	99.52%	89.67%	110.98	Not Underutilized
Difference Pre To Post				
	Change	Disparity Difference		
African Americans	(98.64)	Decreased		
Hispanic Americans	(3.62)	Decreased		
Asian Americans	(11.63)	Decreased		
Native Americans	(9.04)	Decreased		
Nonminority Women	(13.16)	Decreased		
Nonminority Firms	3.92	Increased		

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level index below 80.00.

Exhibit F-1.12
New Jersey Disparity Study of Procurement
Goods and Commodities
Disparity Analysis of Vendors
Based on Vendor Data For New Jersey Commissions
Fiscal Years 2000 Through 2004

Classification	% of Payment Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2000				
African Americans	0.26%	2.71%	9.54	* Underutilization
Hispanic Americans	0.04%	1.32%	3.07	* Underutilization
Asian Americans	0.58%	1.74%	33.08	* Underutilization
Native Americans	0.03%	0.10%	26.68	* Underutilization
Nonminority Women	1.69%	4.45%	37.89	* Underutilization
Nonminority Firms	97.41%	89.67%	108.63	Not Underutilized
2001				
African Americans	1.01%	2.71%	37.36	* Underutilization
Hispanic Americans	0.08%	1.32%	6.23	* Underutilization
Asian Americans	0.15%	1.74%	8.57	* Underutilization
Native Americans	0.03%	0.10%	31.68	* Underutilization
Nonminority Women	2.66%	4.45%	59.74	* Underutilization
Nonminority Firms	96.06%	89.67%	107.13	Not Underutilized
2002				
African Americans	0.31%	2.71%	11.44	* Underutilization
Hispanic Americans	0.03%	1.32%	2.02	* Underutilization
Asian Americans	0.02%	1.74%	1.36	* Underutilization
Native Americans	0.00%	0.10%	0.00	* Underutilization
Nonminority Women	1.44%	4.45%	32.43	* Underutilization
Nonminority Firms	98.20%	89.67%	109.50	Not Underutilized
2003				
African Americans	1.02%	2.71%	37.70	* Underutilization
Hispanic Americans	0.00%	1.32%	0.00	* Underutilization
Asian Americans	0.00%	1.74%	0.00	* Underutilization
Native Americans	0.00%	0.10%	0.00	* Underutilization
Nonminority Women	0.22%	4.45%	4.99	* Underutilization
Nonminority Firms	98.76%	89.67%	110.13	Not Underutilized
Pre-Geod Total				
African Americans	0.64%	2.71%	23.81	* Underutilization
Hispanic Americans	0.04%	1.32%	2.92	* Underutilization
Asian Americans	0.17%	1.74%	9.54	* Underutilization
Native Americans	0.01%	0.10%	13.99	* Underutilization
Nonminority Women	1.55%	4.45%	34.79	* Underutilization
Nonminority Firms	97.59%	89.67%	108.82	Not Underutilized
2004				
African Americans	1.02%	2.71%	37.74	* Underutilization
Hispanic Americans	0.48%	1.32%	36.52	* Underutilization
Asian Americans	0.29%	1.74%	16.50	* Underutilization
Native Americans	0.29%	0.10%	297.20	Not Underutilized
Nonminority Women	0.33%	4.45%	7.38	* Underutilization
Nonminority Firms	97.59%	89.67%	108.82	Not Underutilized
Post-Geod Total				
African Americans	1.02%	2.71%	37.74	* Underutilization
Hispanic Americans	0.48%	1.32%	36.52	* Underutilization
Asian Americans	0.29%	1.74%	16.50	* Underutilization
Native Americans	0.29%	0.10%	297.20	Not Underutilized
Nonminority Women	0.33%	4.45%	7.38	* Underutilization
Nonminority Firms	97.59%	89.67%	108.82	Not Underutilized
ALL FISCAL YEARS				
African Americans	0.69%	2.71%	25.62	* Underutilization
Hispanic Americans	0.10%	1.32%	7.30	* Underutilization
Asian Americans	0.18%	1.74%	10.45	* Underutilization
Native Americans	0.05%	0.10%	50.93	* Underutilization
Nonminority Women	1.39%	4.45%	31.21	* Underutilization
Nonminority Firms	97.59%	89.67%	108.82	Not Underutilized
Difference Pre To Post				
	Change	Disparity Difference		
African Americans	(13.93)	Decreased		
Hispanic Americans	(33.60)	Decreased		
Asian Americans	(6.96)	Decreased		
Native Americans	(283.21)	Decreased		
Nonminority Women	27.40	Increased		
Nonminority Firms	(0.00)	Decreased		

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the availability exhibit previously shown.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level.

APPENDIX F-2:

***UNIQUE VENDOR UTILIZATION T-TEST
ANALYSES:
THREE PROCUREMENT CATEGORIES
BY FOUR NEW JERSEY AGENCY TYPES***

EXHIBITS F-2.1 THROUGH F-2.36

APPENDIX F-2
Unique Vendor Utilization T-test Analyses: Three Procurement Categories by Four New Jersey Agency Types

Exhibit F-2.1
New Jersey Disparity Study of Procurement
All Years Aggregated
Professional Services
T-Test Analysis of New Jersey Vendors
Based on New Jersey Agency Vendor Data
Fiscal Years 2000 Through 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.14%	-75.07 *	2.47%	-135.31 *
Hispanic Americans	0.08%	-44.40 *	1.10%	-80.03 *
Asian Americans	0.14%	-42.63 *	1.47%	-76.84 *
Native Americans	0.01%	-8.54 *	0.07%	-15.40 *
Nonminority Women	0.20%	-94.44 *	3.74%	-170.23 *
Nonminority Firms	99.44%	132.57 *	91.15%	238.97 *

Exhibit F-2.2
New Jersey Disparity Study of Procurement
Pre-Set-Aside Period
Professional Services
T-Test Analysis of New Jersey Vendors
Based on New Jersey Agency Vendor Data
Fiscal Years 2000 Through 2003

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.09%	-87.18 *	2.47%	-167.24 *
Hispanic Americans	0.08%	-41.02 *	1.10%	-78.70 *
Asian Americans	0.12%	-44.15 *	1.47%	-84.69 *
Native Americans	0.01%	-7.42 *	0.07%	-14.24 *
Nonminority Women	0.18%	-94.17 *	3.74%	-180.64 *
Nonminority Firms	99.52%	136.18 *	91.15%	261.24 *

Exhibit F-2.3
New Jersey Disparity Study of Procurement
Post-Set-Aside Period
Professional Services
T-Test Analysis of New Jersey Vendors
Based on New Jersey Agency Vendor Data
Fiscal Year 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.19%	-38.73 *	2.47%	-114.41 *
Hispanic Americans	0.09%	-24.12 *	1.10%	-71.25 *
Asian Americans	0.26%	-17.23 *	1.47%	-50.90 *
Native Americans	0.00%	0.00	0.07%	Not Utilized *
Nonminority Women	0.22%	-54.33 *	3.74%	-160.48 *
Nonminority Firms	99.23%	67.76 *	91.15%	200.16 *

¹ Percent of related prime firms utilized within the relevant market area.

² Percent of available firms in the relevant market area.

* Statistically significant at the 0.05 level

Exhibit F-2.4
New Jersey Disparity Study of Procurement
All Years Aggregated
Professional Services
T-Test Analysis of Vendors
Based on New Jersey Authority Vendor Data
Fiscal Years 2000 Through 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.70%	-1.30	2.47%	-12.98 *
Hispanic Americans	0.85%	-0.60	1.10%	-5.93 *
Asian Americans	1.06%	-0.86	1.47%	-8.52 *
Native Americans	0.00%	0.00	0.07%	Not Utilized *
Nonminority Women	0.85%	-6.83 *	3.74%	-68.03 *
Nonminority Firms	95.54%	4.61 *	91.15%	45.93 *

Exhibit F-2.5
New Jersey Disparity Study of Procurement
Pre-Set-Aside Period
Professional Services
T-Test Analysis of Vendors
Based on New Jersey Authority Vendor Data
Fiscal Years 2000 Through 2003

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.60%	-1.24	2.47%	-15.12 *
Hispanic Americans	0.64%	-1.03	1.10%	-12.54 *
Asian Americans	0.96%	-0.92	1.47%	-11.24 *
Native Americans	0.00%	0.00	0.07%	Not Utilized *
Nonminority Women	0.32%	-10.72 *	3.74%	-130.90 *
Nonminority Firms	96.49%	5.12 *	91.15%	62.56 *

Exhibit F-2.6
New Jersey Disparity Study of Procurement
Post-Set-Aside Period
Professional Services
T-Test Analysis of Vendors
Based on New Jersey Authority Vendor Data
Fiscal Year 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.40%	-1.33	2.47%	-19.71 *
Hispanic Americans	0.93%	-0.25	1.10%	-3.74 *
Asian Americans	0.93%	-0.81	1.47%	-11.92 *
Native Americans	0.00%	0.00	0.07%	Not Utilized *
Nonminority Women	1.40%	-2.91 *	3.74%	-42.94 *
Nonminority Firms	95.33%	2.89 *	91.15%	42.72 *

¹ Percent of related prime firms utilized within the relevant market area.

² Percent of available firms in the relevant market area.

* Statistically significant at the 0.05 level

Exhibit F-2.7
New Jersey Disparity Study of Procurement
All Years Aggregated
Professional Services
T-Test Analysis of Vendors
Based on New Jersey College/University Vendor Data
Fiscal Years 2000 Through 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.43%	-32.07 *	2.47%	-67.21 *
Hispanic Americans	0.11%	-30.35 *	1.10%	-63.59 *
Asian Americans	0.11%	-41.53 *	1.47%	-87.02 *
Native Americans	0.03%	-2.34 *	0.07%	-4.91 *
Nonminority Women	0.25%	-71.38 *	3.74%	-149.57 *
Nonminority Firms	99.06%	84.44 *	91.15%	176.93 *

Exhibit F-2.8
New Jersey Disparity Study of Procurement
Pre-Set-Aside Period
Professional Services
T-Test Analysis of Vendors
Based on New Jersey College/University Vendor Data
Fiscal Years 2000 Through 2003

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.29%	-36.54 *	2.47%	-87.21 *
Hispanic Americans	0.11%	-27.09 *	1.10%	-64.66 *
Asian Americans	0.11%	-37.04 *	1.47%	-88.41 *
Native Americans	0.02%	-2.43 *	0.07%	-5.81 *
Nonminority Women	0.20%	-72.64 *	3.74%	-173.39 *
Nonminority Firms	99.27%	86.13 *	91.15%	205.59 *

Exhibit F-2.9
New Jersey Disparity Study of Procurement
Post-Set-Aside Period
Professional Services
T-Test Analysis of Vendors
Based on New Jersey College/University Vendor Data
Fiscal Year 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.67%	-13.08 *	2.47%	-48.07 *
Hispanic Americans	0.12%	-17.04 *	1.10%	-62.62 *
Asian Americans	0.17%	-18.24 *	1.47%	-67.04 *
Native Americans	0.06%	-0.21	0.07%	-0.77
Nonminority Women	0.38%	-32.29 *	3.74%	-118.67 *
Nonminority Firms	98.61%	37.46 *	91.15%	137.67 *

¹ Percent of related prime firms utilized within the relevant market area.

² Percent of available firms in the relevant market area.

* Statistically significant at the 0.05 level

Exhibit F-2.10
New Jersey Disparity Study of Procurement
All Years Aggregated
Professional Services
T-Test Analysis of Vendors
Based on New Jersey Commission Vendor Data
Fiscal Years 2000 Through 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.33%	-6.46 *	2.47%	-80.44 *
Hispanic Americans	0.33%	-2.32 *	1.10%	-28.87 *
Asian Americans	0.33%	-3.42 *	1.47%	-42.55 *
Native Americans	0.00%	0.00	0.07%	Not Utilized *
Nonminority Women	1.66%	-2.82 *	3.74%	-35.12 *
Nonminority Firms	97.34%	6.68 *	91.15%	83.13 *

Exhibit F-2.11
New Jersey Disparity Study of Procurement
Pre-Set-Aside Period
Professional Services
T-Test Analysis of Vendors
Based on New Jersey Commission Vendor Data
Fiscal Years 2000 Through 2003

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.61%	-3.07 *	2.47%	-51.75 *
Hispanic Americans	0.61%	-0.81	1.10%	-13.64 *
Asian Americans	0.61%	-1.41	1.47%	-23.75 *
Native Americans	0.00%	0.00	0.07%	Not Utilized *
Nonminority Women	2.44%	-1.08	3.74%	-18.20 *
Nonminority Firms	95.73%	2.90 *	91.15%	48.93 *

Exhibit F-2.12
New Jersey Disparity Study of Procurement
Post-Set-Aside Period
Professional Services
T-Test Analysis of Vendors
Based on New Jersey Commission Vendor Data
Fiscal Year 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.00%	0.00	2.47%	Not Utilized *
Hispanic Americans	0.00%	0.00	1.10%	Not Utilized *
Asian Americans	0.60%	-1.44	1.47%	-24.10 *
Native Americans	0.00%	0.00	0.07%	Not Utilized *
Nonminority Women	1.20%	-2.99 *	3.74%	-50.18 *
Nonminority Firms	98.19%	6.81 *	91.15%	114.16 *

¹ Percent of related prime firms utilized within the relevant market area.

² Percent of available firms in the relevant market area.

* Statistically significant at the 0.05 level

Exhibit F-2.13
New Jersey Disparity Study of Procurement
All Years Aggregated
Other Services
T-Test Analysis of Vendors
Based on New Jersey Agency Vendor Data
Fiscal Years 2000 Through 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.40%	-13.96 *	1.22%	-42.80 *
Hispanic Americans	0.24%	-9.71 *	0.67%	-29.78 *
Asian Americans	0.31%	-10.63 *	0.85%	-32.59 *
Native Americans	0.01%	-5.06 *	0.05%	-15.52 *
Nonminority Women	0.55%	-20.92 *	1.96%	-64.15 *
Nonminority Firms	98.49%	29.04 *	95.25%	89.06 *

Exhibit F-2.14
New Jersey Disparity Study of Procurement
Pre-Set-Aside Period
Other Services
T-Test Analysis of Vendors
Based on New Jersey Agency Vendor Data
Fiscal Years 2000 Through 2003

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.42%	-11.07 *	1.22%	-40.73 *
Hispanic Americans	0.28%	-6.70 *	0.67%	-24.65 *
Asian Americans	0.34%	-8.05 *	0.85%	-29.61 *
Native Americans	0.01%	-3.21 *	0.05%	-11.81 *
Nonminority Women	0.64%	-15.01 *	1.96%	-55.23 *
Nonminority Firms	98.30%	21.48 *	95.25%	79.06 *

Exhibit F-2.15
New Jersey Disparity Study of Procurement
Post-Set-Aside Period
Other Services
T-Test Analysis of Vendors
Based on New Jersey Agency Vendor Data
Fiscal Year 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.43%	-10.04 *	1.22%	-39.72 *
Hispanic Americans	0.18%	-9.61 *	0.67%	-38.04 *
Asian Americans	0.28%	-9.17 *	0.85%	-36.30 *
Native Americans	0.00%	0.00	0.05%	Not Utilized *
Nonminority Women	0.56%	-15.85 *	1.96%	-62.75 *
Nonminority Firms	98.54%	23.21 *	95.25%	91.86 *

¹ Percent of related prime firms utilized within the relevant market area.

² Percent of available firms in the relevant market area.

* Statistically significant at the 0.05 level

Exhibit F-2.16
New Jersey Disparity Study of Procurement
All Years Aggregated
Other Services
T-Test Analysis of Vendors
Based on New Jersey Authority Vendor Data
Fiscal Years 2000 Through 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.68%	1.47	1.22%	12.02 *
Hispanic Americans	0.78%	0.52	0.67%	4.24 *
Asian Americans	1.08%	0.89	0.85%	7.25 *
Native Americans	0.06%	0.15	0.05%	1.22
Nonminority Women	1.26%	-2.58 *	1.96%	-21.12 *
Nonminority Firms	95.15%	-0.19	95.25%	-1.58

Exhibit F-2.17
New Jersey Disparity Study of Procurement
Pre-Set-Aside Period
Other Services
T-Test Analysis of Vendors
Based on New Jersey Authority Vendor Data
Fiscal Years 2000 Through 2003

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.97%	1.94	1.22%	18.20 *
Hispanic Americans	0.87%	0.77	0.67%	7.23 *
Asian Americans	1.03%	0.61	0.85%	5.69 *
Native Americans	0.08%	0.35	0.05%	3.32 *
Nonminority Women	1.18%	-2.56 *	1.96%	-24.06 *
Nonminority Firms	94.87%	-0.61	95.25%	-5.74 *

Exhibit F-2.18
New Jersey Disparity Study of Procurement
Post-Set-Aside Period
Other Services
T-Test Analysis of Vendors
Based on New Jersey Authority Vendor Data
Fiscal Year 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.71%	0.97	1.22%	12.81 *
Hispanic Americans	0.93%	0.70	0.67%	9.28 *
Asian Americans	0.93%	0.21	0.85%	2.78 *
Native Americans	0.00%	0.00	0.05%	Not Utilized *
Nonminority Women	1.71%	-0.49	1.96%	-6.41 *
Nonminority Firms	94.70%	-0.62	95.25%	-8.13 *

¹ Percent of related prime firms utilized within the relevant market area.

² Percent of available firms in the relevant market area.

* Statistically significant at the 0.05 level

Exhibit F-2.19
New Jersey Disparity Study of Procurement
All Years Aggregated
Other Services
T-Test Analysis of Vendors
Based on New Jersey College/University Vendor Data
Fiscal Years 2000 Through 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.77%	-6.13 *	1.22%	-16.82 *
Hispanic Americans	0.24%	-10.52 *	0.67%	-28.88 *
Asian Americans	0.38%	-9.27 *	0.85%	-25.43 *
Native Americans	0.07%	1.03	0.05%	2.84 *
Nonminority Women	0.60%	-21.50 *	1.96%	-59.00 *
Nonminority Firms	97.92%	22.87 *	95.25%	62.75 *

Exhibit F-2.20
New Jersey Disparity Study of Procurement
Pre-Set-Aside Period
Other Services
T-Test Analysis of Vendors
Based on New Jersey College/University Vendor Data
Fiscal Years 2000 through 2003

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.60%	-8.85 *	1.22%	-26.64 *
Hispanic Americans	0.23%	-10.27 *	0.67%	-30.92 *
Asian Americans	0.41%	-7.84 *	0.85%	-23.60 *
Native Americans	0.07%	0.91	0.05%	2.73 *
Nonminority Women	0.62%	-19.08 *	1.96%	-57.46 *
Nonminority Firms	98.08%	22.86 *	95.25%	68.85 *

Exhibit F-2.21
New Jersey Disparity Study of Procurement
Post-Set-Aside Period
Other Services
T-Test Analysis of Vendors
Based on New Jersey College/University Vendor Data
Fiscal Year 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.23%	0.07	1.22%	0.33
Hispanic Americans	0.39%	-3.07 *	0.67%	-15.07 *
Asian Americans	0.43%	-4.41 *	0.85%	-21.65 *
Native Americans	0.15%	1.75	0.05%	8.59 *
Nonminority Women	0.58%	-12.39 *	1.96%	-60.74 *
Nonminority Firms	97.22%	8.19 *	95.25%	40.18 *

¹ Percent of related prime firms utilized within the relevant market area.

² Percent of available firms in the relevant market area.

* Statistically significant at the 0.05 level

Exhibit F-2.22
New Jersey Disparity Study of Procurement
All Years Aggregated
Other Services
T-Test Analysis of Vendors
Based on New Jersey Commission Vendor Data
Fiscal Years 2000 Through 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.94%	-0.85	1.22%	-9.73 *
Hispanic Americans	0.12%	-4.71 *	0.67%	-53.85 *
Asian Americans	0.23%	-3.76 *	0.85%	-42.95 *
Native Americans	0.00%	0.00	0.05%	Not Utilized *
Nonminority Women	0.94%	-3.12 *	1.96%	-35.65 *
Nonminority Firms	97.78%	5.02 *	95.25%	57.36 *

Exhibit F-2.23
New Jersey Disparity Study of Procurement
Pre-Set-Aside Period
Other Services
T-Test Analysis of Vendors
Based on New Jersey Commission Vendor Data
Fiscal Years 2000 Through 2003

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.31%	-4.06 *	1.22%	-53.83 *
Hispanic Americans	0.00%	0.00	0.67%	Not Utilized *
Asian Americans	0.16%	-4.44 *	0.85%	-58.83 *
Native Americans	0.00%	0.00	0.05%	Not Utilized *
Nonminority Women	0.79%	-3.36 *	1.96%	-44.52 *
Nonminority Firms	98.74%	7.91 *	95.25%	104.79 *

Exhibit F-2.24
New Jersey Disparity Study of Procurement
Post-Set-Aside Period
Other Services
T-Test Analysis of Vendors
Based on New Jersey Commission Vendor Data
Fiscal Year 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	2.07%	1.10	1.22%	20.07 *
Hispanic Americans	0.30%	-1.26	0.67%	-22.88 *
Asian Americans	0.30%	-1.89	0.85%	-34.39 *
Native Americans	0.00%	0.00	0.05%	Not Utilized *
Nonminority Women	1.18%	-1.32	1.96%	-24.08 *
Nonminority Firms	96.15%	0.87	95.25%	15.74 *

¹ Percent of related prime firms utilized within the relevant market area.

² Percent of available firms in the relevant market area.

* Statistically significant at the 0.05 level

Exhibit F-2.25
New Jersey Disparity Study of Procurement
All Years Aggregated
Goods & Commodities
T-Test Analysis of Vendors
Based on New Jersey Agency Vendor Data
Fiscal Years 2000 Through 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.45%	-32.22 *	2.71%	-76.94 *
Hispanic Americans	0.32%	-17.00 *	1.32%	-40.61 *
Asian Americans	0.34%	-23.03 *	1.74%	-55.00 *
Native Americans	0.04%	-2.47 *	0.10%	-6.77 *
Nonminority Women	0.63%	-46.37 *	4.45%	-110.75 *
Nonminority Firms	98.22%	61.77 *	89.67%	147.53 *

Exhibit F-2.26
New Jersey Disparity Study of Procurement
Pre-Set-Aside Period
Goods & Commodities
T-Test Analysis of Vendors
Based on New Jersey Agency Vendor Data
Fiscal Years 2000 Through 2003

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.22%	-49.23 *	2.71%	-86.27 *
Hispanic Americans	0.14%	-40.79 *	1.32%	-71.48 *
Asian Americans	0.18%	-48.48 *	1.74%	-84.97 *
Native Americans	0.02%	-7.86 *	0.10%	-13.77 *
Nonminority Women	0.30%	-98.60 *	4.45%	-172.79 *
Nonminority Firms	48.97%	-105.96 *	89.67%	-185.69 *

Exhibit F-2.27
New Jersey Disparity Study of Procurement
Post-Set-Aside Period
Goods & Commodities
T-Test Analysis of Vendors
Based on New Jersey Agency Vendor Data
Fiscal Year 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	0.43%	-17.51 *	2.71%	-79.12 *
Hispanic Americans	0.39%	-7.49 *	1.32%	-33.85 *
Asian Americans	0.55%	-8.15 *	1.74%	-36.83 *
Native Americans	0.04%	-1.50	0.10%	-6.77 *
Nonminority Women	0.98%	-17.77 *	4.45%	-80.29 *
Nonminority Firms	97.60%	26.16 *	89.67%	118.24 *

¹ Percent of related prime firms utilized within the relevant market area.

² Percent of available firms in the relevant market area.

* Statistically significant at the 0.05 level

Exhibit F-2.28
New Jersey Disparity Study of Procurement
All Years Aggregated
Goods & Commodities
T-Test Analysis of Vendors
Based on New Jersey Authority Vendor Data
Fiscal Years 2000 Through 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	2.20%	-1.66	2.71%	-7.93 *
Hispanic Americans	0.79%	-2.85 *	1.32%	-13.64 *
Asian Americans	1.05%	-3.22 *	1.74%	-15.39 *
Native Americans	0.13%	0.44	0.10%	2.12 *
Nonminority Women	1.10%	-15.35 *	4.45%	-73.39 *
Nonminority Firms	94.73%	10.78 *	89.67%	51.52 *

Exhibit F-2.29
New Jersey Disparity Study of Procurement
Pre-Set-Aside Period
Goods & Commodities
T-Test Analysis of Vendors
Based on New Jersey Authority Vendor Data
Fiscal Years 2000 Through 2003

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	2.33%	-1.02	2.71%	-5.76 *
Hispanic Americans	0.67%	-3.20 *	1.32%	-18.05 *
Asian Americans	1.22%	-1.91	1.74%	-10.77 *
Native Americans	0.12%	0.28	0.10%	1.59
Nonminority Women	1.04%	-13.59 *	4.45%	-76.68 *
Nonminority Firms	94.61%	8.83 *	89.67%	49.85 *

Exhibit F-2.30
New Jersey Disparity Study of Procurement
Post-Set-Aside Period
Goods & Commodities
T-Test Analysis of Vendors
Based on New Jersey Authority Vendor Data
Fiscal Year 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	2.26%	-1.05	2.71%	-6.91 *
Hispanic Americans	0.92%	-1.45	1.32%	-9.59 *
Asian Americans	0.75%	-3.97 *	1.74%	-26.17 *
Native Americans	0.08%	-0.17	0.10%	-1.14
Nonminority Women	1.09%	-11.23 *	4.45%	-74.05 *
Nonminority Firms	94.90%	8.21 *	89.67%	54.16 *

¹ Percent of related prime firms utilized within the relevant market area.

² Percent of available firms in the relevant market area.

* Statistically significant at the 0.05 level

Exhibit F-2.31
New Jersey Disparity Study of Procurement
All Years Aggregated
Goods & Commodities
T-Test Analysis of Vendors
Based on New Jersey College/University Vendor Data
Fiscal Years 2000 Through 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.01%	-21.97 *	2.71%	-38.89 *
Hispanic Americans	0.28%	-25.59 *	1.32%	-45.29 *
Asian Americans	0.40%	-27.57 *	1.74%	-48.80 *
Native Americans	0.07%	-1.59	0.10%	-2.82 *
Nonminority Women	0.58%	-65.85 *	4.45%	-116.55 *
Nonminority Firms	97.67%	68.39 *	89.67%	121.05 *

Exhibit F-2.32
New Jersey Disparity Study of Procurement
Pre-Set-Aside Period
Goods & Commodities
T-Test Analysis of Vendors
Based on New Jersey College/University Vendor Data
Fiscal Years 2000 Through 2003

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.07%	-18.38 *	2.71%	-36.27 *
Hispanic Americans	0.27%	-23.44 *	1.32%	-46.25 *
Asian Americans	0.42%	-23.70 *	1.74%	-46.76 *
Native Americans	0.07%	-1.37	0.10%	-2.70 *
Nonminority Women	0.57%	-59.68 *	4.45%	-117.77 *
Nonminority Firms	97.60%	59.92 *	89.67%	118.23 *

Exhibit F-2.33
New Jersey Disparity Study of Procurement
Post-Set-Aside Period
Goods & Commodities
T-Test Analysis of Vendors
Based on New Jersey College/University Vendor Data
Fiscal Year 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.04%	-13.78 *	2.71%	-37.67 *
Hispanic Americans	0.27%	-16.74 *	1.32%	-45.78 *
Asian Americans	0.50%	-14.62 *	1.74%	-39.99 *
Native Americans	0.10%	0.07	0.10%	0.19
Nonminority Women	0.65%	-39.59 *	4.45%	-108.26 *
Nonminority Firms	97.44%	41.01 *	89.67%	112.13 *

¹ Percent of related prime firms utilized within the relevant market area.

² Percent of available firms in the relevant market area.

* Statistically significant at the 0.05 level

Exhibit F-2.34
New Jersey Disparity Study of Procurement
All Years Aggregated
Goods & Commodities
T-Test Analysis of Vendors
Based on New Jersey Commission Vendor Data
Fiscal Years 2000 Through 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.00%	-4.84 *	2.71%	-39.03 *
Hispanic Americans	0.25%	-6.05 *	1.32%	-48.83 *
Asian Americans	0.13%	-12.93 *	1.74%	-104.35 *
Native Americans	0.25%	0.86	0.10%	6.96 *
Nonminority Women	1.25%	-8.13 *	4.45%	-65.61 *
Nonminority Firms	97.12%	12.57 *	89.67%	101.45 *

Exhibit F-2.35
New Jersey Disparity Study of Procurement
Pre-Set-Aside Period
Goods & Commodities
T-Test Analysis of Vendors
Based on New Jersey Commission Vendor Data
Fiscal Years 2000 Through 2003

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.06%	-4.12 *	2.71%	-36.60 *
Hispanic Americans	0.15%	-7.71 *	1.32%	-68.51 *
Asian Americans	0.15%	-10.50 *	1.74%	-93.30 *
Native Americans	0.15%	0.35	0.10%	3.14 *
Nonminority Women	1.21%	-7.60 *	4.45%	-67.47 *
Nonminority Firms	97.27%	11.96 *	89.67%	106.24 *

Exhibit F-2.36
New Jersey Disparity Study of Procurement
Post-Set-Aside Period
Goods & Commodities
T-Test Analysis of Vendors
Based on New Jersey Commission Vendor Data
Fiscal Year 2004

M/WBE Classification	Firms Utilized¹	T Value for Firms Utilized	% of Available Firms²	T Value for Available Firms
African Americans	1.17%	-2.30 *	2.71%	-32.70 *
Hispanic Americans	0.39%	-2.40 *	1.32%	-34.14 *
Asian Americans	0.39%	-3.49 *	1.74%	-49.64 *
Native Americans	0.39%	0.75	0.10%	10.66 *
Nonminority Women	0.78%	-6.71 *	4.45%	-95.39 *
Nonminority Firms	96.89%	6.66 *	89.67%	94.70 *

¹ Percent of related prime firms utilized within the relevant market area.

² Percent of available firms in the relevant market area.

* Statistically significant at the 0.05 level

APPENDIX G:
NEW JERSEY SELF-EMPLOYMENT
REPORT EXHIBITS

APPENDIX G
New Jersey Self-Employment Report Exhibits

EXHIBIT G-1
RESULTS OF LOGISTIC REGRESSION
OVERALL

New Jersey			
	B	Sig.	Exp (B)
African American	-.965	.000	.381
Hispanic American	-.534	.000	.586
Asian American	-.187	.000	.829
Native American	-.496	.027	.609
Nonminority Women	-.854	.000	.426
Marital Status (1=Married)	.178	.000	1.195
Age	.124	.000	1.132
Age2	-.001	.000	.999
Disability (1=Yes)	-.005	.889	.995
Tenure (1=Yes)	.297	.000	1.346
Value	.028	.000	1.029
Mortgage	.00	.000	1.000
Unearn	.00	.000	1.000
Resdinc	.000	.040	1.000
P65	-.202	.000	.817
P18	.054	.000	1.055
Some College (1=Yes)	.034	.276	1.034
College Graduate (1=Yes)	-.070	.030	.932
More than College (1=Yes)	.419	.000	1.521
Number of Observations	94575		
Chi-squared statistic (df=19)	5430.299		
Log Likelihood	56669.89		

Note: **BOLD** Statistically significant at p < .05.
 Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.
 Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

**EXHIBIT G-2
RESULTS OF LOGISTIC REGRESSION
PROFESSIONAL SERVICES**

New Jersey			
	B	Sig.	Exp (B)
African American	-1.075	.000	.341
Hispanic American	-.699	.000	.497
Asian American	-.932	.000	.394
Native American	-1.570	.032	.208
Nonminority Women	1.280	.000	.278
Marital Status (1=Married)	.053	.396	1.054
Age	.218	.000	1.243
Age2	-.002	.000	.998
Disability (1=Yes)	-.180	.031	.835
Tenure (1=Yes)	.522	.000	1.685
Value	.023	.000	1.024
Mortgage	.000	.000	1.000
Unearn	.000	.072	1.000
Resdinc	.000	.004	1.000
P65	-.206	.006	.814
P18	.020	.382	1.020
Some College (1=Yes)	.379	.000	1.460
College Graduate (1=Yes)	.772	.000	2.165
More than College (1=Yes)	1.895	.000	6.654
Number of Observations	32632		
Chi-squared statistic (df=19)	4407.416		
Log Likelihood	-14923.16		

Note: **BOLD** Statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

**EXHIBIT G-3
RESULTS OF LOGISTIC REGRESSION
OPERATIONAL SERVICES**

New Jersey			
	B	Sig.	Exp (B)
African American	-.651	.000	.522
Hispanic American	-.443	.000	.642
Asian American	.103	.102	1.109
Native American	-.171	.531	.843
Nonminority Women	-.333	.000	.717
Marital Status (1=Married)	.189	.000	1.208
Age	.105	.000	1.110
Age2	.001	.000	.999
Disability (1=Yes)	-.049	.298	.952
Tenure (1=Yes)	.160	.019	1.173
Value	.037	.000	1.037
Mortgage	.000	.000	1.000
Uearn	.000	.000	1.000
Resdinc	.000	.528	1.000
P65	-.209	.000	.811
P18	.037	.023	1.038
Some College (1=Yes)	.114	.005	1.120
College Graduate (1=Yes)	.020	.667	1.020
More than College (1=Yes)	-.249	.000	.780
Number of Observations	31948		
Chi-squared statistic (df=19)	1578.328		
Log Likelihood	24644.38		

Note: **BOLD** Statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

**EXHIBIT G-4
RESULTS OF LOGISTIC REGRESSION
GOODS AND SUPPLIES**

New Jersey			
	B	Sig.	Exp (B)
African American	-1.210	.000	.298
Hispanic American	-.450	.000	.638
Asian American	.488	.000	1.630
Native American	-.515	.320	.597
Nonminority Women	-.719	.000	.487
Marital Status (1=Married)	.345	.000	1.412
Age	.115	.000	1.122
Age2	-.001*	.000	.999
Disability (1=Yes)	.125	.063	1.133
Tenure (1=Yes)	.282	.002	1.325
Value	.034	.000	1.035
Mortgage	.000	.000	1.000
Unearn	.000	.000	1.000
Resdinc	.000	.098	1.000
P65	-.183	.010	.833
P18	.079	.000	1.082
Some College (1=Yes)	.234	.000	1.263
College Graduate (1=Yes)	.103	.099	1.108
More than College (1=Yes)	-.330	.000	.719
Number of Observations	29995		
Chi-squared statistic (df=19)	1266.864		
Log Likelihood	-14361.35		

Note:**BOLD** Statistically significant at $p < .05$.
 Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.
 Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

**EXHIBIT G-5
RESULTS OF LINEAR REGRESSION
OVERALL**

New Jersey					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-.393	.042	-.087	-9.398	.000
Hispanic American	-.401	.036	-.105	-11.189	.000
Asian American	-.345	.031	-.101	-10.956	.000
Native American	-.373	.185	-.018	-2.019	.000
Nonminority Women	-.490	.024	-.194	-20.735	.043
Marital Status (1=Married)	.181	.022	.076	8.146	.000
Disability (1=Yes)	-.164	.028	-.054	-5.945	.000
Age	.043	.009	.410	5.015	.000
Age2	.000	.000	-.364	-4.469	.000
Speaks English Well (1=Yes)	.191	.050	.073	3.849	.000
Some College (1=Yes)	.150	.025	.065	6.083	.000
College Graduate (1=Yes)	.483	.025	.209	19.303	.000
More than College (1=Yes)	.887	.025	.389	35.573	.000
Constant	9.029	.190		47.461	.000

Note: **BOLD** Statistically significant at $p < .05$.
Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

**EXHIBIT G-6
RESULTS OF LINEAR REGRESSION
PROFESSIONAL SERVICES**

New Jersey					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-.567	.088	-.114	-6.459	.000
Hispanic American	-.426	.096	-.078	-4.428	.000
Asian American	-.100	.064	-.027	-1.557	.119
Native American	-.155	.619	-.004	-.251	.802
Nonminority Women	-.441	.046	-.174	-9.571	.000
Marital Status (1=Married)	.258	.045	.103	5.757	.000
Disability (1=Yes)	-.148	.066	-.039	-2.249	.025
Age	.075	.018	.688	4.082	.000
Age2	-.001	.000	-.658	-3.909	.000
Speaks English Well (1=Yes)	.198	.207	.041	.958	.339
Some College (1=Yes)	.205	.091	.065	2.259	.024
College Graduate (1=Yes)	.392	.083	.174	4.733	.000
More than College (1=Yes)	.689	.078	.353	8.785	.000
Constant	8.631	.438		19.696	.000
Note: BOLD Statistically significant at $p < .05$. Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.					

**EXHIBIT G-7
RESULTS OF LINEAR REGRESSION
OPERATIONAL SERVICES**

New Jersey					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-.306	.050	-.089	-6.102	.000
Hispanic American	-.376	.044	-.127	-8.619	.000
Asian American	-.326	.045	-.106	-7.275	.000
Native American	-.346	.204	-.024	-1.690	.091
Nonminority Women	-.430	.031	-.205	-13.841	.000
Marital Status (1=Married)	.120	.029	.061	4.209	.000
Disability (1=Yes)	-.104	.035	-.043	-2.999	.003
Age	.039	.011	.441	3.550	.000
Age2	.000	.000	-.398	-3.209	.001
Speaks English Well (1=Yes)	.238	.057	.115	4.154	.000
Some College (1=Yes)	.108	.030	.057	3.631	.000
College Graduate (1=Yes)	.357	.032	.172	10.983	.000
More than College (1=Yes)	.417	.047	.133	8.919	.000
Constant	9.169	.242		37.965	.000

Note: **BOLD** Statistically significant at $p < .05$.
Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

**EXHIBIT G-8
RESULTS OF LINEAR REGRESSION
GOODS AND SUPPLIES**

New Jersey					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-.393	.113	-.071	-3.478	.001
Hispanic American	-.358	.072	-.103	-4.976	.000
Asian American	-.359	.058	-.128	-6.210	.000
Native American	-.549	.434	-.025	-1.265	.206
Nonminority Women (1=Female)	-.582	.053	-.226	-10.980	.000
Marital Status (1=Married)	.188	.050	.078	3.773	.000
Disability (1=Yes)	-.239	.055	-.089	-4.391	.000
Age	.006	.018	-.057	.311	.756
Age2	-.000	.000	-.015	-.081	.935
Speaks English Well (1=Yes)	-.014	.095	-.006	-.151	.880
Some College (1=Yes)	.116	.047	.058	2.479	.013
College Graduate (1=Yes)	.486	.049	.234	9.952	.000
More than College (1=Yes)	.468	.073	.138	6.385	.000
Constant	9.834	.402		24.457	.000

Note: **BOLD** Statistically significant at $p < .05$.
Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc. Calculations using SPSS.

APPENDIX H:
NEW JERSEY VENDOR
TELEPHONE SURVEY INTERVIEW
GUIDE

APPENDIX H
New Jersey Vendor Telephone Survey Interview Guide

TELEPHONE SURVEY OF BUSINESSES
STATE OF NEW JERSEY STUDY OF PROCUREMENT OF GOODS, COMMODITIES,
AND BUSINESS & PROFESSIONAL SERVICES

INTERVIEW STATS

Interviewer ID _____ Date of Interview _____
Time Started _____ Time Ended _____
Name of Contact _____ Owner _____ Manager _____ Other _____

INTRODUCTION/SCREENER

Hello. My name is _____ from Market Analytics, a research firm based in Bergen County, New Jersey. The Office of the New Jersey Secretary of State has asked us to contact your business to get your opinion of the general business environment in New Jersey, and your experiences, if any, when attempting to do business New Jersey state agencies.

Is this _____ (Owner's name)?

IF YES, CONTINUE

IF NO, Ask to speak to _____ (Owner's name)

IF OWNER IS PUT ON THE LINE:
⇒ CONTINUE WITH INTRODUCTION

IF TRANSFERRED TO ANOTHER PARTY:
⇒ DETERMINE IF PARTY CAN ANSWER QUESTIONS CONCERNING OWNERSHIP. IF SO, CONTINUE WITH INTRODUCTION. IF NOT, MAKE ARRANGEMENTS TO CALL BACK WHEN THE OWNER MAY BE AVAILABLE AND LEAVE TELEPHONE NUMBER.

IF NOBODY IS AVAILABLE TO ANSWER QUESTIONS:
⇒ SCHEDULE CALL BACK DATE AND TIME

IF RESPONDENT ASKS FOR THE PURPOSE OF THE CALL:
⇒ PROVIDE THE FOLLOWING EXPLANATION

Your company's name and phone number were provided to us by the New Jersey Secretary of State's Office, as a firm doing business in New Jersey. We are calling to add your opinions to those of hundreds of other business owners and executives to give State's policymakers the information they need to encourage more firms to do business with the State. This will be a very short interview, and I want to assure you that your responses are confidential; that no individuals' names or their business names or identities will be reported to the State; and that information will be used solely for this report and for no other purpose.

IF THEY AGREE TO PARTICIPATE: Thank them for their time and BEGIN WITH Q1

IF NOT: SCHEDULE CALLBACK APPOINTMENT IF POSSIBLE

CALL BACK AT: _____ AM/PM DATE: _____

IF ASKED "HOW LONG WILL IT TAKE?", REPLY "FIVE TO TEN MINUTES".

- First I will ask you some questions about your business.
- Then I will ask you about characteristics of the company's ownership
- Finally, I will ask about your experiences doing business in New Jersey.

BEGIN QUESTIONS

Q1. Which ONE of the following is your company's primary line of business?

(READ LIST)

- ¹ Operational Services (maintenance & repair, janitorial, office services – Specify _____)
- ² Materials and Supplies – Specify _____
- ³ Professional Services (legal services, accounting, auditing, etc). – Specify _____
- ⁴ Other – Specify _____
- ⁹⁹ No Response

NOTE: IF THEY ARE IN CONSTRUCTION OR CONSTRUCTION-RELATED ARCHITECTURAL & ENGINEERING, DO NOT CONTINUE

NOTE: IF RESPONDENTS PROVIDE MORE THAN ONE LINE OF BUSINESS, ASK "IF YOU HAD TO CHOOSE ONE AS YOUR PRIMARY SOURCE OF REVENUE, WHICH ONE WOULD IT BE?"

Q2. In what year was your company established? _____ (enter year)

- ⁹⁹ No Response

Q3. Excluding yourself, (if owner), on average, can you estimate the number of employees your company keeps on payroll, including full-time and part-time staff?

_____ Number of Employees _____⁹⁹ No Response

Q4. Which of the following categories best approximates your company's gross revenues for calendar year 2003? Remember, this information is confidential.

- ¹ Less than \$500,000.
- ² More than \$500,000.

Q4.1 Would that be...
(READ LIST)

- | | | |
|---|--|--|
| <input type="checkbox"/> ¹ Up to \$50,000? | <input type="checkbox"/> ⁵ \$500,001 to \$1,000,000? | <input type="checkbox"/> ⁹ Over \$10 million? |
| <input type="checkbox"/> ² \$50,001 to \$100,000? | <input type="checkbox"/> ⁶ \$1,000,001 to \$3,000,000? | <input type="checkbox"/> ⁹⁹ No Response (DO NOT READ) |
| <input type="checkbox"/> ³ \$100,001 to \$300,000? | <input type="checkbox"/> ⁷ \$3,000,001 to \$5,000,000? | |
| <input type="checkbox"/> ⁴ \$300,001 to \$500,000? | <input type="checkbox"/> ⁸ \$5,000,001 to \$10,000,000? | |

Q5. What percentage of your company's 2003 gross revenues came from doing business with the Federal Government?

_____ % (ENTER PERCENTAGE)

Q6. What percentage of your company's 2003 gross revenues came from doing business with the State of New Jersey?

_____ % (ENTER PERCENTAGE)

Q7. What percentage of your company's 2003 gross revenues came from doing business in the private sector, that is with other businesses?

_____ % (ENTER PERCENTAGE)

(NOTE: DOES NOT HAVE TO EQUAL 100%)

Q8. Is your company's ownership at least 51 percent woman-owned?

____¹ Yes ____² No ³ Other _____⁹⁹ No Response
Identify

Q9. Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party?

(NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM CHOOSE THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.)

READ LIST

- ¹ Caucasian
 ² African American
 ³ Asian or Pacific Islander
 ⁴ Hispanic American
 ⁵ Native American/Alaskan Native
 ⁹⁹ No Response
 ¹⁰ Other – Specify _____

Q10. What is the highest level of education completed by the owner of your company?

(READ LIST)

- | | |
|--|--|
| <input type="checkbox"/> ¹ Some high school | <input type="checkbox"/> ⁵ College degree |
| <input type="checkbox"/> ² High school graduate | <input type="checkbox"/> ⁶ Post graduate degree |
| <input type="checkbox"/> ³ Trade or technical education | <input type="checkbox"/> ⁷ Don't know (DO NOT READ) |
| <input type="checkbox"/> ⁴ Some college | <input type="checkbox"/> ⁹⁹ No response (DO NOT READ) |

Q11. How many years of experience in your field does the primary owner of your firm have?

_____ Years _____⁹⁹ No Response

Q12. Now I'd like to ask some questions about experiences some businesses encounter when doing business in general and ask you to indicate with a "yes" or "no" response if any of these have applied to you since 2000.

USE FOLLOWING RESPONSE CODES: 1 = Yes 2 = No 99 = No Response

Response		
	a	Provided a bid and/or quote for a product or purchase, but never received a response.
	b	Was asked to be a "front" for a non-minority firm who wished to do business with the State or a private firm.
	c	Pressured to lower the price of a quote or bid
	d	Was paid less than the amount negotiated for payment for the agreed-upon good or service.
	e	Dropped from a negotiated business arrangement with another vendor, after agreement was implemented
	f	Provided the service or commodity, but payment was substantially delayed
	g	Provided the service or commodity, but never received payment
	h	Performed different service, or provided different or fewer goods than agreed upon.
	i	You felt you were held to higher standards than other providers in your line of business
	k	You were subject to premature and untimely release of retainage

Q13. I will now read you a list of things that may prevent companies from bidding as a goods or services provider. In your experience, have any of the following been a barrier to participating in any State procurement activity?

READ LIST AND USE FOLLOWING RESPONSE CODES: 1 = Yes 2 = No 99 = No Response

Response		Item
	a)	Pre-qualification requirements?
	b)	Bond requirements?
	c)	Financing
	d)	Insurance requirements?
	e)	Bid specifications too rigid?
	f)	Limited time given to prepare bid package or quote?
	g)	Limited information received on state advertisements for goods or services procurement.
	h)	Limited knowledge of purchasing/contracting policies and procedures?
	i)	Lack of experience?
	j)	Lack of personnel?
	k)	Scope of service or quantity of commodity to be provided was too large?
	l)	State agency procurement managers tend to monitor a preferred list of vendors to the exclusion of your company.
	m)	Scope or volume of service or commodities/goods to be procured was too expensive to bid?

Q14. From July 1, 1999 to the present, has your company experienced discrimination due to the race, ethnicity, or gender of your company's owner(s)?

____ ¹Yes ____ ²No ____ ⁹⁹ No Response

IF RESPONDENT ANSWERED NO OR NO RESPONSE/DON'T KNOW TO Q14 SKIP TO Q16

ASK THE FOLLOWING QUESTIONS TO THOSE WHO ANSWERED YES TO Q14.

Q15 If you feel your company has experienced specific instances of discrimination by the State since 1999,

Q15.1 How many times did it happen? _____ (Enter #)

ENTER ANSWERS TO 15.2 THRU 15.4 IN GRID BELOW. IF MULTIPLE INSTANCES, TREAT EACH SEPARATELY IN "a" THRU "f" BELOW.

Q15.2 Was it a verbal comment, a written statement or an action taken against your company? (ENTER ANSWERS IN GRID BELOW)

Q15.3 Was it due to the your (or company's owner's) race, gender, or length of time in business? (ENTER ANSWERS IN GRID BELOW)

Q15.4 Did the discrimination occur before or after contract award?

Q15.2	Q15.3			Q15.4	
List Occurrence: e.g., "verbal comment," "written statement," or "actions taken against us"	Basis for Discrimination			When Instance Occurred	
	Owner's Race or Ethnicity	Owner's Sex	Time in Business	Before Contract Award	After Contract Award
a. <input type="checkbox"/> ¹ verbal <input type="checkbox"/> ³ written <input type="checkbox"/> ⁵ actions	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer
b. <input type="checkbox"/> ¹ verbal <input type="checkbox"/> ³ written <input type="checkbox"/> ⁵ actions	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer
c. <input type="checkbox"/> ¹ verbal <input type="checkbox"/> ³ written <input type="checkbox"/> ⁵ actions	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer
d. <input type="checkbox"/> ¹ verbal <input type="checkbox"/> ³ written <input type="checkbox"/> ⁵ actions	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer
e. <input type="checkbox"/> ¹ verbal <input type="checkbox"/> ³ written <input type="checkbox"/> ⁵ actions	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer
f. <input type="checkbox"/> ¹ verbal <input type="checkbox"/> ³ written <input type="checkbox"/> ⁵ actions	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer	<input type="checkbox"/> ¹ Yes <input type="checkbox"/> ² No <input type="checkbox"/> ⁹⁹ No Answer

For the final two questions, please indicate for each whether you:

- | | | | |
|---------|----------------------------|----------|----------------------|
| _____ 1 | Strongly Agree | _____ 4 | Disagree |
| _____ 2 | Agree | _____ 5 | Strongly Disagree |
| _____ 3 | Neither Agree Nor Disagree | _____ 99 | No Answer/Don't Know |

Code	Item	Text
	Q16	There is an informal network of business used by the State of New Jersey that has excluded my company from doing State business.
	Q17	Double standards in qualifications and performance make it more difficult for minority and women-owned businesses to win State business.

CLOSING
That completes our survey!
On behalf of the State, we thank you for your participation and valuable comments. Have a nice (DAY/EVENING). Goodbye!

J:\2343\Kick-off \Telephone Survey.doc

APPENDIX I

***NEW JERSEY VENDOR
TELEPHONE SURVEY
RESPONSE FREQUENCIES***

APPENDIX I

New Jersey Vendor Telephone Survey Response Frequencies

EXHIBIT I-1 STATE OF NEW JERSEY TELEPHONE SURVEY SELECTED DEMOGRAPHICS

Demographic	Race/Ethnicity or Gender of Business Owner						
	African American	Hispanic American	Asian American	Native American	Woman	Total M/WBE	Non-M/WBE
<i>Company's primary line of business</i>							
Operational Services	11	19	11	2	16	59	30
Materials and Supplies	38	32	35	4	74	183	115
Professional Services	54	45	60	2	90	251	71
Other	61	79	20	5	70	235	56
<i>Length of Establishment</i>							
1970 or earlier	6	4	3	0	30	43	79
1971 to 1980	12	22	9	2	28	73	50
1981 to 1990	43	37	24	5	59	168	69
1991 to 2000	64	80	56	4	115	319	58
Since 2000	39	32	34	2	18	125	16
<i>Highest Level of Owner's Education</i>							
Some High School	0	7	0	0	5	12	6
High School Graduate	23	33	3	2	22	83	33
Trade or Technical School	9	13	0	0	10	32	13
Some College	25	36	2	3	37	103	36
College Degree	49	50	41	5	98	243	103
Graduate Degree	54	33	77	3	68	235	67
Not Applicable/No Response	4	3	3	0	10	20	14
<i>Number of full-time employees</i>							
0 to 10	140	141	90	11	194	576	174
11 to 25	10	15	22	1	33	81	59
26 to 50	5	5	9	0	13	32	26
51 to 100	2	4	4	1	5	16	7
Over 100	0	0	1	0	0	1	1
<i>Gross Revenues</i>							
\$50,000 or less	44	31	14	4	60	153	44
\$50,000 but less than \$100,000	18	24	8	1	16	67	10
\$100,000 but less than \$300,000	23	22	20	3	22	90	21
\$300,000 but less than \$500,000	9	12	6	0	12	39	10
\$500,000 but less than \$1 million	16	28	10	3	40	97	40
\$1 million but less than \$3 million	9	9	26	1	41	86	51
\$3 million but less than \$5 million	4	2	8	0	8	22	11
\$5 million but less than \$10 million	0	4	4	0	7	15	13
Over \$10 million	3	5	4	0	2	14	11
Not Available/No Response	7	12	10	0	8	37	20
<i>Owner's Years of Direct Experience in Primary Line of Business</i>							
5 or less	6	8	6	1	13	34	8
6 to 10	14	25	26	2	27	94	11
11 to 20	64	68	48	2	91	273	50
21 to 30	48	49	32	4	79	212	109
31 to 40	17	17	9	2	23	68	64
41 to 50	11	1	2	2	9	25	13
Over 50	3	3	0	0	2	8	11

Source: MGT Telephone Survey of Businesses in October 2004.

**EXHIBIT I-2
STATE OF NEW JERSEY
TELEPHONE SURVEY
BARRIERS TO DOING BUSINESS**

Barriers to Obtaining Work	Race/Ethnicity or Gender of Business Owner						
	African American	Hispanic American	Asian American	Native American	Woman	Total M/WBE	Non-M/WBE
Prequalification requirements							
Yes	70	35	32	9	82	228	51
No	75	102	60	3	142	382	186
No Response	19	38	34	1	26	118	35
Performance Bond requirements							
Yes	61	41	26	6	70	204	53
No	79	93	56	6	143	377	177
No Response	24	41	44	1	37	147	42
Financing							
Yes	74	39	23	4	47	187	32
No	70	98	61	7	168	404	196
No Response	20	38	42	2	35	137	44
Insurance requirements							
Yes	56	40	20	3	70	189	37
No	86	97	64	8	145	400	193
No Response	22	38	42	2	35	139	42
Bid specifications too rigid							
Yes	61	48	31	3	85	228	74
No	77	82	49	8	128	344	151
No Response	26	45	46	2	37	156	47
Limited time given to prepare bid package or quote							
Yes	77	53	27	4	97	258	78
No	64	79	55	6	112	316	148
No Response	23	43	44	3	41	154	46

EXHIBIT 1-2 (Continued)
STATE OF NEW JERSEY (Continued)
TELEPHONE SURVEY
BARRIERS TO DOING BUSINESS

Barriers to Obtaining Work	Race/Ethnicity or Gender of Business Owner						
	African American	Hispanic American	Asian American	Native American	Woman	Total M/WBE	Non-M/WBE
Limited information received on pending projects							
Yes	70	66	32	4	89	261	73
No	68	69	49	5	116	307	151
No Response	26	40	45	4	45	160	48
Knowledge of contracting policies and procedures							
Yes	71	61	37	7	85	261	67
No	70	75	45	3	125	318	158
No Response	23	39	44	3	40	149	47
Lack of experience							
Yes	49	35	24	1	42	151	58
No	96	104	61	9	178	448	176
No Response	19	36	41	3	30	129	38
Lack of personnel							
Yes	48	28	17	4	43	140	46
No	99	112	67	6	174	458	187
No Response	17	35	42	3	33	130	39
Contract too large							
Yes	61	35	23	4	57	180	60
No	82	97	59	6	153	397	165
No Response	21	43	44	3	40	151	47
Double standards for inspections led to exclusion from future contracts							
Yes	78	56	35	5	72	246	67
No	52	73	42	4	110	281	138
No Response	34	46	49	4	68	201	67
Contract too expensive to bid							
Yes	59	44	20	1	47	171	48
No	84	89	63	9	157	402	175
No Response	21	42	43	3	46	155	49

Source: MGT Telephone Survey of Businesses in October 2004.

**EXHIBIT I-3
STATE OF NEW JERSEY
TELEPHONE SURVEY
EXPERIENCES AS SUBCONTRACTOR**

Experience as a Subcontractor	Race/Ethnicity or Gender of Business Owner						
	African American	Hispanic American	Asian American	Native American	Woman	Total M/WBE	Total Non-M/WBE
Provided bid/quote, no response:							
Yes	76	73	52	9	147	357	146
No	83	91	71	3	95	343	112
No Response	5	11	3	1	8	28	14
Asked to be a front for a non-minority firm							
Yes	14	8	8	1	8	39	4
No	146	156	115	12	235	664	260
No Response	4	11	3	0	7	25	8
Pressured to lower quote or bid							
Yes	43	60	41	5	108	257	82
No	115	104	83	7	134	443	177
No Response	6	11	2	1	8	28	13
Paid less than negotiated amount in contract:							
Yes	41	51	32	3	77	204	69
No	119	115	91	10	164	499	191
No Response	4	9	3	0	9	25	12
Dropped from the project after prime contract award:							
Yes	29	33	19	1	39	121	38
No	130	131	102	12	199	574	223
No Response	5	11	5	0	12	33	11
Completed the job, payment delayed:							
Yes	100	94	61	11	171	437	164
No	61	69	63	2	71	266	97
No Response	3	12	2	0	8	25	11

EXHIBIT 1-3 (Continued)
STATE OF NEW JERSEY
TELEPHONE SURVEY
EXPERIENCES AS SUBCONTRACTOR

Experience as a Subcontractor	Race/Ethnicity or Gender of Business Owner						
	African American	Hispanic American	Asian American	Native American	Woman	Total M/WBE	Total Non-M/WBE
Completed the job, never paid:							
Yes	51	63	55	8	113	290	123
No	110	101	70	5	129	415	134
No Response	3	11	1	0	8	23	15
Performed different and less work than specified:							
Yes	16	19	14	1	28	78	25
No	143	145	109	12	214	623	235
No Response	5	11	3	0	8	27	12
Held to higher standards than other subs:							
Yes	87	61	60	5	68	281	80
No	73	101	63	7	168	412	180
No Response	4	13	3	1	14	35	12
Untimely release of retainage:							
Yes	33	30	17	2	40	122	32
No	125	130	104	11	195	565	221
No Response	6	15	5	0	15	41	19

Source: MGT Telephone Survey of Businesses in October 2004.

**EXHIBIT I-4
STATE OF NEW JERSEY
TELEPHONE SURVEY
DISCRIMINATION**

Demographic	Race/Ethnicity or Gender of Business Owner						
	African American	Hispanic American	Asian American	Native American	Woman	Total M/WBE	Non-M/WBE
Part A: Frequency of Discrimination							
Experienced discrimination due to race, ethnicity or gender of the owner since 1997?							
Yes	41	15	18	3	17	94	16
No	112	152	103	10	226	603	252
No Response	11	8	5	0	7	31	4
Total	164	175	126	13	250	728	272
Part B: Profile of Discrimination							
Form of discrimination:							
Verbally	9	10	4	0	8	31	5
Written	7	3	1	1	2	14	1
By action	12	4	2	1	5	24	4
No Response	136	158	119	11	235	659	262
Total	164	175	126	13	250	728	272
Basis of discrimination:							
Owner's Race/Ethnicity	18	7	7	1	3	36	6
Owner's Gender	5	5	0	2	11	23	3
Time in Business	1	4	0	1	2	8	0
Other/No Response	140	159	119	9	234	661	263
Total	164	175	126	13	250	728	272
Time of occurrence:							
Pre-contract	14	6	4	2	8	34	9
Post contract	2	7	2	0	2	13	2
Other/No Response	148	162	120	11	240	681	261
Total	164	175	126	13	250	728	272

Source: MGT Telephone Survey of Businesses in October 2004.

APPENDIX J

***NEW JERSEY VENDOR
INTERVIEW GUIDE***

APPENDIX J
New Jersey Vendor Interview Guide

PERSONAL INTERVIEWS

INTERVIEWER: _____

DATE: _____

START TIME: _____

END TIME: _____

PLACE: _____

COMPANY INFORMATION

CONTACT NAME: _____

CONTACT TITLE: _____

NAME OF COMPANY: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

PHONE: _____

FAX: _____

E-MAIL: _____

BUSINESS HOURS: _____

<p>OWNERSHIP:</p> <p>MINORITY___ WOMAN___ SMALL___</p>

Turn on tape recorder!

CONFIDENTIALITY STATEMENT

Please read to interviewee:

This interview is on behalf of The State of New Jersey and is part of a comprehensive study of the State's procurement of services and products. The State of New Jersey is committed to improving business with all their vendors.

The questions we ask and your responses on your firm and industry are designed to provide us with information that can be used to improve business relationships with all vendors including small, minority, women and non-minority-owned businesses.

This study is to capture information from calendar years 2000 through 2003. The questions I will ask refer to those time frames only and concern your company's attempts to do business with the State.

Responses to this questionnaire will be held in strict confidence, and will not be distributed to any other firm or person with your firm's identity revealed. However, in the case of a court order, all documentation will be turned over to the court.

**THE STATE OF NEW JERSEY PRE-DISPARITY STUDY
INTERVIEW GUIDE**

BUSINESS PROFILE

1. What is your company's primary line of business? [Try to get a good feel for what this company does.]

Professional Services (accountant, public relations, legal, etc.) *(Specify)*

Operational Services (security, equipment repair, art work, janitorial, maintenance, etc.)

Commodities and Equipment *(Specify)*

Other *(Specify)* _____

1.a Are you in the same line of business as when you originally established your business?

Yes _____ No _____ If NO, Explain:

2. What is the race or ethnic background of the company's owner/controlling party? [Get as much detail as possible.]

White

Native American

African American (Black)

Asian American

Hispanic American

Other _____

3. What is the gender of your company's owner/controlling party?

Male _____ Female _____ Joint male and female (50/50) _____

4. In what year was your business established or purchased from the most recent owner?

5. Is your company a sole proprietorship, a partnership, a corporation, or something else?

Sole proprietor

Partnership

Corporation

Non-profit organization

Limited Liability Company or Partnership

Other (Specify) _____

5.a Does the company or its owners maintain any special licensing? Yes _____ No _____

If YES, specify:

6. EXCLUDING owners, how many full-time and how many part-time employees does this firm have?

_____ Full-time _____ Part-time/cyclical

7. What was your company's approximate gross revenues for calendar year 2003? \$_____

If respondent does not provide an answer, then read following ranges for respondent to select one.

- | | | |
|--|---|---|
| <input type="checkbox"/> Less than \$25,000 | <input type="checkbox"/> Between \$300K and \$500K | <input type="checkbox"/> Between \$5M and \$10M |
| <input type="checkbox"/> Between \$25K and \$50K | <input type="checkbox"/> Between \$500K and \$1 Million | <input type="checkbox"/> More than \$10 Million |
| <input type="checkbox"/> Between \$50K and \$100K | <input type="checkbox"/> Between \$1M and \$3M | <input type="checkbox"/> No Response (DK/Refused) |
| <input type="checkbox"/> Between \$100K and \$300K | <input type="checkbox"/> Between \$3M and \$5M | |

8. What percentage of these gross revenues were earned from the private sector and what percentage were earned from the public (government) sector? (Must total 100%)

_____% Private sector

_____% Public (state, municipal government) sector

_____ Don't Know

9. What is the highest level of education completed by the owner of your company?

- | | |
|---|---|
| <input type="checkbox"/> Some high school | <input type="checkbox"/> College graduate |
| <input type="checkbox"/> Trade or technical education | <input type="checkbox"/> Post graduate degree |
| <input type="checkbox"/> High school graduate | <input type="checkbox"/> No Response |
| <input type="checkbox"/> Some college | |

10. How many years of direct experience does the primary owner of your firm have in the firm's line of business?

_____ Years

No Response

INTERVIEWER--READ:

The purpose of this study is to capture information over a four-year period from fiscal years 2000 through 2003. The next set of questions I will ask refer to those time frames and concern your company's attempts to do business with The State of New Jersey. Please restrict your answers to the years 2000 through 2003.

CONDUCTING BUSINESS WITH THE STATE OF NEW JERSEY AS A PRIME CONTRACTOR OR VENDOR

11. Between 2000 and 2003, have you ever bid on a State of New Jersey project or provided a quote for goods, services, equipment?

Yes ____ (CONTINUE) No ____ (SKIP TO Q13)

11a. If "YES", approximately how many times have you bid as a prime contractor or vendor? #_____

11b. And approximately how many times have you provided quotes? #_____

12. What percentage of the time that you bid on projects or provided quotes would you estimate you have been awarded a contract or a purchase order by the State?

BIDS/QUOTES _____% (Should be between 0 and 100%)

13. Are there any factors (such as insurance bonding requirements, size of project, etc.) that have interfered with your ability to bid or provide a quote on State procurement?

Yes ___ No ___

If YES: Could you please provide as much detail as possible on these factors?

14. To your knowledge, are there any State practices or procedures that have prevented you from bidding or receiving any contracts or purchase orders?

Yes ___ No ___

[GET DETAILS. PROBE AND CLARIFY]

15. Has the State made any attempts to encourage you to submit bids for their procurement?

Yes ___ No ___

If YES: Could you please describe their outreach efforts?

If NO: Can you please indicate any outreach efforts you would like to see implemented.

16. Has the State been helpful when you've had questions or needed information about the procurement process? Yes _____ No _____

[GET DETAILS. PROBE AND CLARIFY]

- 16a. If YES to Q16:
Has the information provided by the State been timely and accurate? Yes _____ No _____

[GET DETAILS. PROBE AND CLARIFY]

17. Generally, are State personnel courteous and responsive when you interact with them?

[GET DETAILS. PROBE AND CLARIFY]

18. Do you feel your company has ever been treated unfairly in the selection process?

Yes ____ No ____

If YES: What specific examples can you share with me?

18a. Do you think the State favours some companies over others?

Yes ____ No ____

If YES: Can you tell me why you think that? What specific examples can you share with me?

19. Generally, how fair or unfair do you think the State selection process is?

(PROBE FOR EXAMPLES AND CLARIFY)

20. To the best of your knowledge, have you ever been the low bidder on a State project (between 2000 and 2003) and not been awarded the contract or purchase order? Yes ____ No ____

If YES: Could you please describe the situation for me?

21. What factors would you say most frequently prevent you from winning State contracts or purchase orders?

[GET DETAILS. PROBE AND CLARIFY]

22. Have you ever appealed a contract or purchase order award? Yes ____ No ____

If YES: Could you please tell me more details about that appeal?

23. Are you concerned that your company will be retaliated against if you lodge a complaint with the State?

Yes ____ No ____

23a. If YES, why do you think so?

24. In your opinion, what can the State do to improve the procurement and selection process?

INTERVIEWER-READ:

The next set of questions are for firms that have served as a subcontractor to a prime contractor.

25. Have you ever served as a subcontractor on any State projects?

Yes ____ (SKIP TO Q26 AND CONTINUE)

No ____ (ASK Q25A AND THEN SKIP TO Q29)

(For those who have not served as subcontractors on State projects)

25a. Are there any factors (such as lack of information or financing) that prevent your firm from serving as a subcontractor on State projects? Yes ____ No ____

[GET DETAILS. PROBE AND CLARIFY]

CONDUCTING BUSINESS WITH THE STATE OF NEW JERSEY AS A SUBCONTRACTOR
--

(For those who *have* served as subcontractors on State projects)

26. How many times have you served as a subcontractor on a State project from 2000 through 2003?

 Estimated frequency

27. Have you ever been informed that you were the low bidder, awarded a contract, and then found out that another subcontractor or the prime was performing the work? Yes ____ No ____

27a. If YES: Could you give me more details on this?

27b. What action, if any, did you take?

[GET DETAILS. PROBE AND CLARIFY]

28. Do you think that prime contractors show any favoritism toward particular subcontractors when it comes to procuring services and products for a State project? Yes ____ No ____

28a. If YES: Could you please explain?

<p><i>The next set of questions is only for firms that are SMALL, MINORITY OR WOMAN-OWNED. If the respondent is not an M/WBE, skip to Question 38.</i></p>
--

MINORITY AND WOMAN-OWNED BUSINESSES
--

29. Are you certified as a small, minority, or woman-owned business?

Yes ____ (*CONTINUE*)

No ____ (*SKIP TO Q38*)

29a. If YES: With whom are you certified?

30. Do you think certification has an effect on the ability of your company to compete with other businesses? Why or why not?
[GET DETAILS. PROBE AND CLARIFY]

The next set of questions is only for SMALL, MINORITY OR WOMAN-OWNED FIRMS who have served as SUBCONTRACTORS to a prime contractor (see answer to Q25). If the respondent is not an M/WBE who has served as a subcontractor, SKIP TO Q35.

31. Are you aware of any practices that prime contractors use to get around having to use small, minority, or woman-owned businesses? Yes ____ No ____

31a. If YES: Could you please describe?

32. In general, how would you gauge the willingness of primes to use small, minority, or woman-owned businesses? Yes ____ No ____

32a. If YES: Could you please describe?

33. Specifically, do you think there is a greater tendency for primes to use small, minority, or woman-owned businesses for public sector projects or contracts (i.e., projects let by municipalities, counties, states, etc) than for projects obtained through the private sector (i.e., projects they have been hired to perform for other businesses)? Yes ____ No ____

33a. If YES: Could you please describe these differences?

34. Do you think primes would use small, minority, or woman-owned businesses if there were no M/WBE goals? Why or why not?

[GET DETAILS. PROBE AND CLARIFY]

35. In your opinion, what are the biggest obstacles faced by small, minority, or woman-owned businesses?

[GET DETAILS. PROBE AND CLARIFY]

36. Have you experienced discriminatory behavior from the State? Yes ____ No ____

[GET DETAILS. PROBE AND CLARIFY]

37. Have you experienced discriminatory behavior from other public or private sector organizations?

Yes ____ No ____

[GET DETAILS. PROBE AND CLARIFY]

**The next set of questions are to be asked only of NON-MINORITY MALE-OWNED BUSINESSES.
If respondent is not a white male, SKIP TO Q44.**

NON-MINORITY MALE-OWNED BUSINESSES (WHITE MALE OWNERSHIP)

38. Do you think your company has ever suffered from reverse discrimination? Yes ____ No ____

38a. If YES: Can you provide any details?

39. Do you think the ability of small, minority, or woman-owned businesses to get certified by the State gives them a competitive advantage? Why or why not?

[GET DETAILS. PROBE AND CLARIFY]

40. Are you aware of any practices that prime contractors use to get around having to use small, minority, or woman-owned businesses? Yes ____ No ____

40a. If YES: Could you please describe?

41. Do you think there is a greater tendency for primes to use small, minority, or woman-owned businesses for their public sector projects or contracts (i.e., projects let by municipalities, counties, states, etc) than for their projects obtained through the private sector (i.e., projects they have been hired to perform for other businesses)? Yes ____ No ____

41a. If YES: Could you please describe the differences?

42. In your opinion, what are the biggest obstacles faced by your firm in conducting business with the State?
[GET DETAILS. PROBE AND CLARIFY]

43. Do you think small, minority, or woman-owned businesses face challenges not faced by white males?
[GET DETAILS. PROBE AND CLARIFY]

FINAL QUESTIONS – ALL FIRMS

44. Do you feel there is an informal network that gives an advantage to select businesses?

Yes _____ No _____

If YES: How does it operate in regard to contracts with the State of New Jersey?

45. Is there anything that we have not covered in this interview that you feel will be helpful to the study?

Yes _____ No _____

If YES: Please explain.

AFFIDAVIT

_____ HEREBY ACKNOWLEDGE
THAT THE TESTIMONY I GAVE IS TRUE AND AN ACCURATE REFLECTION OF
MY PAST EXPERIENCES IN PROCUREMENT AND BUSINESS OPPORTUNITIES
WITH THE STATE OF NEW JERSEY.

ADDITIONALLY, THIS TESTIMONY WAS GIVEN FREELY AND I HAVE NOT
BEEN COERCED OR RECEIVED ANY REMUNERATION FOR MY COMMENTS.

SIGNATURE

DATE

SIGNATURE OF INTERVIEWER AS WITNESS

DATE

APPENDIX K

***NEW JERSEY VENDOR PUBLIC
HEARING ANNOUNCEMENT***

Do you want to do business



Here is your opportunity to learn
how to *Make It Happen*

Does your business provide goods and professional services?

Do you want to do more business with
the State of New Jersey?

Have you encountered obstacles or barriers to doing
business with the State of New Jersey?

*We need to hear from all businesses. Viewpoints
of minority- and women-owned businesses and
owners of small businesses are of particular interest.*

Come to a Public Hearing. Meet with representatives of the Office of Secretary of State Regena L. Thomas and Governor James E. McGreevey's Disparity Study Commission to voice your concerns and to share your views at a series of public hearings.

When?

*Monday, June 14, 2004,
from 9:00 AM – 8:00 PM*

The Richard Stockton College of New
Jersey, Jimmy Leads Road, Pomona

*Tuesday, June 15, 2004,
from 9:00 AM – 8:00 PM*

New Jersey Public Policy Research Institute,
33 Livingston Avenue, New Brunswick

*Wednesday, June 16, 2004,
from 9:00 AM – 5:00 PM*

NJ State House Annex, Committee
Room 6, 163 State Street, Trenton

Refreshments will be provided.

If you wish to reserve a seat at a public hearing, please provide the information below in one of four ways no later than June 11:

- phone in your company information at (609) 943-3301
- e-mail your company information to Sharon.Stafford@sos.state.nj.us
- print out the registration form below and place it in the mail
- fax the registration form to (609) 633-7141

If you have any questions, call Sharon Stafford at (609) 633-7861

Company Name: _____ Number of Attendees: _____
Company Address: _____
Telephone: _____ Fax: _____
e-Mail Address: _____

Register me for a public hearing (Select One)

- Monday, June 14, 2004, Richard Stockton College, Pomona, NJ.
- Tuesday, June 15, 2004, New Brunswick, NJ.
- Wednesday, June 16, 2004, Trenton, NJ.

How else can I participate?

- Yes, I want to be contacted to participate in the Governor's telephone survey of businesses.
- Yes, I want to set up an appointment for a personal interview to be held at my business location during the month of June.

APPENDIX L

***NEW JERSEY ACCOUNT CODES
AND WORK TYPE CODES***

**APPENDIX L
NEW JERSEY ACCOUNT CODES AND WORK TYPE CODES**

COLLEGE OF NEW JERSEY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
	Advertising	OS
	Advertising Commissions related to TIES Magazine	OS
	Advertising representatives for TIES Magazine	OS
	Advertising sales rep for TIES Magazine (Grants)	OS
	Cogen Turbine Inlet	GC
	Computer Hardware	GC
	Consulting Services	PS
	Design & production of TCNJ Magazine	OS
	Desktop Computer systems	GC
	Engineering lab equipment	GC
	Equipment	GC
	Hardware Maintenance	OS
	HP Laser & Deskjet printers	GC
	Installation of automatic doors	OS
	Maintenance Renewal	OS
	Monitoring TCNJ Co-Generation	PS
	Network Repairs	OS
	Software	GC
	Software Maintenance	PS
	Systems Maintenance	OS
	Systems Support	OS
	Telecommunication Hardware, Software & services	OS
	Temperature control for Records & Registration	GC
	Temperature control for Social Sciences Bldg.	GC
	Textbooks for Overseas Program	GC
52201		PS
52202		PS
53000		GC
53115		OS
53200		GC
53202		GC
53205		GC
53230		GC
53231		GC
53261		OS
53262		OS
53520		GC
53560		GC
53565		GC
53575		OS
53610		GC
53620		GC
53700		OS

COLLEGE OF NEW JERSEY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
53705		GC
53710		OS
53740		OS
54100		OS
54120		OS
55000		OS
55010		OS
55100		GC
55300		GC
55400		GC
55410		GC
55440		GC
55500		GC
55600		GC
55700		GC
55900		GC
56003		PS
56007		GC
56008		GC
56009		GC
56202		GC
56210		OS
56214		OS
56218		GC
56221		OS
56222		OS
56223		OS
56224		OS
56228		OS
56229		GC
56230		OS
56232		GC
56236		OS
56237		OS
56238		OS
56401		OS
56402		OS
56403		OS
56404		OS
56405		OS
56408		GC
56413		GC
56414		GC
56415		GC

COLLEGE OF NEW JERSEY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
56503		OS
56505		OS
56507		PS
56603		OS
56606		OS
56613		GC
56614		OS
56706		OS
56709		OS
56710		OS
56711		OS
56715		GC
56716		GC
56717		GC
56718		GC
56719		GC
56720		GC
56721		GC
56723		OS
56727		OS
56736		OS
56740		GC
56741		OS
56743		GC
56748		GC
56749		GC
56805		GC
56809		GC
56817		GC
56818		GC
56823		GC
56825		OS
56961		GC
56962		GC
56969		OS
56970		OS
57020		PS
59000		OS

CASINO REINVESTMENT DEVELOPMENT AUTHORITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
60280	AUTO REPAIRS	OS
62100	EXPENSE	OS
62120	PROMOTIONS	OS
62160	CLEANING	OS
62200	ED/TRAINING	PS
62220	LEASE	GC
62340	EXPENSE	GC
62380	SERVICES	PS
62420	STATIONARY	OS
62460	MAINTENANCE	OS
62580	REPORT	PS
64000	SERVICES	PS
64100	SERVICES	PS
64160	LEGAL	PS
64200	SVCS-OTHER	OS
72000	COSTS	PS

THOMAS EDISON STATE COLLEGE ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
11101	INCREASE FUNDS	GC
11360	28 TITLES	GC
14710	Subscription; S. Bray8/03-7/04	GC
14720	7/6-12/02; W. Seaton	GC
14730	Cannon MP90 Reader -üPrinter, with roll ficheücarr	GC
21101	PUBLIC HEALTH SYSTEM	GC
21242	REDUCýSRSýEMPLOYER'S SHARE	PS
21243	SRS	PS
21244	SRS	PS
21256	ACTS	PS
21355	FFELP Sallie MAE	PS
48041	DANTES; Gigila Moore	GC
52110	Letterhead; DIALýLetterhead; Office ofüAdmissionsý	GC
52115	Printed 200 copies of theýLeadership Trenton Class	OS
52120	Calendar Refill	GC
52130	CAT5 PATCH GREY 3	GC
52200	GAS PURCHASED	GC
52300	Binding; Photocopies	GC
52310	BRANCHES OF DELAWARE &ýNEW JERSEY	GC
52350	Reimb.-Medical Supplies	GC
52400	1.008 gauge mini blind inýNavajo White - aluminum	GC
52600	Plaque - Foundation Hall	GC
52700	Nylon tote bages withü College logo forü promotion	GC
52701	500 Nursing retractableübadges for promotionalüpur	GC
53010	6/8/00;HASSIEB/STRINGER	PS
53020	Reg. Gregg Dye; Disc. theýSecrets Micro 2/26-2/270	GC
53100	PHONE FROM RHODE ISLANDýTO WORK	GC
53200	INTERNATIONAL MAILINGýREPLACE FUNDS	GC
53220	STATE PACKAGES ANDýSTATE POUNDS	OS
53410	Payment # 1; Military ýEd. Video	PS
53420	DATABASE SERVICES	OS
53430	CBT DISKS FOR HORIZONýCIRC, CAT, LAUNCHER	GC
53600	Clean Glass;Conf. Rm.	PS
53610	PSY101-28 END-SEM 01WíýBONUS END-SEM ýPSY101-	PS
53620	Ratio Analysis 6/30/02	PS
53630	3/27,29/00;LEGAL SERVICES	PS
53800	2/10/00;LICENSE DOWNLINK	OS
53803	Ford Van E350, customizedýto seat fifteen {15}ýpas	GC
53810	Petty CashýPetty CashýPetty CashýPetty Cash	GC
53840	Acct. # 609-984-1114ý3/24/02	OS
53841	Booth Rental; 10/7/02	OS
53842	Add'l Generic Letters	GC
53843	Query Builder Researchý for Office of Develop-ý me	GC
53850	REGISTRATION FOR DESKTOPýAPPLICATION BY	OS

THOMAS EDISON STATE COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
53860	P/R Delivery 5/7, 5,21	OS
53870	6/15/01; Lunch Meeting	OS
53880	McCreedy,K; W/E 8/19/99	OS
53885	Lnch. Mtgs. 3/14-3/18/01	OS
53890	10/13/01;Stage Hand-PHT	OS
53950	One year subscription to Bacons Online marketing	GC
54100	100566; 10/1/00-12/30/00	GC
54150	805644; November 2000 Usage; 10/24/00-12/5/00	GC
54700	RENTAL OF PACMAN OR MRS PACMAN FROM 11/28-21	GC
55840	2ND QUARTER PAYMENT	OS
56100	HUBS 3RD	GC
57600	7700-GX Phasor Color Printer 1 Yr Warranty Include	GC
57601	N TYPE FEMALE SPLICE MIL EQUIV UG-29 PHILMORE	GC
57605	Chair, executive, over-sized, LT SPA # 60116 Comp	GC
57606	Call Center Furniture Workstations and lateral file	GC
57700	COMP MODULE TEST	GC
57701	Intermec Kit wand Shipping Fees	GC

GARDEN STATE PARKWAY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
130	Trees	GC
160	Food Services/Cafeteria Operation, Management and	OS
180	Fuel Oil #1 (Kerosene), #2 and #2D (Diesel)	GC
201	Cylinder Hydraulic 410DA	GC
241	Sanitation Units, Portable, Rental (Wheelchair	GC
280	Desks and Tables	GC
502	Locking Hardware Parts & Repair	GC
503	Food Services/Cafeteria Operation, Management and	OS
504	Pens, All Types (including refills)	GC
505	Messenger Services	OS
507	Trucks, Manually Operated, Industrial	GC
508	Filing Cabinets, All Types Except Microfilm	GC
509	Floor Polish & Wax, Floor Sealer & Stripper	GC
510	Telephone And Radio Communications Equipment	GC
511	Heaters, Space: Gas Fired, Vented and Unvented	GC
512	Electrical Accessories: Alternators, Ammeters,	GC
513	Trailers: Office, Mobile and Storage	GC
514	Edgers, Trimmers and Weed Cutters	GC
515	Electrical Accessories: Alternators, Ammeters,	GC
518	Heavy Trucks and Buses, Maintenance and Repair	OS
519	Portable Toilets, Purchase or Rental	GC
520	Waste Disposal, Monthly rental	GC
521	Hazardous Material Removal	OS
524	T-shirts, men's round neck, reinforced collar, yellow	GC
526	Snow Plowing Services, Plow Truck	OS
527	Crime Detection and Fingerprinting Equipment &	GC
528	Engineering - Half Size Copying on Bond	OS
529	Periodicals	GC
531	Pole Live Hardware: Arms, Bolts, Braces, Brackets,	GC
536	Service and Retirement Awards	GC
597	Belts, Automotive (Fan and Generator)	GC
625	Shrubbery	GC
782	Advertising and Marketing Services	OS
783	Advertising and Marketing Services	OS
785	Food Services/Cafeteria Operation, Management and	OS
790	Plaques and Trophies, Awards	GC

NJ HEALTH CARE FACILITY FINANCE AUTHORITY ACCOUNT CODES

Not Applicable

KEAN UNIVERSITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
11123	2 EDUCATIONAL SUPPLIES	GC
1711	PREPAID EXPENSE	OS
3500	FUND BAL- DESIGNATED	GC
4160	SPECIAL PROGRAMS REV	GC
4901	MISC. OTHER REVENUE	GC
4928	THEATRE PRODUCTIONS	PS
4990	OTHER INCOME	OS
5020	FOOD	GC
5021	PRINTING-OFFICE SPLY	GC
5022	VEHICULAR EXPENSES	OS
5023	EDUCATIONAL SUPPLIES	GC
5024	HOUSEHOLD & CLOTHING	GC
5032	POSTAGE	GC
5034	COMPUTER SERV & SOFT	GC
5035	HOUSEHOLD & SECURITY	OS
5036	PROFESSIONAL SERVICES	GC
5037	ADVERTISING	GC
5038	RECEPTION	OS
5040	REPAIR-BLDG & GROUND	OS
5041	REPAIR - EQUIPMENT	OS
5042	MAINTENANCE-VEHICLES	OS
5043	SNOW REMOVAL	OS
5047	RENTALS	GC
5050	EXTRAORDINARY	GC
5060	SPECIAL PROJECTS	GC
5070	IMPROV BUILD & GRNDS	OS
5074	VEHICULAR EQUIPMENT	GC
5076	EQUIPMENT-ALL OTHER	GC
5077	COMPUTER EQUIPMENT	GC
5079	INFRASTRUCTURE WIRNG	OS
5089	BOOK VOUCHER EXPEND.	GC
5326	BOARD	OS
5911	CONSTRUCTION EXPEND	GC
5922	TILE INSTALLATION	OS
5923	BOLLARDS & CHAINS	GC
5951	SURVEY-TEST-INSPECT	OS
5971	EQUIPMENT-CONST	GC
5991	OTHER EXP- CONST	OS

MEADOWLANDS COMMISSION ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
40100000013	TEMPORARY HELP	OS
40100000031	ELECTRIC & GAS	GC
40100000033	HOUSEHOLD SUPPLIES	GC
40100000034	OFFICE SUPPLIES	GC
40100000035	OFFICE COPIER - LEASED	GC
40100000036	OFFICE COPIER SUPPLIES	GC
40100000037	COLOR COPIER LEASED	GC
40100000038	COLOR COPIER SUPPLIES	GC
40100000039	FACSIMILE	GC
40100000041	GASOLINE	GC
40100000044	DRAFTING SUPPLIES	GC
40100000045	SAFETY SUPPLIES	GC
40100000047	OTHER SUPPLIES	GC
40100000048	VEHICULAR SUPPLIES	GC
40100000049	COMPUTER SUPPLIES	GC
40100000075	OFFICIAL RECEPTION	OS
40100000076	SECURITY	OS
40100000077	DISPOSAL - REFUSE	OS
40100000078	PEST CONTROL	OS
40100000079	HOUSEHOLD GENERAL	GC
40100000083	LAUNDRY SERVICES	OS
40100000084	STAFF TRAINING	OS
40100000086	ADVERTISING GENERAL	OS
40100000087	ADVERTISING LEGAL	OS
40100000088	LEGAL EXPENSE	PS
40100000089	COMPUTER RELATED SERVICES	OS
40100000091	AUDITING SERVICES	PS
40100000092	SAFETY SERVICES	OS
40100000093	AERIAL PHOTOGRAPHY	OS
40100000094	TRANSPORTATION SERVICES	OS
40100000097	MULTIMEDIA SERVICES	OS
40100000098	PRINTING SERVICES	OS
40100000099	CONSULTING SERVICES - OTHER	PS
40100000101	PUBLIC RELATIONS	OS
40100000104	OTHER SERVICES	OS
40100000106	GIS LAB - OTHER	GC
40100000107	GOLF COURSE EXPENDITURES	OS
40100000151	HOUSEHOLD CLEANING	OS
40100000152	HOUSEHOLD GENERAL	GC
40100000154	COMPUTER	GC
40100000155	OFFICE EQUIPMENT	GC
40100000156	LANDSCAPING	OS
40100000157	ELEVATOR	OS
40100000159	SNOW REMOVAL	OS

MEADOWLANDS COMMISSION ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
40100000162	MARINE	OS
40100000163	VEHICULAR	GC
40100000167	BUILDINGS & GROUNDS	GC
40100000201	OFFICE FURNITURE & EQUIPMENT	GC
40100000202	MAINTENANCE EQUIPMENT	GC
40100000203	DATA PROCESSING EQUIPMENT	GC
40100000204	SAFETY EQUIPMENT	GC
40100000205	OTHER EQUIPMENT	GC
40100901028	FLOOD CONTROL STUDY RESERVE	PS
40100901029	RES FOR GOLF COURSE PROJECT	OS
40100901032	D/F NJTPA PEDESTRIAN STUDY	PS
40100901033	D/F NJTPA PEDESTRIAN STUDY 2001	PS
40100901034	D/F BLDG EXP-FURNITURE & EQUIP	GC
40100901036	CONTRIBUTIONS TO OTHER OPS.	OS
40100903047	PARKS/OS SUPPLIES	GC
40100903104	PARKS/OS SERVICES	OS
40100903168	PARKS/OS MAINTENANCE	OS
40200000093	STATIONARY, PRINTING AND OFFICE	OS
40200000462	FUEL REVENUE EQUIPMENT	GC
40200000592	ADMIN. SERVICE CONTRACTS	OS
40200000596	GENERAL MAINTENANCE	OS
40200000693	GENERAL MAINTENANCE	OS
40200000793	MANAGEMENT & SUPERVISORS FEES	PS
40200991034	OFFICE SUPPLIES	GC
40200991042	BOOKS & PUBLICATIONS	GC
40200991043	CHEMICALS & GASES	GC
40200991047	OPERATING SUPPLIES	GC
40200991084	FISHERIES STUDY	PS
40200991104	GENERAL SERVICES	OS
40200991107	CONTRACTUAL SERVICES	PS
40200991168	REPAIRS & MAINTENANCE	OS
40200991201	OFFICE FURNITURE EQUIPMENT	GC
40200991204	CAPITAL EQUIPMENT	GC
40200991205	VEHICULAR EQUIPMENT	GC
40200992019	OFFICE FURNITURE & EQUIPMENT	GC
40200992023	AUTOMOTIVE EQUIPMENT	GC
40200993011	GENERAL CLOSURE EXPENSE	OS
40200994047	SUPPLIES	GC
40200994104	SERVICES	OS
40200994168	MAINTENANCE	OS
40200994202	CAPITAL-DEKORTE PK FURN'INGS	GC
40200994203	CAPITAL-VEHICLE	GC
40300000013	TEMPORARY HELP	OS
40300000031	ELECTRIC & GAS	GC

MEADOWLANDS COMMISSION ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
40300000033	HOUSEHOLD SUPPLIES	GC
40300000034	OFFICE SUPPLIES	GC
40300000035	OFFICE COPIER-LEASED	GC
40300000036	OFFICE COPIER SUPPLIES	GC
40300000038	COLOR COPIER-SUPPLIES	GC
40300000039	FACSIMILE	GC
40300000041	GASOLINE	GC
40300000042	BOOKS & PUBLICATIONS	GC
40300000043	CHEMICALS & GASES	GC
40300000045	SAFETY SUPPLIES	GC
40300000047	OTHER SUPPLIES	GC
40300000048	VEHICULAR SUPPLIES EDUCATION	GC
40300000049	EDUCATION SUPPLIES	GC
40300000051	TEACHER ASSOCIATES SUPPLIES	GC
40300000075	OFFICAL RECEPTION	OS
40300000076	SECURITY	OS
40300000078	PEST CONTROL	OS
40300000079	HOUSEHOLD-GENERAL	GC
40300000083	LAUNDRY SERVICES	OS
40300000084	STAFF TRAINING	OS
40300000086	ADVERTISING GENERAL	OS
40300000087	ADVERTISING LEGAL	OS
40300000088	LEGAL FEES	PS
40300000089	COMPUTER RELATED SERVICES	OS
40300000092	SAFETY SERVICES	OS
40300000098	PRINTING SERVICES	OS
40300000099	CONSULTING SERVICES	PS
40300000101	PUBLIC RELATIONS GENERAL	OS
40300000104	OTHER SERVICES	OS
40300000151	HOUSEHOLD CLEANING	OS
40300000152	HOUSEHOLD GENERAL	GC
40300000154	COMPUTER RELATED SERVICES	OS
40300000155	OFFICE EQUIPMENT	GC
40300000157	ELEVATOR	OS
40300000163	VEHICULAR SUPPLIES EDUCATION	GC
40300000167	BUILDINGS & GROUNDS	OS
40300000201	OFFICE FURNITURE & EQUIPMENT	GC
40300000205	OTHER EQUIPMENT	GC
40300901002	MERCHANDISE	GC

MONTCLAIR UNIVERSITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
2000	OFFICE SUPPLIES	GC
2010	STANDING ORDER FOR THE PURCHASE OF WATER	GC
2100	THIS INVOICE IS TO REFERENCE P238175 FOR	GC
2125	OFFICE SUPPLIES	GC
2135	LEASED XEROX MACHINE FOR 12 MONTHS FISCAL	OS
2145	XEROX CORPATION(DRY INK)	GC
2150	DIPLOMAS (INCLUDING HONORS & REPLACEMENT	OS
2160	SOUND EQUIPMENT FOR DEBBIE RENOLDS IN	OS
2170	MICROGRAPHICS FOR MONTCLARION PROJECT	GC
2300	BLANKET PURCHASE ORDER TO COVER MAINTENA	GC
2310	BOOK. INVOICE # 1005171423Z	GC
2355	FY 2003 RED HAWK DOLLAR PAYMENTS	GC
2400	F 40/CW BULBS	OS
2410	STANDING ORDER FOR PURCHASE OF T-SHIRTS	GC
2450	STANDING ORDER FOR PURCHASE OF VARIOUS	GC
2460	UPS PREPAYMENT PLAN ACCOUNT 079738 PICK UP	GC
2600	GRAPHIC DESIGN/WEBSITE DESIGN AND DEVELO	OS
3410	FY04 OCLC CATALOGING SYSTEM SERVICE 7/1/03-	OS
3512	FALL BOARD BILL WEEKLY PAYMENTS	GC
3513	SPRING MEAL BOARD PAYMENTS	OS
3514	ESTIMATED PURCHASE ORDER TO PAY SODEXHO	GC
3520	SERVICE: VILLAGE DORMS. OVERNITE RATE TICKET	OS
3610	VIDEO-CONFERENCING WORK FOR THE	PS
3620	INVOICE #2526 TANYA MIRANDA CONSULTING	PS
3650	RETAINER FEE FOR AUGUST 2003	PS
3660	SERVICES RENDERED THROUGH AUGUST 31, 2003	PS
3675	PAYING MAINTENANCE AGREEMENT INVOICE NUM	OS
3680	VIALS FUNGAL SAMPLING IN FREEMAN HALL	OS
3855	ETHNIC CATERING FOR HCP FALL 2003 MEETIN G.	OS
3860	MAILING SERVICES AFFIX CHESIRE	OS
3890	PHOTOGRAPHS FOR CURRICULUM AND TEACHING	OS
4000	GENERATOR:SERVICE/BOHN,RICHARDSON,MALLOR	OS
4010	RICHARDSON:HYDRO SERVICE AND SUPPLIES	OS
4020	STANDING ORDSEER FOR PURCHASE OF CLEAN FILL	OS
4100	SERVICE CALICA HALL REPLACE POWER SUPPLY	OS
4110	STANDING ORDER TO PAY FOR SERVICE OF	OS
4120	FIELD SERVICE FOR ENCAD PRINTER SERIAL #	OS
4130	2 YEAR POST WARRANTY CONTRACT, FUJITSU	OS
4140	SERVICE CHARGES-LOT EVALUATION FEE	OS
4150	CISCO ACCESS SERVER 2511 ETHERNET/D	OS
4160	REPAIR OF CLARKE 20" BUFFER PARTS/LABOR INV.	GC
4170	SERVICE, INTERCOM NOT WORKING, REBUILD	OS
4180	WX1000 LASER TONER CARTRIDGES - HP5SI	OS
4200	REPAIRS TO ELECTRICAL SYSTEM #20	OS
4600	STANDARD PARKING FUNDING REQUEST - PER	OS
7126	STANDING ORDER FOR ENTECH FACILITIES	PS
7400	PICK UP TRUCKS/ HEAVY DUTY, DODGE, AS PER RFP	GC
7600	ADOBE DESIGN COLLECTION 6.0 98/ME/WNT/	GC
7606	COLLEGE OF EDUCATION AND HUMAN SERVICES	OS
7610	99-004728-0120, PARTISOL-PLUS SEQUENTIAL	GC
7620	PORTABLE SOLAR ENERGY SYSTEM	GC
7625	PROFESSIONAL & CONTINUING EDUCATION SIGN	GC
7630	REFUSE CONTAINER, 95 GAL. BLACK, MODEL	GC
7650	DRAPERIES AND VALANCES, 7 PAIRS, FURNISH,	GC
7700	CREATE STANDING ORDER FOR LEASE PAYMENT	GC

NJCFCS ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
20	GOODS AND SUPPLIES	GC
2010	FOOD	GC
21	GOODS AND SUPPLIES	GC
2110	OFFICE EXAM NOTARY SUPPLIES	GC
2112	DATA PROCESSING SUPPLIES	GC
2120	PRINTING	OS
2121	STATE PRINTSHOP CHARGES	OS
2130	PHOTOCOPY MICROFILM SUPPLIES	GC
2140	PHOTOCOPY ELEC COPY EQ RENTALS	GC
2150	REFERENCE BOOKS	GC
2160	STATE SERVICE AWARDS	OS
23	GOODS AND SUPPLIES	GC
2310	MEDICAL	GC
2320	EDUCATION	PS
2330	RECREATION AND REHABILITATION	OS
2340	TRAINING SUPPLIES	GC
2350	LIBRARY SUPPLIES	GC
24	GOODS AND SUPPLIES	GC
2410	HOUSEHOLD/SECURITY	OS
2420	CLOTHING	GC
25	GOODS AND SUPPLIES	GC
2530	OTHER RELATED SUPPLIES	GC
26	GOODS AND SUPPLIES	GC
2610	OTHER MATERIALS AND SUPPLIES	GC
27		GC
2710	PURCHASES FOR RESALE	GC
34	COMPUTERS AND MAINTENCE	OS
3410	INFORMATION SY TELECOMM DEV	PS
3420	INFORMATION PRO TELE OP SERV	PS
3430	SOFTWARE	GC
3440	EQUIPMENT RENTAL	GC
3450	MAINTENCE OF COMP SOFTWARE EQ	OS
35	HOUSEHOLD AND SEWER MAINTANCE	OS
3510	HOUSEHOLD	OS
3520	SECURITY	OS
3530	REFUSE DISPOSAL SERVICES	OS
3540	SEWER DISPOSAL SERVICES	OS
36	PROFESSIONAL SERVICES	GC
3610	CONSULTANT/ADVISORY PROF SERV	PS
3620	TECHNICAL PROF SERV MANDATORY	PS
3621	MED DOCS/NURSES/HOSPS/THERAPTS	PS
3622	RATE SETTERS/RATE COUNSEL	PS
3623	TRANSCRIP SERV/COURT REPORTERS	PS
3624	TEMP PERSONNEL/EMPLOY SERV	OS

NJCFs ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
3630	LEGAL SERVICES	PS
3631	LAWYERS/POOL ATTORNEYS	PS
3640	AUDITING SERVICES (EXTERNAL)	PS
3810	STAFF TRAINING	PS
3820	SUBSCRIPTIONS	GC
3840	MEMBERSHIPS-SES MEMBERS	OS
3850	OFFICIAL RECEPTIONS	OS
3890	MISCELLANEOUS SERVICES	OS
3891	LEGAL SERVICES/DAG'S	PS
3892	OFFICE OF ADMIN LAW SERVICES	PS
3893	MOVING EXPENSES	OS
40	BUILDING AND EQUIPMENT MAINTENANCE	OS
4010	MAINTENANCE BUILDINGS/GROUNDS	OS
41	BUILDING AND EQUIPMENT MAINTENANCE	OS
4110	MAINTENANCE OF EQUIPMENT	OS
42	BUILDING AND EQUIPMENT MAINTENANCE	OS
4210	MAINTENANCE OF VEHICLES	OS
43	BUILDING AND EQUIPMENT MAINTENANCE	OS
4310	MAINTENANCE OF STATE ROADS	OS
4311	DOT-SNOW/ICE CONTROL MATERIALS	OS
4312	DOT-SNOW/ICE REMOVAL SERVICES	OS
4320	DOT-MAINTENANCE SERVICES	OS
4321	DOT-TRASH REMOVAL SERVICES	OS
4330	DOT-MAINTENANCE MATERIALS	OS
4340	DOT-SAFETY/DRAIN/SUPPORT ITEMS	OS
4350	DOT-OTH AGCY MATS & SERVICES	OS
44	RENTALS	GC
4420	RENT-OTHER SERVICES	OS
74	VEHICULAR RENTALS	GC
7410	VEH EQUIP PASSENGER CARS VANS	GC
7420	VEHICULAR EQUIPMENT OTHER	GC
76	GENERAL OFFICE EQUIPMENT	GC
7610	OTHER EQUIPMENT	GC
7611	OFFICE FURNITURE	GC
7612	OFFICE MACHINES	GC
7620	OTHER EQUIPMENT MASTER LEASE	GC
7630	OTHER EQUIPMENT LEASE PURCHASE	GC
77	TELECOMMUNICATION EQUIPMENT	GC
7710	INFO PROCESSING TELE EQUIPMENT	GC
7730	INFOR PROC TELE EQ LEASE PUR	GC

NEW JERSEY CITY UNIVERSITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
10000		GC
19101	Tech Infrastructure	GC
19102	Furniture	GC
19105	Vehicles	GC
19107	Equipment over \$1000	GC
19108	Software Licensing	PS
19502	Carpet Replacement	OS
19503	Ed Equip Capital Plan	OS
19504	Ed Tech Capital Plan	GC
210000	INSTRUCTION PROGRAM	GC
210102	OPEN WRITING LAB	GC
210103	MATH AND SCIENC ENR	GC
210110	GRADUATE STUDIES	GC
210113	COMPUTER SCIENCE	GC
210114	ART	GC
210115	ENGLISH	GC
210117	MUSIC/DANCE/THEATRE	OS
210118	BIOLOGY	OS
210119	CHEMISTRY	PS
210120	GEOSCIENCE/GEOGRAPHY	GC
210121	MATHEMATICS	GC
210122	PHYSICS	PS
210123	ECONOMICS	GC
210125	HISTORY	GC
210126	PHILOSOPHY/RELIGION	OS
210127	POLITICAL SCIENCE	GC
210128	PSYCHOLOGY	OS
210129	SOCIO/ANTHROPOLOGY	OS
210130	OTI	GC
210131	ADMIN/CURR/INSTR	GC
210133	LITERACY EDUCATION	GC
210134	EDUCATIONAL TECH	OS
210135	SPECIAL EDUCATION	GC
210136	HAGAN AFRICANA	OS
210137	HEALTH SCIENCES	GC
210139	AFRICAN AFRO/AMERI	OS
210140	INTERNATIONAL STUDY	GC
210141	ESL	GC
210143	LATIN AMERICAN STUDY	GC
210145	MULTICULTURAL CENTER	GC
210149	SPORT & LEISURE	OS
210152	MEDIA ARTS CENTER	PS
210153	CRIM JUST/FIRE SAFE	OS
210155	BUSINESS ADMIN	GC

NEW JERSEY CITY UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
210158	OSP- ACADEMIC YEAR	GC
210192	NURSING DEPT	GC
210193	CHEST	PS
210200	ACADEMIC COMPUTING	GC
211010	A.HARRY MOORE SCHOOL	GC
220101	SBR01 BEHMAN/ LEVIN	GC
220102	SBR01 BOGAWA	OS
220224	SBR00 HOCHSMANN	GC
220229	SBR00 SCHLAFMITZ	OS
250109	DEAN OF EDUCATION	GC
250111	DEAN ARTS & SCIENCES	GC
250112	DEAN PROF STUDIES	GC
250510	LIBRARY	OS
260610	DEAN OF STUDENTS	OS
260612	REGISTRAR	GC
260613	RESIDENCE LIFE	GC
260614	ADMISSIONS	GC
260615	CAREER PLANNING & PL	OS
260616	COUNSELING/PSYCHOLOG	GC
260617	FINANCIAL AID	GC
260618	STUDENT SERVICES	GC
260619	ASSOC VP FOR ENROLL	OS
260620	ATHLETICS	GC
260621	MEDICAL SERVICES	GC
260622	WOMENS CENTER	OS
260623	M. WILLIAMS THEATRE	GC
260625	CHILD CARE CENTER	GC
260626	ORIENTATION	GC
270000	INSTITUTIONAL SUPPRT	GC
270050	URBAN RESEARCH CTR	GC
270700	LIKE IT IS	GC
270702	INTERNAL AUDIT	GC
270706	EVENING CENTER	GC
270707	COUNCIL/HISPANIC AFF	GC
270708	COLLEGE BOUND OFFICE	OS
270709	V P STUDENT SERVICES	OS
270710	BOARD OF TRUSTEES	GC
270711	PRESIDENTS OFFICE	OS
270712	V P ACADEMIC AFFAIRS	GC
270713	V P ADMIN & FINANCE	GC
270714	DIR OF CONTINUING ED	GC
270715	INSTITUTION RESEARCH	GC
270716	V P UNIV ADVANCEMENT	OS
270717	PUBLICATIONS	GC

NEW JERSEY CITY UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
270718	ALUMNI RELATIONS	OS
270719	CONTROLLERS OFFICE	GC
270720	HUMAN RESOURCES	GC
270721	DUPLICATING CENTER	OS
270722	STOREROOM	GC
270724	HRS/FIN PEOPLESFT	GC
270725	PEOPLESFT IMLEM	GC
270726	MIS & COMPUTER SERV.	GC
270730	AFFIRMATIVE ACTION	GC
270732	PUBLIC INFORMATION	OS
270733	GRANTS & CONTRACTS	GC
270734	VIDEO & MULTIMEDIA	PS
270750	GRADUATION	GC
290000	PHYSICAL PLANT PROG	OS
290010	FACILITIES & CONST	PS
290020	SECURITY & SAFETY	GC
316000	STUDENT CENTER	PS
316100	JCSC APARTMENTS	GC
316200	VODRA HALL APTS	GC
316300	COOP SCHOLARS DORM	GC
316400	COLLEGE ST HOUSES	GC
316500	RECREATION CENTER	GC
410000	SPECIAL PROGS-CONTRL	GC
410008	PARISH REVOLVING ACC	GC
410014	EXAM FOR CREDIT-NURS	GC
410023	IMAGINATION CONF	GC
410025	THEATRE PRODUCTIONS	OS
410030	SUPP. ACTIVITIES	OS
410036	EARLY CHILDHOOD CONF	GC
410042	PROYECTO ACCESS COLL	GC
410046	TEEN PREGNANCY PROJ	GC
50101	Household Supplies-non Chemica	OS
50102	Food-AHM lunch program	GC
50103	Copy Machines	GC
50105	Postage	OS
50110	Advertising	OS
50111	Subscription & Memberships	OS
50113		GC
50114	Licenses and Fees	GC
50200	Equipment Under \$1,000	GC
50201	Equip less than \$1000	GC
50202	Furniture less than \$1000	GC
50203	Software less than \$1000	PS
50204	Ed Equip Capital Plan	GC

NEW JERSEY CITY UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
50205	Library Books	GC
50206	Information Processing	PS
50207	Equip,Furn,Softw less than \$1K	GC
50290	Equipment Over \$1,000.	GC
50291	Software under \$1,500	GC
50292	Equipment under \$1,500	GC
50301		OS
50302	Lab Supply - Other	GC
50303	Chemical Purchases	GC
50304		GC
50305		OS
50306		OS
50401	Materials And Supplies	GC
50402	Educational Supplies	GC
50403	Office Supplies	GC
50404	Household Supplies-non Chemica	GC
50405		GC
50406		GC
50407		GC
50408		GC
50409		GC
50410		GC
50411		GC
50412	Vehicular Supplies	GC
50413	Network Parts & Supplies	GC
50414	Telecom Parts and Supplies	GC
50600		OS
50601		OS
50602		OS
50603		PS
50604		PS
50605		PS
50606	Infor Processin-External	PS
50607	Info Proc-Internal	OS
50608	Public Safety Services	OS
50610		OS
50700	Professional Service	PS
50701		OS
50702		PS
50703		PS
50705		OS
50720	Services-Other	OS
51201	Maintenance Of Vehicles	OS
51202	Maintenance And Fixe	GC

NEW JERSEY CITY UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
51203	Maint Of Buildings & Grounds	OS
51204	Maintenance Of Equipment	OS
51205	Computer Maint And Repair	OS
51206	Windows And Floors	GC
520041	YOUTH CORPS (AD ED)	GC
520043	YOUTH CORPS-OTHER	GC
520086	PROJECT DIVISE	GC
520091	PROYECTO ACCESS	GC
520095	LEARNING COMMUNITY	GC
520098	STAGS	GC
520103	RAPP	GC
520104	INTERNATIONAL STUDY	GC
520105	PROJECT PEERS	GC
520106	CTR FOR LEARN DISABI	GC
520107	ESL MATLS	GC
520108	DEV OF GIS LAB/ CUR	GC
520109	NIAAA-3	OS
520110	UPWARD BOUND II	GC
520111	NIAAA-3 SUPP	GC
520112	SUMIT	OS
520114	PILLS	GC
520115	GEAR UP	GC
520117	COMMUNITY LEAD/SERV	GC
520119	BRIDGE DIGITAL DIV	GC
520121		GC
520122		GC
520126		GC
520127		GC
520129		GC
770048	IRWIN LIB MODERN	OS
770053	FRIES / MEDIA 200	GC
770067	FRIES HALL PHASE 2	PS
770068	BOTANY & GENETIC BLD	PS
770072	GROSSNICKLE ELEV REN	PS
770073	CONDENSATE LINE	GC
770075	FINE ARTS BUILDING	PS
770079	SPRINKLER	OS
770080	MEDIA ARTS DEMOLITIO	PS
770082		PS
770083		PS
771250	UNEXP PLT HEFT LIBRA	OS

NEW JERSEY DISTRICT WATER SUPPLY ACCOUNT CODES

Not Applicable

NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
1080-101-9999	OP-LMS CASH DISBURSEMENT CTRL WHIBCO,	GC
1090-101-1203	OP-I/F DUE FR/TO TAAC 203 #03-612;M.W.	GC
1095-101-0600	OP-PAYBACK FROM RE Comm Ctr Consulting Lab	PS
1095-101-0865		PS
1095-600-0000	R/E-PAYBACK TO OP Comm Ctr Consulting Lab Decomm	PS
1095-865-0865		PS
1370-614-0000	R/E-EDA RECEIVABLE FROM JV Tech Ctr Ad PV60317	OS
1600-990-0500	NJSCC-CIP-1 WEST STATE CUST #2176 INV #40010	OS
1601-990-0500	NJSCC-CIP-REGIONAL OFFICE/HUDSON-JERS CUST	OS
1602-990-0500	NJSCC-CIP-REGIONAL OFFICE/PATERSON CUST	GC
1603-990-0500	NJSCC-CIP-REGIONAL OFFICE/NEWARK	GC
1605-614-0000	R/E-CIP-TECH CTR EXPANSION DKM/Tech Exp 21338	PS
2100-990-0600	NJSCC-ACCRUAL-MIS PO #2944 INV #DR01103980	PS
2100-990-1100	NJSCC-ACCRUED EXP-CONSULTANTS 3-Dec INV #SCC	PS
2115-990-0025	NJSCC-ACCRUED EXP-FIT OUT-1 W STATE PROJECT	GC
2115-990-0040	NJSCC-ACCRUED EXP-FIT OUT-JERSEY CITY INV DATE	GC
2200-614-0000	ACCRUED EXPENSES-TECH CTR Tech IV Constr Trailer	OS
2293-101-0000	OP-ACRD EXPEN-JANITORIAL SRVCS 36 W State St May	OS
2700-101-0000	OP-DEPOSITS-LDFF LDFF;WESTSIDE HEIGHTS, INC.	PS
2700-101-0007	OP-DEPOSITS-ICF CONSULTING EXP REIMB-R SADIK 3-	PS
2700-606-0000	R/E - DEPOSIT - L-3 CCURLP Post Closing Legal 9543-1	PS
6010	OP-EXP-PART TIME SALARIES	OS
6020	NJSCC-EXP-TEMPORARY AGENCY	OS
6020-101-0000	OP-EXP-TEMPORARY AGENCY CUST #02760-000584-	PS
6020-990-0000	NJSCC-EXP-TEMPORARY AGENCY CUST #3000003632	PS
6100	SF&CP-EXP-AUTO-PURCHASE COST	GC
6100-101-2030	OP-EXP-AUTO-MAINT & RPR (NS) REPAIRS TO F	OS
6100-101-2045	OP-EXP-AUTO-PURCHASE COST VEHICLE PURCH P/U	GC
6100-990-2045	SF&CP-EXP-AUTO-PURCHASE COST VEHICLE	GC
6125	SF&CP-EXP-LOC MILES-W ZWIRZ	GC
6150	SF&CP-EXP-LOC TRAVL-W ZWIRZ	GC
6175	SF&CP-EXP-LOC MTGS-R WHARTENBY	GC
6175-990-0000	SF&CP-EXP-LOC MTGS-GENERAL LUNCH FOR MTG	GC
6175-990-5232	SCC-EXP-LOC MTGS-M CHEATHAM BREAKFAST MTG	GC
6175-990-5506	SF&CP-EXP-LOC MTGS-C ZARZABECK LORENZO'S-	GC
6175-990-5511	SF&CP-EXP-LOC MTGS-D JORDAN BREAKFAST MTG	GC
6175-990-5568	SF&CP-EXP-LOC MTGS-P LAWSON BREAKFAST MTG	GC
6175-990-5571	SF&CP-EXP-LOC MTGS-K LEON LUNCH W/ REP FROM	GC
6175-990-5606	SF&CP-EXP-LOC MTGS-N MAPP LORENZO'S-LUNCH	GC
6175-990-5630	SF&CP-EXP-LOC MTGS-D MOORE BREAKFAST MTG	GC
6175-990-5748	SF&CP-EXP-LOC MTGS-L PRICE BREAKFAST MTG	GC
6175-990-5755	SF&CP-EXP-LOC MTGS-M RAFAT BREAKFAST MTG	GC
6175-990-5830	SF&CP-EXP-LOC MTGS-S SHAH BREAKFAST MTG	GC
6175-990-5845	NJSCC-EXP-LOC TRVL-J SMITH Sr BREAKFAST MTG	GC

**NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY ACCOUNT CODES
(Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
6200	SF&CP-EXP-CONF/SMNR-W ZWIRZ	GC
6200-101-5105	OP-EXP-CONF/SMNR-E BORN REG-ELKE BORN EVENT	PS
6200-101-5633	OP-EXP-CONF/SMNR-M STEPHENS REG-MARGARET	GC
6200-101-5871	OP-EXP-CONF/SMNR-M SYLVESTER REG-3 EMPLS/4	PS
6200-101-7010	OP-EXP-CONF/SMNR-C/L NON SPECIFIC REG-3	PS
6200-101-7012	OP-EXP-CONF/SMNR-L/S NON SPECIFIC REG-3	PS
6200-101-7015	OP-EXP-CONF/SMNR-EXEC NON SPECIFIC REG-MARIA	PS
6200-101-7017	OP-EXP-CONF/SMNR-H/R NON SPECIFIC REG-J	PS
6200-990-0000	SF&CP-EXP-CONF/SMNR-GENERAL seminar EVNTDT-	PS
6200-990-5106	SF&CP-EXP-CONF/SMNR-B BOHI SEMINAR- J VAN	PS
6200-990-5252	SF&CP-EXP-CONF/SMNR-K CLARK SEMINAR 9/20/04	PS
6200-990-5369	SF&CP-EXP-CONF/SMNR-R DEVITO SEMINAR-J POOLE;	PS
6200-990-5373	SF&CP-EXP-CONF/SMNR-F DOMINGUEZ REG-B BOHI/F	PS
6200-990-5395	SF&CP-EXP-CONF/SMNR-R FISCHER LAW OF	PS
6200-990-5618	SF&CP-EXP-CONF/SMNR-P MCGLINCHY SEMINAR-P	PS
6200-990-5724	SF&CP-EXP-CONF/SMNR-L PETERSON EXP REIMB-L	PS
6200-990-5739	SF&CP-EXP-CONF/SMNR-J POOLE SEMINAR-J POOLE;	PS
6200-990-5785	SF&CP-EXP-CONF/SMNR-J RIVERA B SPROULS/J	PS
6200-990-5830	SF&CP-EXP-CONF/SMNR-S SHAH SEMINAR- S SHAH	PS
6200-990-5855	NJSCC-EXP-CONF/SMNR-B SPROULS B SPROULS/J	PS
6200-990-5900	SF&CP-EXP-CONF/SMNR-M THOMAS SEMINAR- M	PS
6200-990-5915	SF&CP-EXP-CONF/SMNR-J VAN STORY SEMINAR- J	PS
6200-990-5918	SF&CP-EXP-CONF/SMNR-M VELASQUEZ SEMINAR- M	PS
6200-990-5990	SF&CP-EXP-CONF/SMNR-C WEISBROD SEMINAR- C	PS
6210	SF&CP-EXP-PUBLICATIONS (NS)-one time	OS
6210-101-3710	OP-EXP-PUBLICATIONS (NS) ACCT #1060102716 INV	GC
6210-990-3710	SF&CP-EXP-PUBLICATIONS (NS)-one time ACCT	GC
6220	SF&CP-EXP-SUBSCRIPTIONS (NS)-recurring/magazine	OS
6220-101-3720	OP-EXP-SUBSCRIPTIONS (NS) ACCT #1000071642 INV	GC
6220-990-3720	SF&CP-EXP-SUBSCRIPTIONS (NS)-recurrin ACCT	GC
6230	SF&CP-EXP-EXECUTIVE TRAINING	PS
6250-101-3760	OP-EXP-NEWSPAPERS (NS) ACCT #65032Z ROUTE	GC
6250-990-3760	SF&CP-EXP-NEWSPAPERS ACCT #65032Z ROUTE	OS
6260	SF&CP-EXP-PUB/SUB-MISC OTHER (NS)	OS
6300	SF&CP-PA-SERVICES SUPP-CLIP'G SVC	GC
6300-101-1000	OP-PA-ADVERTISING-GENERAL 24 WAYS AD 2004	OS
6300-101-1200	OP-PA-ADVERTISING-TECH FUNDS AD SITE	OS
6300-101-1900	OP-PA-ADVERTISING-OTHER ADVERT-6/25/03 INV	OS
6300-101-2950	OP-PA-EVENTS-SPONSORSHIPS GOLD SPONSOR	OS
6300-101-3100	OP-PA-MARKETING-SHOWS/EXHIBITS EXHIBIT-9/12/03	OS
6300-101-3500	OP-PA-MARKETING-NJDA SVC 6/17/03 INV #0628031	GC
6300-101-4200	OP-PA-COLLATERAL-PRG SHT-PRNTG RE REPRINTS	OS
6300-101-4310	OP-PA-COLLATERAL-GEN GUIDE-DESIGN JOB #NJED-	OS
6300-101-4600	OP-PA-COLLATERAL-NEWSLETTER PR 2003	GC

**NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY ACCOUNT CODES
(Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
6300-101-4900	OP-PA-COLLATERAL-OTHER ETI BROCHURES INV	GC
6300-101-5000	OP-PA-PHOTOGRAPHY-GENERAL WEBSITE PHOTOS	GC
6300-101-6100	OP-PA-MEDIA REL-RIVERFRONT 3-Jun INV #EDA07905	GC
6300-101-6900	OP-PA-MEDIA REL-OTHER JUNE 2003 SERVICES INV	GC
6300-101-8100	OP-PA-SERVICES SUPP-BUS. WIRES ACCT #103283 INV	GC
6300-101-8300	OP-PA-SERVICES SUPP-CLIP'G SVC ACCT #4026A INV	OS
6300-990-1000	SF&CP-PA-ADVERTISING-GENERAL SCC AD IN	OS
6300-990-2950	SF&CP-PA-EVENTS-SPONSORSHIPS TENT RENTAL INV	GC
6300-990-3900	SF&CP-PA-MARKETING-OTHER MARKETING OU	OS
6300-990-4360	SF&CP-PA-COLLATERAL -NJEDA FOLDERS PR CUST	OS
6300-990-4600	SF&CP-PA-COLLATERAL-NEWSLETTER PR CUST	GC
6300-990-4750	SF&CP-PA-COLLATERAL-SF&CP SIGNS TGI #10-3-	GC
6300-990-8300	SF&CP-PA-SERVICES SUPP-CLIP'G SVC ACCT #4026 B	OS
6325	SF&CP-PA-ANNUAL RPT-PRODUCTION NJSCC	GC
6325-101-4500	OP-PA-ANNUAL RPT-PRODUCTION EDA FY 20 2002 EDA	OS
6325-990-4500	SF&CP-PA-ANNUAL RPT-PRODUCTION NJSCC NJSCC	PS
6350-990-2810	SF&CP-EXP-AUDIT FEE CLIENT #60031329 INV	PS
6410	SF&CP-EXP-CONSULTING-INTERAGENCY SERVICES	OS
6500	SF&CP-EXP-OFC SUPP-CMPTR CHECKS	GC
6500-101-3000	OP-EXP-SUPPLIES-STATIONARY SUPPLIES INV	GC
6500-101-3010	OP-EXP-SUPPLIES-INFO SYS PAPER SUPPLIES INV	GC
6500-101-3020	OP-EXP-SUPPLIES-TONER CUST #98484611 INV #47602	GC
6500-101-3030	OP-EXP-OFC SUPP-BUSINESS CARDS ACCT #14054 INV	GC
6500-101-3040	OP-EXP-OFC SUPP-PRINTED (STAT) CUST #4548 INV	GC
6500-101-3050	OP-EXP-OFC SUPP-CMPTR CHECKS CUST #200365101	GC
6500-990-3000	SF&CP-EXP-SUPPLIES-STATIONARY ACCT #NJE100 INV	GC
6500-990-3010	SF&CP-EXP-SUPPLIES INFO SYS PAPER po #2195 INV	GC
6500-990-3020	SF&CP-EXP-SUPPLIES-TONER CUST #98484611 INV	GC
6500-990-3030	SF&CP-EXP-OFC SUPP-BUSINESS CARDS ACCT #14054	GC
6500-990-3040	SF&CP-EXP-OFC SUPP-PRINTED (STAT) CUST #4548	OS
6500-990-3050	SF&CP-EXP-OFC SUPP-CMPTR CHECKS CUST	GC
6510	SF&CP-MIS-HARDWARE-LEASING COSTS	OS
6510-101-4000	OP-MIS-HARDWARE-GENERAL PO #2938 INV #100360	GC
6510-101-6050	OP-MIS-HARDWARE-PRINTERS CUST #4380480 INV	GC
6510-101-7500	OP-MIS-HARDWARE-LEASING ID #90132401139 INV	GC
6510-990-4000	SF&CP-MIS-HARDWARE-GENERAL OFFICEJET 7110 INV	GC
6510-990-6000	SF&CP-MIS-HARDWARE-SERVER PO #2944 INV	GC
6510-990-6050	SF&CP-MIS-HARDWARE-PRINTERS CUST #2065 INV	GC
6510-990-6100	SF&CP-MIS-HARDWARE-WORK STATION PURCH CUST	GC
6510-990-7500	SF&CP-MIS-HARDWARE-LEASING COSTS ID	GC
6520	SF&CP-MIS-SUPPLIES-GENERAL	GC
6520-101-0000	OP-MIS-SUPPLIES-GENERAL CUST #4380480 INV	GC
6520-990-0000	SF&CP-MIS-SUPPLIES-GENERAL CUST #NJ003 INV	GC
6530	SF&CP-MIS-MAINTAINANCE-GENERAL	OS

**NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY ACCOUNT CODES
(Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
6530-101-0000	OP-MIS-MAINTAINANCE-GENERAL #245NQ9897 7/16/03-	OS
6530-990-0000	SF&CP-MIS-MAINTAINANCE-GENERAL CUST #013004	OS
6530-990-1000	NJSCC-ITS-EXP-DOCUSAFE ACCT #0232 INV #008628	PS
6550	SF&CP-MIS-SOFTWARE-WINDOWS SERVER	PS
6550-101-0000		GC
6550-101-2500	OP-MIS-PROJECTS-DISASTER RECOVERY CONTRACT	PS
6550-101-3050	OP-MIS-SOFTWARE-I-SIGN CUST #2065 INV	GC
6550-990-0000	SF&CP-MIS-SOFTWARE-GENERAL REIM-CHARLIE	GC
6550-990-1500	SF&CP-MIS-SFTWRE-MS OFFICE CUST #2065 INV	GC
6550-990-2500	SC&FC-MIS-PROJECTS-DISASTER RECOVERY APRIL	OS
6580	SF&CP-MIS-PROJECTS-FAXWARE	OS
6580-101-0000	OP-MIS-EXTERNAL SVC-ADP A/R #00055-A15639 INV	PS
6580-101-0100	OP-MIS-ON-LINE SUBSCRIPTION SVC ACCT	OS
6580-101-0200	OP-MIS-EXTERNAL SERVICES-BLACKBERRY S ACCT	PS
6580-101-1000	OP-MIS-EXTERNAL SVC-INTERNET CUST #6092921800	OS
6580-101-1500	OP-MIS-PROJECTS-CITRIX 60% SCANNER PROJECT	GC
6580-101-3500	OP-EXP-MIS PROJECTS-MOODY'S 67 19-Aug	PS
6580-101-4000	OP-MIS-PROJECTS-NOVELL 6.0 CUST #037565-9 INV	GC
6580-990-0000	SF&CP-MIS-EXTERNAL SVC-ADP ACCT REC #00055-	PS
6580-990-0100	SF&CP-MIS-EXTERNAL SVC-ON-LINE SUBSCR ACCT	OS
6580-990-0200	OP-MIS-EXTERNAL SERVICES-BLACKBERRY S ACCT	PS
6580-990-1000	SF&CP-MIS-EXTERNAL SVC-INTERNET PROVI CUST	OS
6580-990-3000	SF&CP-MIS-PROJECTS-LEASE CUTOVER SERV PO	GC
6580-990-9500	NJSCC-ITS-PROJECTS-CONSULTANTS PO #JOHN	PS
6600	SF&CP-EXP-POSTAGE-OTHER	GC
6600-990-3230	SF&CP-EXP-POSTAGE-METER USAGE ACCT	GC
6610	SF&CP-MIS-DEDICATED PHONE LINES	GC
6610-101-3411	OP-EXP- CELLULAR PHONES ACCT #102384156 BILL DT	GC
6610-101-3440	OP-EXP-PHONE-TONE PAGING ACCT #PA01468 INV DT	OS
6610-101-3460	OP-EXP-PHONE-MISC CHARGES ACCT #00NJEDA01	OS
6610-990-3411	SF&CP-EXP-CELLULAR PHONES ACCT #601334684-	GC
6610-990-3412	SP&CP-EXP- CELLULAR PHONES GENERAL ACCT	GC
6610-990-3415	SF&CP-EXP-NEXTEL COMMUNICATIONS ACCT	OS
6610-990-3420	SF&CP-EXP-PHONE-EE REIMBURSEMENT CELL PHONE	GC
6610-990-3460	OP-EXP-PHONE-CONFERENCE CALL CHARGES ACCT	OS
6610-990-3500	SF&CP-MIS-DEDICATED PHONE LINES ACCT	OS
6615	NJSCC-EXP-F/E/LH-TOOLS	GC
6615-101-1820	OP-EXP-FURNITURE PURCHASES PO #2906 INV	GC
6615-101-1840	OP-EXP-EQUIPMENT PURCHASES SUPPLIES INV	GC
6615-101-2000	OP-EXP-EQUIPMENT LEASE ACCT #2605773 INV	GC
6615-101-3510	OP-EXP-F/E/LH-FIXTURES SUPPLIES INV #108960	GC
6615-990-1820	SF&CP-EXP-FURNITURE PURCHASES PO #2195 INV	GC
6615-990-1840	SF&CP-EXP-EQUIPMENT PURCHASE ORDER #289233	GC
6615-990-2000	SF&CP-EXP-EQUIPMENT LEASE CUST #0191171 INV	GC

**NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY ACCOUNT CODES
(Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
6615-990-3510	SF&CP-EXP-F/E/LH-FIXTURES CUST #863512943 ORD	GC
6615-990-3520	NJSCC-EXP-F/E/LH-TOOLS ACCT #7901 227204 7 DUE	GC
6630	SF&CP-EXP-LIABILITY INS-UMBRELLA	GC
6640	SF&CP-EXP-RENT-PATERSON REGIONAL OFFICE	OS
6640-101-4030	OP-EXP-RENT-OFF SITE STORAGE CUST #920263 INV	OS
6650	SF&CP-EXP-UTIL-PATERSON	OS
6660	SCC-EXP-JANITORIAL EXP-WINDOW CLEANING	OS
6660-101-4000	OP-EXP-FAC MGMT-FAC MGMT FEE 36 W State St July	OS
6660-101-4320	OP-EXP-EQUIP MAINT-EQUIPMENT MAINT CUST	GC
6660-101-4440	OP-EXP-JANITORIAL-CARPET MAINT 36 West State St	OS
6660-990-4200	SF&CP-EXP-PLUMBING ACCT #2708200 INV #482024-00	OS
6660-990-4240	SF&CP-EXP-MECH MAINT-OTHER CUST #00-SCC INV	OS
6660-990-4300	OP-EXP-EQUIP MAINT-FIRE PREV. ACCT #6242902-1	OS
6660-990-4320	SF&CP-EXP-EQUIP MAINT-EQUIPMENT MAINT CUST	OS
6660-990-4410	OP-EXP-JANITORIAL-CUST'L SVCS MNTHLY CLEANING	GC
6660-990-4420	OP-EXP-JANITORIAL-CUST'L SUPPL MNTHLY	GC
6670	SF&CP-EXP-PARKING-Hudson Regional Office	PS
6670-101-4705	OP-EXP-PARKING-MONTHLY RENEWAL ACCT	OS
6670-101-4710	OP-EXP-PARKING NEWARK EXP REIMB-B AMATO T/E	OS
6670-101-4720	OP-EXP-PARKING-MISC W/E 6/29/03 INV #1649	OS
6670-101-4725	OP-EXP-PARKING-SECURITY TRENTON ACCT #EDA NJ	OS
6670-990-4705	SF&CP-EXP-PARKING-MONTHLY RENEWAL PARKING 9-	OS
6670-990-4720	SF&CP-EXP-PARKING-MISC CUST #3000003632 INV	OS
6670-990-4725	SF&CP-EXP-PARKING-SECURITY TRENTON PAYROLL	OS
6680	SF&CP-EXP-GENL MISC	GC
6680-101-4610	OP-EXP-GENL-LUNCHROOM SUPPLIES ACCT #ECON	GC
6680-101-4615	OP-EXP-GENL-BOTTLED WATER ACCT #417-662-574	GC
6680-101-4650	OP-EXP-GENL-EMPLOYEE AMENITIES ACCT #5001394	GC
6680-101-4660	OP-EXP-GENL-EMPLYMNT CLASSIFIE ACCT #095322 AD	OS
6680-990-4610	SF&CP-EXP-GENL-LUNCHROOM SUPPLIES CUST	GC
6680-990-4615	SF&CP-EXP-GENL-BOTTLED WATER CUST #20069W	GC
6680-990-4650	SF&CP-EXP-GENL-EMPLOYEE AMENITIES SYMPATHY-	GC
6680-990-4660	SF&CP-EXP-EMPLOYMENT CLASSIFIED JOB POSTINGS	OS
6680-990-4690	SF&CP-EXP-GENL MISC M RAFAT REPLENISH PETTY	GC
794-03	Marketing Services	PS
794-05	Appraisal Services	PS
794-43	Business Consulting	PS
8000	TAAC X-PROG COSTS-CONSULTING	PS
8040	SF&CP-ISSUANCE & SERVICING-AGENT/TRUSTEE	GC
8050	CAM ERI-PROG COSTS-MARKETING/CONSULTING	PS
8050-600-0000	R/E - Marketing Tenant Billing Forms 6,100,460,832	GC
8050-710-0000	ERF-PROG COST-CONSULTING-ADM - BUS. L	PS
8080	ASA-NJDA-BUSINESS MENTORING PROGRAM	PS

**NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY ACCOUNT CODES
(Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
8110	R/E-FEASIBILITY-GE-MARKETING	GC
8125	CAM ERI - Feasability Repro/Misc	GC
8125-865-0000		OS
8130	CAM ERI-FEASABILITY **DO NOT USE**	GC
8185	CAM ERI - PROG COST- ADVERTISING/NOTICES	GC
8185-600-0000	R/E-PROG COST-ADVERTISING Liberty Sc Ctr A/E, CM	OS
8185-628-0000	R/E-PROG COST-CAMDEN HIGH TECH-ADVERT	GC
8195	SF&CP-CONSULTANTS	PS
8195-101-0000	OP-EXP-PROG COSTS- ICF CONSUL-OPERATI EXP	PS
8195-101-0500	OP-EXP-PROG COST-ICF CONSULT. - TRANS pay't #2 -	PS
8195-865-0000		PS
8195-990-0000	SF&CP-CONSULTANTS SERVICES RENDERED FEB	PS
8200	HAZ - PROG COSTS - LEGAL	PS
8200-551-0000	LN-OKON PROG COSTS-LEGAL GLORRAINE	PS
8200-553-0000	LN-FCED PROG COSTS-LEGAL-BUS LEND OLD BRIDGE	PS
8210	HAZ - PROG COSTS - APPRAISAL	PS
8210-560-0000	LN-T9 SEC PROG COSTS-APPRAISAL-BUS LE JERSEY	GC
8221	R/E - TOC - LEASE COMMISSIONS	OS
8225	ERF-PROG CSTS-FIN ADV SERV-GTE	PS
8225-560-0000	LN-T9 SEC-PROG CST-FIN ADVISOR-BUS LE	PS
8230	HAZARD-MISC. PROGRAM COSTS	GC
8230-552-0000	LN - DLF MISC. PROGRAM COSTS-BUS LEND	OS
8240	LN-HAZARD PROG COSTS-SEARCHES	OS
8240-552-0000	LN-EDA PROG COSTS-SEARCHES-BUS LEND INV#	PS
8250	SF&CP-EXP-LEGAL NOTICES	OS
8260	HAZARD-PROG CSTS-FILING/NOTICE	OS
8270	SF&CP-MANAGEMENT CONSULTATION	GC
8270-615-0000	R/E-COMMERCIALIZATION CTR-CONSULTING Comm Ctr	PS
8280	SF&CP-EDUCATIONAL WORKSHOPS	OS
8290	SF&CP-GRAPHICS/PRINTING	GC
8300	GTE-FA PROG COSTS-SECURITY	OS
8320	ERF-PROG COSTS TAXES-LOAN	PS
8340	R/E-TOC RP-CLEANING	OS
8340-615-0000	R/E-COMMERCIALIZATION CENTER-OPERATIN Comm	OS
8380	R/E - TOC - LADIES WORKOUT- TENANT FIT OUT	OS
8400-990-0000	SCC-INTERVIEWS & SELECTION COSTS N MAPP	GC
8450	SF&CP-PROG COSTS-PUBLICATIONS/CODES & REGS	OS
8450-551-9900	LN-OKON PRG CST-CRDT SRV ALLOC FLOOD	PS
8450-990-0500	SF&CP-PROG COSTS-PUBLICATIONS/CODES & 2	GC
8499	BOND-PROG COST-OTHER	GC
8600		PS

**NEW JERSEY COMMERCE & ECONOMIC GROWTH
COMMISSION ACCOUNT CODES**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
10001		PS
11100		PS
11999		PS
12001		PS
21998		OS
22014		OS
22088		OS
22099		OS
22100		OS
22102		OS
22104		OS
22106		OS
22154		OS
42100		PS
51000		OS
51005		PS
51550		GC
515501000209900	Temporary help L.Fenichel W/E1/28/2000	PS
515501015004900	Temporary help July 1 & 2 - L. Burrus	PS
515503068003600	Temporary help Temporary employee	PS
515505000000500	Temporary help C. Cua - w/e 09/26/99	PS
515505050575900	Temporary help Temp. Serv. N.Jackson	PS
515506068003900	Temporary help A. Spruill 4/7	PS
515507000002900	Temporary help Temporary Services	PS
515507072000000	Temporary help Temp. pay, w/e 11/5/00	PS
61100	public relations consultants	PS
611003000003600	Public relations consultants Basic Rate Chg/5 print	PS
6110030000036IP	Public relations consultants Printing	PS
6110030680033TF	Public relations consultants Consulting Svcs/Exp	PS
6110030680034PF	Public Relations,FAM Tours production project	PS
611003068003600	Public relations consultants 173 Print Clips Shipped	PS
6110030680036IP	Public relations consultants foreign language logos	PS
6110030680036PF	Public relations consultants Proofreads of NJ Logo	OS
6110030680036TJ	Public relations consultants "Jersey Jaunts" 10/99 -	PS
6110030680036T	Public relations consultants NJ & You Sell Sheets -	PS
6110030680036T	Public relations consultants Translate NJ Sites Doc	PS
61110	marketing consultants	OS
611103000003600	Marketing consultants Des/Prod - Cover - Cal/Events	PS
6111030000036A	Marketing consultants Area Development - 8/1/99	PS
6111030000036E	Marketing consultants Lord Abbott Jersey City Shoot	PS
6111030000036E	Marketing consultants Add'l Revisions - Prod Proj	PS
6111030000036E	Marketing consultants Resize full pg - Slipper Ad	PS
6111030000036E	Marketing consultants Translation/Proofreading	PS
6111030000036R	Marketing consultants Translation Service Fees, 6/00	PS

**NEW JERSEY COMMERCE & ECONOMIC GROWTH
COMMISSION ACCOUNT CODES (Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
611103000036R	Marketing consultants Area Development - 10/1/99	PS
611103000036R	Marketing consultants Acct Mgmt Fees - Nov. 1999	PS
611103068003300	Marketing consultants Sponsor-Animation Fest	PS
6111030680033FT	Marketing consultants Travel Channel 9/20 - 9/26	PS
6111030680033S	Marketing consultants NBC	PS
6111030680033T	Marketing consultants Sponsorship Promotion of Arts	PS
6111030680033T	Marketing consultants Dupe Tapes & CD's	PS
6111030680033T	Marketing consultants Conversion Mother Nature Ad	PS
6111030680033W	Marketing consultants Media Space News 12 Jan	PS
6111030680034G	Mkting Consultants, GOP Conven Destination Mag -	PS
611103068003600	Marketing consultants Travel Weekly - 7/8/99	PS
6111030680036A	Marketing consultants 97 Hours Work - Afr Amer	PS
6111030680036FT	Marketing consultants Travel Channel 9/20 - 9/26	PS
6111030680036G	Marketing consultants RNC Rail & Bus Posters	PS
6111030680036H	Marketing consultants Hispanic Guide	PS
6111030680036PF	Marketing consultants production projects	PS
6111030680036R	Marketing consultants Prod/Print - 1000 Logo Sheets	PS
6111030680036S	Marketing consultants Production Spring/Summer TV	PS
6111030680036S	Marketing consultants News 12 NJ	PS
6111030680036T	Marketing consultants Adv. Svcs Fee - 8/00	PS
6111030680036T	Marketing consultants Hisp Herit & Cult Guide to NJ	PS
6111030680036TF	Marketing consultants Brochure Distribution	PS
6111030680036T	Marketing consultants 6 Polysatin NJ & You Logo	PS
6111030680036T	Marketing consultants 3 Itineraries/Web Site Pkg	PS
6111030680036T	Marketing consultants Indoor Cultural Itinerary	PS
6111030680036T	Marketing consultants NJ in Fall Foliage	PS
6111030680036T	Marketing consultants Tourism Research Program	PS
6111030680036W	Marketing consultants Des/Prod Poster-GSP Booths	PS
611106068003900	Marketing consultants Broch displ/distr - Trav Shwcs	PS
611106068683600	Marketing consultants Longwoods NJ Tourism 1999-	PS
61111	marketing consultants	OS
6111130680034FT	Mkting Consultants,Fall for NJ The Travel Channel-	PS
6111130680034S		OS
6111130680034W	Mkting Consultants, Winter TV media space	PS
6111130680036FT	Marketing consultants - TV WPHL-TV 9/18 to 10/1/00	PS
6111130680036S	Marketing consultants - TV ABC Philadelphia	PS
6111130680036W	Marketing consultants - TV Media space	PS
61112	marketing & advertising	OS
6111230000036E	Mkting consult Consumer Print Media Space	PS
6111230000036M	Mkting consult Consumer Print Business News NJ -	PS
6111230000036S	Mkting consult Consumer Print NJ Newspaper	PS
6111230680034C	Consumer Printing media space	OS
6111230680034IM	International Printing Travel Agent Mag - 5/28/01	OS
6111230680034T	Trade Printing Meetings	OS

**NEW JERSEY COMMERCE & ECONOMIC GROWTH
COMMISSION ACCOUNT CODES (Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
6111230680036C	Mkting consult Consumer Print Revise Canoe Ad	PS
6111230680036IM	Mkting consult Consumer Print Media Space	PS
6111230680036T	Mkting consult Consumer Print Travel Ind Assoc -	PS
61113	marketing & advertising	OS
6111330680034JR	Mkting consult, JJ&Dick Miller Production Projects	PS
6111330680036JR	Jersey Jaunts and Dick Miller Dick Miller Radio Show	OS
61114	marketing & advertising	OS
6111430000036E	Mkting consult Trade Ad Produc advertisement for	PS
6111430000036S	Mkting consult Trade Ad Produc Proofreading and	PS
6111430680034C	Consumer Ad Production Disign and Production of	OS
6111430680036C	Mkting consult Trade Ad Produc Prod. projects.	PS
6111430680036IM	Mkting consult Trade Ad Produc media space	PS
6111430680036T	Mkting consult Trade Ad Produc Prod. projects	PS
61115	marketing & advertising	PS
6111530680034S	Mkting consult, Spring TV Prod Summer TV	PS
6111530680036FT	Mkting consult Production TV Des/Prod Poster - Fall	PS
6111530680036S	Mkting consult Production TV Summer TV Production	PS
6111530680036T	Mkting consult Production TV co-sponsor fee	OS
6111530680036W	Mkting consult Production TV Production Projects	PS
61117	marketing & advertising	OS
6111730000036B	Marketing consultant Brochures Plates & Negatives	OS
6111730000036E	Marketing consultant Brochures 5000 Urban guide.	OS
6111730000036IB	Marketing consultant Brochures Proofread ED	OS
6111730000036S	Marketing consultant Brochures Media Space	PS
6111730680034IB		OS
6111730680034T	Brochures Travel Guide Cover - scan/pos.	GC
611173068003600	Marketing consultant Brochures lit. distribution	OS
6111730680036C	Marketing consultant Brochures Prod. projects	PS
6111730680036IB	Marketing consultant Brochures 1000 Korean 10	OS
6111730680036T	Marketing consultant Brochures Copyright - Royalty	OS
61118	marketing & advertising	OS
6111830680036T	Mkting consult Photography Scan Slide/Vertical Sky	OS
61119	marketing & advertising	OS
6111930000036B	Mkting consult Merchandise Ticket Collection Box	GC
6111930000036E	Mkting consult Merchandise Crain's Chicago	GC
6111930000036IM	Mkting consult Merchandise Crain's Chicago	GC
6111930680034T	Mkting consult, Merchandise Change Paper sheet	GC
6111930680034T	Mkting consult, Welcome Center Production Projects	PS
6111930680036T	Merchandise 504 boxes - freight chg ship.	GC
6111930680036T	Mkting consult Merchandise 4 color bullnose sign	GC
61120	DeptCor Services	OS
6112030680036T	DeptCor services Order # 003426 5/1/00	OS
61130	tourism website	OS
6113030000036B	Tourism Website Reimb for purchase - 6 web add	OS

**NEW JERSEY COMMERCE & ECONOMIC GROWTH
COMMISSION ACCOUNT CODES (Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
6113030680034T	Tourism Website World Congress Final Prog.	OS
6113030680036T	Tourism Website Reg - Visitnj.com	OS
61140		PS
6115030000036E	Trade Shows Business News NJ - 6/22/01	GC
611603068003600	Printing, Other Manuals/Covers/Pages	OS
61170	brochure distribution	OS
6117030680034T	Brochure Distribution Lit Dist - 11/00	OS
6117030680036T	Brochure Distribution brochure distribution	OS
6117030680036T	Brochure Distribution Brochure Distribution	OS
61999	other professional services	OS
619993000003600	Other professional services 3 Digital Prints -	OS
6199930000036A	Other professional services Crain's NY Business -	OS
6199930000036C	Other professional services LIGHTHOUSE GUIDES	OS
6199930000036E	Other professional services Embroidery Tape	OS
6199930000036E	Other professional services Market Facts Brochure	OS
6199930000036IB	Other professional services Translate Ltr Pres-Elect	OS
6199930000036R	Other professional services Schering Plough Corp	OS
6199930000036R	Other professional services 50 Imprinted Time Zone	OS
6199930000036S	Other professional services Ford Plant Shoot	OS
6199930000036S	Other professional services Print 20000 Grow Your	OS
6199930680033T	Other professional services Web Printing - Cal of	OS
619993068003600	Other professional services July Trsm Web Page	OS
6199930680036A	Other professional services Distribute Heritage Guide	OS
6199930680036H	Other professional services Hispanic Guide	OS
6199930680036SI	Share in the Success FISHING GUIDE REPRINT	OS
6199930680036T	Other Professional Services production projects	OS
619996066002000	Other professional services HTML Programming	OS
63030		PS
64050	printing costs	GC
640501010120500	Printing costs June 2000 expense.	OS
640503068003600	Printing costs Duplication of slides	OS
6405030680036A	Printing costs vistor's guide African America	OS
6405030680036H	Printing costs Spanish Laoyout	OS
640505055000000	Printing costs June 2000 expense.	OS
64060	paper & other supplies	GC
640601015004900	Paper & other supplies Clear sheets	GC
640603000003600	Paper & other supplies 3-HP C3900A toner cartridges	GC
640603068003600	Paper & other supplies Set - Delaware bay Lgthouse	GC
649993000003600	Communications, other Gear Assembly/Wand/Labor	GC
6499930000036A	Communications, other Bus Att NJ Trd Off Mexico	OS
649993068003300	Communications, other Base Chgs - 7/99 to 9/99	GC
649993068003600	Communications, other Brochure Distribution - 7/99	GC
69100		PS
6910030680034T	Co-Op Grants 2001 Cooperative Marketing	OS

**NEW JERSEY COMMERCE & ECONOMIC GROWTH
COMMISSION ACCOUNT CODES (Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
69999	other expenses	OS
6999930000036S	Other expenses Sustainability Brochure	OS
6999930680033H	Other expenses NJ Commerce Polo T's.	OS
699993068003600	Other expenses L. Phillips/G. Scott-thru 7/18	PS
6999930680036A	Other expenses Ad Hertiage Day Parade	OS
6999930680036H	Other expenses NJ Latino Visitors Guide Lunch	GC
699996068003600	Other expenses G. Scott - w/e 7/25/99	PS
81145	foreign office consultants	PS
811455050575900	Foreign office consultants Office Exp - 7/99	PS
811457000765600	Foreign office consultants Office Expenses - 7/99	PS
81150	accounting & audit services	OS
811500100050000	Accounting & audit services Audit - 99' / Bal Sheet -	PS
811501000209900	Accounting & audit services Bank Rec Support	PS
81999	other professional services	PS
819990100009900	Other professional services First Draft of Economic	OS
819990100050000	Other professional services Professional Svcs	OS
819991000209900	Other professional services ACCPAC Consulting	OS
819991000220000	Other professional services Acrobat Support	OS
819991000259900	Other professional services Professional Svcs	OS
819991015004900	Other professional services Best Practices Study	OS
819996062630000	Other professional services Maritime Proj System	OS
819996066002000	Other professional services Des./Distrib Delegation	OS
819996068003900	Other professional services Goldmine consulting.	OS
819997000002900	Other professional services writing seminar	OS
819997072000000	Other professional services Transcr UEZ Auth Meet	OS
82000	vehicle, rental	GC
820000100009900	Vehicle, rental Vehicle Chgs - 7/00	GC
820001000259900	Vehicle, rental Vehicle Chgs - 7/00	GC
820001010000500	Vehicle, rental Vehicle Chgs - 7/00	GC
820001015004900	Vehicle, rental Vehicle Chgs - 7/00	GC
820003000003600	Vehicle, rental Vehicle Chgs - 9/00	GC
820003068003600	Vehicle, rental Vehicle Chgs - 7/00	GC
820005000000500	Vehicle, rental Vehicle Chgs - 7/00	GC
820005050575900	Vehicle, rental Vehicle Chgs - 7/00	GC
820005055000000	Vehicle, rental Vehicle Chgs - 7/00	GC
820006068003900	Vehicle, rental Reimb - Rental of Truck	GC
820007072000000	Vehicle, rental Vehicle Chgs - 7/00	GC
82020	vehicle, maintenance & repairs	OS
820200100009900	Vehicle, maintance & repairs Petty Cash Reimb -	OS
820205000000500	Vehicle, maintance & repairs Petty Cash Reimb	OS
829100100009900	Vehicle, escrow Vehicle Chgs - 7/00	GC
829101000259900	Vehicle, escrow Vehicle Chgs - 7/00	GC
829101010000500	Vehicle, escrow Vehicle Chgs - 7/00	GC
829101015004900	Vehicle, escrow Vehicle Chgs - 7/00	GC

**NEW JERSEY COMMERCE & ECONOMIC GROWTH
COMMISSION ACCOUNT CODES (Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
829103000003600	Vehicle, escrow Vehicle Chgs - 9/00	GC
829103068003600	Vehicle, escrow Vehicle Chgs - 7/00	GC
829105000000500	Vehicle, escrow Vehicle Chgs - 7/00	GC
829105050575900	Vehicle, escrow Vehicle Chgs - 7/00	GC
829105055000000	Vehicle, escrow Vehicle Chgs - 7/00	GC
829106068003900	Vehicle, escrow Vehicle Chgs - 7/00	GC
829107072000000	Vehicle, escrow Vehicle Chgs - 7/00	GC
82999	vehicle, other	OS
829990100009900	Vehicle, other Vehicle Chgs - 1/01	GC
829991000220000	Vehicle, other Reimb - Book - Mac Secrets	GC
829991010000500	Vehicle, other Vehicle Chgs - 7/00	GC
829993000003600	Vehicle, other License fee	GC
829996062001500	Vehicle, other 7/00 exp. balance	GC
829997072000000	Vehicle, other Vehicle Chgs - 9/00	GC
83000		PS
83010		PS
83020		PS
83030		PS
83040		PS
83050		PS
83999		PS
84000		PS
84010		PS
84015		GC
84020		PS
84025		OS
84050	printing costs	OS
840500100009900	Printing costs Business Cards	OS
840500100050000	Printing costs Survey Copies	OS
840501000209900	Printing costs MCB Laser Checks	OS
840501000220000	Printing costs business cards	OS
840501000259900	Printing costs Desk Pad-Faraone/Sitzler/Stier	OS
840501010000500	Printing costs Petty Cash Reimb - 10/20/99	OS
840501010120500	Printing costs 1000 Mouse Pads - Screen Chgs	OS
840501015004900	Printing costs 6 employees - Bus Cards	OS
840505000000500	Printing costs 500BusCd-Spear/Graziano/Ritter	OS
840505050575900	Printing costs 1000 Bus Cards - C. Armenti	OS
8405050505759FA	Printing costs Printing Trade Mission Books	OS
840505055000000	Printing costs Bus Cards - Rambert/L. Moore	OS
840506062001500	Printing costs Bus Cards - Spear/Riley/Kinsky	OS
840506062630000	Printing costs Mid-Year Report	OS
840506066002000	Printing costs Scan Copy Disc Service	OS
840506068003900	Printing costs C. Whitehouse - 500 Bus Cards	OS

**NEW JERSEY COMMERCE & ECONOMIC GROWTH
COMMISSION ACCOUNT CODES (Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
84050700002900	Printing costs June 2000 expense.	OS
840507000765600	Printing costs 1000 Bus Cards-Arabic-Garland	OS
840507072000000	Printing costs 6 employees - Bus Cards	OS
84060	paper & other office supplies	GC
840600100009900	Paper & other office supplies Multi-folders w/fasteners	GC
840600100050000	Paper & other office supplies Laser Labels	GC
840601000209900	Paper & other office supplies 2 - Waterman Roller	GC
840601000220000	Paper & other office supplies Reimb-Cooling Fan	GC
840601000229900	Paper & other office supplies imaging toner	GC
840601000259900	Paper & other office supplies 1/4 pint red ink	GC
840601010000500	Paper & other office supplies Asst Color File Folders	GC
840601010120500	Paper & other office supplies Ink Cartridge/Laser	GC
840601015004900	Paper & other office supplies 2-Color Toner	GC
840601072220000	Paper & other office supplies Laser/Inkjet Bus	GC
840603068003600	Paper & other office supplies 2 fax toner - Muratec TS	GC
840605000000500	Paper & other office supplies Pii Pens/Spr	GC
8406050000005B	Paper & other office supplies Cartridge for copier-	GC
840605050500500	Paper & other office supplies Desk Pads - Kurz/Kruse	GC
840605050575900	Paper & other office supplies 1 Yr Plan Board	GC
840605055000000	Paper & other office supplies 7 bottles/adjustment	GC
840606062001500	Paper & other office supplies Planner/Board/Paper,	GC
840606062630000	Paper & other office supplies Sheet	GC
840606066002000	Paper & other office supplies Reimb - Supplies	GC
840606068003900	Paper & other office supplies Office Supplies	GC
840607000002900	Paper & other office supplies 2 fax toner - Muratec TS	GC
840607000765600	Paper & other office supplies Petty Cash Reimb	GC
840607072000000	Paper & other office supplies 1 pk white paper	GC
84999	communications, other	GC
849990100050000	Communications, other Fax Toner - July-Sept. 99	GC
849991000209900	Communications, other Fax Toner - July-Sept. 99	GC
849991000220000	Communications, other Fax Toner - July-Sept. 99	GC
849991000259900	Communications, other Fax Toner - July-Sept. 99	GC
849991015004900	Communications, other 10/21 to 10/23/99 Expenses	GC
849991072220000	Communications, other Plantronics CT-901-	OS
849993000003600	Communications, other Print Clips.	GC
849995000000500	Communications, other July 1999 Travel Expenses	GC
849995050575900	Communications, other July 1999 Exp Rept	GC
849996062001500	Communications, other August, 1999 Rental Chg	GC
849996066002000	Communications, other Petty Cash Reimb - 12/1/99	GC

**NEW JERSEY COMMERCE & ECONOMIC GROWTH
COMMISSION ACCOUNT CODES (Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
849996068683600	Communications, other Reimb-Purch Telephone-OV	GC
849997072000000	Communications, other July 99 Min/June 99 Usage	GC
85000	computer software	GC
850000100009900	Computer software Promo lit & CD for Mexico City	GC
850000100050000	Computer software Computer software.	GC
850001000209900	Computer software Computer software.	GC
850001000220000	Computer software MS Office Pro97 Media/Doc	GC
850001000259900	Computer software MS SEL OFFICE 2000 PRO VUP	GC
850001010000500	Computer software MS SEL Office Pro 2000 Level C	GC
850001010120500	Computer software MS Office 2000 Pro	GC
850001015004900	Computer software MS Office 2000 Pro	GC
850001072220000	Computer software CAERE Omnipage Pro	GC
850003000003600	Computer software 10 Zip disks/formatted	GC
850003068003600	Computer software Office 2000 License	GC
850005000000500	Computer software Replacement Media/Reg/Gr fee	GC
850005050575900	Computer software MS SEL Proj 98 Level C	GC
850005055000000	Computer software Franklin Planner Software	GC
850006062001500	Computer software Computer software.	GC
850006066002000	Computer software WinFax PRO 9.02 - Reimb	GC
85010	computer consultants	PS
850101000209900	Computer consultants renewal fee	PS
850101000220000	Computer consultants Computer Upgrade Project	PS
850101010000500	Computer consultants Des/Complete/Deliver	PS
8501010100005C	Computer consultants CMC Database System	PS
850101010120500	Computer consultants System Service fees.	PS
850101072220000	Computer consultants Premier Vision 5 Svcs Request	PS
85020	computer maintenance & repair	OS
850201000209900	Computer maintenance & repairs Repair Printer	OS
850201000220000	Computer maintenance & repairs printer repair	OS
850201010000500	Computer maintenance & repairs Repair J.Constance	OS
850201010120500	Computer maintenance & repairs Web Address -	OS
850201015004900	Computer maintenance & repairs Repair Printer	OS
850201072220000	Computer maintenance & repairs HP Printer Svcs.	OS
850205000000500	Computer maintenance & repairs Service Call System	OS
850205055000000	Computer maintenance & repairs Install Toner	OS
85030	computer hardware & supplies	GC
850300100009900	Computer hardware supplies Inspiron 5000/Celeron	GC
850300100050000	Computer hardware supplies Traprecise Toner	GC
850301000209900	Computer hardware supplies 64MB Dell Optiplex GN	GC
850301000220000	Computer hardware supplies 9GB SCSI Smart Hard	GC
850301010000500	Computer hardware supplies Dell M990 Monitor	GC
850301010120500	Computer hardware supplies Order # 00370 6/00	GC
850301015004900	Computer hardware supplies 3cmdmc 6' modem	GC
850301072220000	Computer hardware supplies Computer Supplies	GC

**NEW JERSEY COMMERCE & ECONOMIC GROWTH
COMMISSION ACCOUNT CODES (Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
850303000003600	Computer hardware supplies CD-R/CD-RW 74 Minute	GC
850305000000500	Computer hardware supplies 3 Com Cable Connector	GC
850305055000000	Computer hardware supplies Computer Supplies	GC
850306066002000	Computer hardware supplies Order # 00402	GC
850306068003900	Computer hardware supplies Reimb -	GC
85900	computer hardware purchases	GC
859000100009900	Computer hardware purchases Altec ACS90W AMP	GC
859000100050000	Computer hardware purchases HP Scanjet 6250CSE	GC
859001000209900	Computer hardware purchases computer hardware	GC
859001000220000	Computer hardware purchases HP LJ 2100 TN	GC
859001000259900	Computer hardware purchases HP LJ 2100 TN	GC
859001010000500	Computer hardware purchases Dell Optiplex GX 1/S	GC
8590010100005C	Computer hardware purchases Dell Pentium	GC
859001010120500	Computer hardware purchases 17" Dell Flat Panel	GC
859001015004900	Computer hardware purchases HP LJ 4000 Feeder	GC
859001072220000	Computer hardware purchases HP LJ 2100TN 6MHN	GC
859003000003600	Computer hardware purchases Misc. Computer	GC
859003050523600	Computer hardware purchases Tektronix Phaser	GC
859005000000500	Computer hardware purchases HP Input/Output Tray	GC
859005050575900	Computer hardware purchases computer hardware	GC
859005055000000	Computer hardware purchases 3Com Palm IIIX	GC
859006066002000	Computer hardware purchases June 2000 expense.	GC
859006068003900	Computer hardware purchases Reimb -	GC
859007000002900	Computer hardware purchases MS Natural Keyboard	GC
859007000765600	Computer hardware purchases Order # 00099 6/00	GC
85999	computers, other	GC
859991000220000	Computers, other Adobe Pagemill 3 Book	GC
859991010000500	Computers, other Computer Supplies	GC
859991072220000	Computers, other Annual Support Renewal	GC
859993000003600	Computers, other Simple 32MB memory	GC
859993068003600	Computers, other Computer Supplies	GC
859996062001500	Computers, other memory upgrade	GC
859996062630000	Computers, other 2 - Optiplex 400M Gx1 + comps.	GC
859996066002000	Computers, other Laptop Comp w/Peripherals	GC
859996068003600	Computers, other P O # 00406	GC
859996068003900	Computers, other Brother - Laser Printer	GC
86010		PS
86020		OS
860200100050000	Training expenses (incl travel 8/10 to 8/13/99	PS

**NEW JERSEY COMMERCE & ECONOMIC GROWTH
COMMISSION ACCOUNT CODES (Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
860201000220000	Training expenses (incl travel June Exp.	PS
860201000259900	Training expenses (incl travel Assertive Comm. Skills	PS
860201010000500	Training expenses (incl travel M. Leone - Cust Svcs	PS
860201010120500	Training expenses (incl travel 10 Application Coupons	PS
860201015004900	Training expenses (incl travel 9/29-9/30/99 Travel	PS
860203000003600	Training expenses (incl travel Finance & Acctg	PS
860205000000500	Training expenses (incl travel W. Spear - Trng - 7/14	PS
860205050575900	Training expenses (incl travel Reimb-Tapes on	PS
860205055000000	Training expenses (incl travel Training	PS
860206062630000	Training expenses (incl travel Reg - SETAC Course -	PS
860206068003900	Training expenses (incl travel Goldmine training exp.	PS
86030		PS
86040		PS
860400100009900	Subscriptions & publications 1999 Development	GC
860400100050000	Subscriptions & publications 10/2000 expense	GC
860401000220000	Subscriptions & publications GroupWise Manuals	GC
860401010000500	Subscriptions & publications National Zip Code	GC
860401010120500	Subscriptions & publications 52 Issues - Subscription	GC
860401015004900	Subscriptions & publications July 1999 - WSJ/TT/SL	GC
860403000003600	Subscriptions & publications Renewal Lisa Kruse	GC
860403068003600	Subscriptions & publications Yr Sub to Marketing	GC
860405000000500	Subscriptions & publications Client Promo - July to	GC
860405050575900	Subscriptions & publications 1 Yr Subscr - Ed Burton	GC
860405055000000	Subscriptions & publications Legislative Manual	GC
860406062001500	Subscriptions & publications 2 Yr Sub - NJ Outdoors	GC
860406062630000	Subscriptions & publications Subscriber fees	GC
860406066002000	Subscriptions & publications Choose Green Report	GC
860406068003900	Subscriptions & publications Publications	GC
860407000002900	Subscriptions & publications Leg Index 2000 Sub	GC
860407000765600	Subscriptions & publications 1 Yr Renewal	GC
860407072000000	Subscriptions & publications 12 Iss-Growth/No-Alert-	GC
86999	education & training, other	PS
869995050575900	Education & training, other French Lessons - E.	PS
869996066002000	Education & training, other Petty Cash Reimb -	PS
87000	facility maintenanc & repair	OS
870000100009900	Facility maintenance & repair 2 fax toner - Muratec TS	OS
870001000209900	Facility maintenance & repair Copier #362213 - 6/99	OS
870001015004900	Facility maintenance & repair Copier #362213 - 6/99	OS
870005000000500	Facility maintenance & repair Keys - Cylinder	OS

**NEW JERSEY COMMERCE & ECONOMIC GROWTH
COMMISSION ACCOUNT CODES (Cont'd)**

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
8700050000005B	Facility maint. & repair - Bay Bayshore Janit Svcs -	OS
870006068003900	Facility maintenance & repair 50 boxes - Tyvek	OS
870006068683600	Facility maintenance & repair Reimb - Plants for	OS
870007072000000	Facility maintenance & repair Change Lock Cycles	OS
87010	moving expenses	OS
870106062001500	Moving expenses Labor-28 W. State-stations	OS
870106068003900	Moving expenses Reconfigure Workstations	OS
87900	office furniture purchases	GC
879000100009900	Office furniture purchases Office Furniture	GC
879001000220000	Office furniture purchases DESK CHAIR, BLUE	GC
879001010000500	Office furniture purchases DESK CHAIR ,BLUE	GC
879005000000500	Office furniture purchases Conference Table	GC
879005050575900	Office furniture purchases Office furniture.	GC
879006062001500	Office furniture purchases DESK CHAIR ,BLUE	GC
87999	other facility expenses	GC
879990100009900	Other facility expenses Signage for 12th floor	GC
879991000220000	Other facility expenses Undercntr refrig. mod	GC
879991000259900	Other facility expenses Undercntr refrig. mod	GC
879991010000500	Other facility expenses Other Facility Expenses	GC
8799910100005C	Other facility expenses Reconfigure Workstations	GC
879991072220000	Other facility expenses Undercntr refrig. mod	GC
879995000000500	Other facility expenses Signage for 12th floor	GC
879996062001500	Other facility expenses HP Inkjet 10 PPM 600 DPI,	GC
879996066002000	Other facility expenses June 2000 Petty Cash Reimb.	GC
879996068003900	Other facility expenses Custom Framing	OS
89000		PS
89999	other expenses	OS
899990100009900	Other expenses Transcriber - 8/2/99	GC
899990100050000	Other expenses Bottled Water Del. thru 12/99	GC
899991000209900	Other expenses ADP Processing Chgs - 8/99	PS
899991000220000	Other expenses Bottled Water Del. thru 12/99	GC
899991000259900	Other expenses ADP Chgs - LAN & PP#15	PS
899991010000500	Other expenses Water Delivery acc#417-631-553	GC
899991010120500	Other expenses 12 Month Banner Ad on Sitenet	OS
899991015004900	Other expenses L. Burrus - w/e 7/11/99	PS
899991072220000	Other expenses Job Advertisement	OS
899993000003600	Other expenses Inkjet Detachable/shipping	GC
899993068003600	Other expenses Various logo items/Artwork/etc	GC
899995000000500	Other expenses C. Cua - w/e 8/8/99	PS
8999950000005B	Other expenses, Bayshore H/C Comp Rental - Oct/99	GC
899995050575900	Other expenses General Cleaning - HP II	OS
899995055000000	Other expenses Water Delivery acc#417-631-553	GC
899996062001500	Other expenses 7 Print Clips Shipped	OS
899996066002000	Other expenses Tee Shirts from Rainbow Indust	GC
899996068003900	Other expenses 35mm slide duplicates	GC
899996068683600	Other expenses Center Staff - short slv shirt	GC
899997000002900	Other expenses Water Delivery acc#417-631-553	GC
899997000765600	Other expenses 50 Suede Gift boxes	GC
899997072000000	Other expenses July 99 -UEZ Auth Meet- Cater	OS

NEW JERSEY INSTITUTE OF TECHNOLOGY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
3000	CAPITALIZED EQUIPMENT	GC
3001	LABORATORY & INSTRUCTIONAL	OS
3005	COMPUTER EQUIPMENT	GC
3008	COMPUTER SOFTWARE	GC
3010	OFFICE EQUIPMENT	GC
3015	VEHICULAR EQUIPMENT	GC
3016	ATHLETIC EQUIPMENT	GC
3020	FABRICATED EQUIPMENT	GC
3099	OTHER EQUIPMENT	GC
3110	NONCAPITALIZED MOVABLE EQUIPMENT	GC
3111	LABORATORY & INSTRUCTIONAL	OS
3112	COMPUTER EQUIPMENT	GC
3113	OFFICE EQUIPMENT	GC
3115	OTHER EQUIPMENT	GC
3116	ATHLETIC EQUIPMENT	GC
3301	TELEPHONE EQUIPMENT	GC
4000	CONSUMABLE MATERIALS AND SUPPLIES	GC
4001	MATERIALS AND SUPPLIES - LAB AND	GC
4003	GASES - SCIENTIFIC/EDUCATIONAL	GC
4004	GAS CYLINDER RENTAL	GC
4005	MATERIALS AND SUPPLIES - COMPUTER	GC
4010	MATERIALS AND SUPPLIES - OFFICE	GC
4015	MATERIALS AND SUPPLIES - VEHICLE	GC
4016	MATERIALS AND SUPPLIES - ATHLETIC	GC
4020	MATERIALS AND SUPPLIES - CUSTODIAL	GC
4030	MATERIALS AND SUPPLIES -	OS
4098	EXCLUDABLE MATERIALS AND SUPPLIES	GC
4099	MATERIALS AND SUPPLIES - OTHER	GC
6000	OTHER OPERATING EXPENSES - MAJOR	OS
6101	CONSULTANT CONTRACT - OUTSIDE	PS
6102	EMPLOYMENT AGENCY SERVICES	OS
6103	ACCOUNTING SERVICES	PS
6104	LEGAL AND ARBITRATION SERVICES	PS
6108	PRINTING/PUBLICATION SERVICES -	OS
6202	FACILITY AND GROUNDS MAINTENANCE	OS

NEW JERSEY INSTITUTE OF TECHNOLOGY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
6203	REPAIR SERVICES	OS
6205	COMPUTER HARDWARE MAINTENANCE	OS
6206	COMPUTER SOFTWARE MAINTENANCE	GC
6207	COMPUTER SOFTWARE LICENSE	GC
6215	ADVERTISING - PROMOTIONAL	OS
6216	ADVERTISING - PERSONNEL	OS
6220	DISPOSAL SERVICES - TRASH	OS
6221	DISPOSAL SERVICES - CONTROLLED	OS
6225	RELOCATION/DISPOSAL	OS
6699	RENTS AND LEASES	GC
6904	POSTAGE AND PACKAGE DELIVERY	OS
6905	PRINTING SERVICES - XEROX BUSINESS	OS
6906	SUBSCRIPTIONS	GC
6914	BOOKBINDING	OS
6916	PARTICIPANT SUPPORT	GC
7101	MONOGRAPHS	GC
7105	INDEX/ABSTRACTS	GC
7115	NON-PRINT PUBLICATIONS	GC
7125	DIGITAL BIBLIOGRAPHIC DATABASE	GC
7130	DIGITAL FULL TEXT COLLECTIONS	GC
7366	WIRING - TELECOM	OS

NEW JERSEY SPORTS & EXPOSITION AUTHORITY ACCOUNT CODES

Not Applicable

NEW JERSEY TRANSIT AUTHORITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
233310	Purchase and Installation of Bus Shelters	GC
235110	HVAC and Related Systems Services	PS
235310	Fire Alarm Notification Unit Replacement at the	GC
235950	Rear Axle Lift Replacement at Howell Bus Garage	GC
235990	Penn Station, Market Street, Bus Lanes Custodial	OS
31	Cross Ties (Annual Agreement)	GC
322121	Offset, Index and Carbonless Paper	GC
323113	Annual Blanket Agreement Employee Timetable	OS
325120	Freon	GC
332721	Rail Drills	GC
335	New Technology Batteries for Rail Transit Cars	GC
336	Bus Engine Diesel Radiator Core & Heating	GC
336111	Purchase of a Ford Expedition for NJT's Police	GC
336112	Purchase of a Crew Cab Pickup Trucks	GC
336120	Purchase of a Self-propelled Geometry Inspection	GC
339	Three-Year Agreement for New Solid Axles for Arrow	GC
339999	Aluminum Bus Stop Signs & Arrows	GC
42	Stone Ballast Truck Delivered-Material Only	GC
421420	Lease of Copier Machines	GC
485	Access Link Service Region 5	OS
531390	Janitorial Services-Atlantic City Rail Line	OS
536211	Purchase of Mini-Buses	GC
541211	Annual Audit Services	PS
541380	Fluid Analysis	PS
541490	Communications/Passenger Display Pilot Project	GC
541512	Website - Development & Maintenance	PS
541611	Legal Fees for French Cross Border Lease	PS
541612	Pre-employment/Current Employees Background	PS
541613	Marketing Research & Analysis for Increased	PS
541618	General Planning Services Demand Modeling	PS
782	Removal & Disposal of Bridge Timbers	GC
783	Tree Trimming-Newark City Subway	OS

NEW JERSEY TURNPIKE AUTHORITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
10500	WASTE WATER TREATMENT FACILITI	OS
10520	SRT AND CAT ATTENUATING ITEMS	GC
10540	TIRES TUBES AND SERVICE	OS
10570	SUPPLEMENT A 2002 EXPENSES	GC
10580	THROUGH APRIL 30 2004	OS
10582	DUTCH DOOR HINGE PIN	GC
10583	FIRE EQUIPMENT TEST INSPECT	OS
10585	LUMINAIRETYPE C 250 W	GC
10600	FOR CYBERTECH RECEIPT PRINTERS	GC
10710	RESPONSE TO SADDLE TANK LEAK	OS
10720	FOR STATE POLICE VEHICLES	GC
10821	NEW BLINDS FOR BUS. DEVEL. OFF	GC
10822	OLD ROSS PO # 12426	GC
10824	EMPLOYEE ASSISTANCE PROGRAM	GC
10826	P/N DY080ZD	GC
10831	RENEWAL TO "THE BOND BUYER"	GC
10833	CONTINUTATION FOR JOE ORLANDO	GC
10840	REQUIREMENT ACCOUNT FOR THE	GC
10850	22"X36" ONTO CLEAR MYLAR	OS
10890	EXPENSES	GC
10900	5007050066C SODIUM CHLORIDE	GC
10950	PROFESSIONAL SERVICES CONTRACT	OS
150010	30003	OS
152010	NON-HAZARDOUS WASTE	OS
153010	SERVICE ENV	OS
153020	CONSULTING	PS
30001	PRINTING CONTRACT SPECS	GC
30002	RESURFACING MP 70-116 LP	GC
30003	CONSTRUCTION SUPERVISION	PS
30004	CO 1F	GC
40001	CONTAINERS FORTY FOOT	GC
40003	LIFEPACK 500 BY BIPHASIC	GC
40004	REPLACEMENT UPS	OS
40009	GENERATOR TRANSFER SWITCHES	GC
40013	OPS 1987 40013	GC
40015	funding	GC
40020	GARAGE DOOR INSTALL	OS
40026	TRAINING VIDEO/STATE POLICE	GC
40031	TECHNOLOGY STATEGY CONSULTANT	PS
40047	LANDSCAPING INT 14	OS
40051	4 MILLION AXLE WARRANTY	GC
40053	TAPES DLTIV 50 PACK	GC
40063	EXP	GC
40065	R-1314B Guardrail Upgrade	GC

NEW JERSEY TURNPIKE AUTHORITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
40070	Catch Basin Rehabilitation	PS
40074	GUARDRAIL REPLACEMENT	GC
40088	CHARGES	GC
40097	128MB DUAL VOLTAGE FLASH ATA	GC
40098	R1317 non billable	GC
40103	OFFICE BROADBAND	GC
40104	NETWORK EQUIPMENT	GC
40105	ANALYSIS EQUIPMENT	GC
40106	DATA GIS BASE MAP FOR ESSEX	GC
40110	DURANGO 4 DOOR 4WD SPORT	GC
40113	SPEED LIMIT SIGNS	GC
40115	GAS ISLAND BOOTH	GC
40129	OPS 1863 SAL	PS
40147	UPGRADE RIGHT OF WAY FENCING	PS
40154	2001 ANNIVERSARY-ADDT'L FUNDS	GC
40156	OPS 1701 TASK 8 EXP	PS
40171	CEILING LAY-IN TILES	GC
40173	COMMUNICATIONS SERVICE MONITOR	GC
40175	SIGNING IMPROVEMENTS LP	GC
40179	TRUCKS WITH UTILITY BODY	GC
40180	DEVELOPER KIT*	OS
40184	FOR ITEMS 1 & 2	GC
40185	FURNISH CREW WITH A WATER JET	GC
40187	TRANSMIT II	GC
40195	50.0" WIDE X 72" HIGH	GC
40196	AUTOMATIC COIN MACHINE	GC
40197	MONDAY-FRIDAY 9AM-5PM	GC
40198	MODEL II VHF	GC
40199	SEARCH INTRANET STANDARD	GC
40200	PLENUM GRADE EQUIVALENT TO	GC
40203	OF TWO (2) BUCKET TRUCKS	GC
40211	RI-95 contract R1228	PS
40214	REDAA/HITE/BLUE BUNTING	GC
40215	36x72 CH3672TE MAHOGANY	GC
40216	UPGRADE PAINT SPRAY BOOTH	GC
40218	SPREADER #402875	GC
40219	CONTRACTOR SNOW PLOWS	GC
40224	CABLE KIT FOR (1) SERVER	GC
40226	SIZE: 10'X 0" X 5' X 0"	GC
40229	ATTACHMENT FOR MODEL 9840	GC
40230	P/N V540VF-CS-G	GC
40236	MOTOROLA TALKABOUT	GC
40238	ISSUE OPS 1992 2003 EXP	PS
40241	FINGERPRINTING WORKSTATION	GC

NEW JERSEY TURNPIKE AUTHORITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
40244	R 1420 SECURITY MANAGEMENT SYS	GC
40245	AT 18W	OS
40252	EFT-19-25	GC
40253	TAS ADESTA 1 2003	GC
40259	Const. Supv. Pile Repairs	OS
40264	H 1 EXP	PS
404010	FLOWERS	GC
405030	DENTAL	PS
406010	SEMINAR	GC
407010	ENTITLED "SUPERVISING	GC
407020	CLASS FOR 7 TROOPERS	GC
408010	SEMINAR/AASHTO/JOHNSON	OS
420010	TEST RR INVOICE	GC
420020	SUBSCRIPTION RENEWAL	GC
420030	FOR ALL DEPARTMENTS	GC
420040	PROCESSING	OS
420050	ADDITIONAL BLUEPRINTING	OS
421900	P/N 3005380-026	GC
422010	SUPPLIES	GC
423010	ECO 575 COVE BASE ADHESIVE	GC
423020	UNIFORM CLEANING ALTERATIONS	OS
423900	RENTAL WATER COOLERS & WATER	GC
424010	PASS MATERIAL	GC
425030	NATURAL GAS - YEAR 2003	GC
427010	2/03 TO 2/04	GC
428010	5007050007H COLDPATCH FOR SD	GC
428020	MULCHWOOD CHIPSCU YDS	GC
428030	BAGGED PORTLAND CEMENT	GC
428040	FUNDS - EDA APPROVED 2/15/01	GC
428050	HEATING AND VENTILATING	GC
428070	MISC. ELECT & COMPR SCRAP	GC
428080	HANDLING	GC
428900	SHOP TOOLS	GC
442010	MONUMENT REPAIRS ALTERATIONS	OS
442020	HOURLY CALL IN	GC
442060	SERVICE AT 109 U-TURN S.N.E.	OS
442900	CERTIFICATION	OS
444030	CONSULTING SERVICES	OS
445020	financial advisory services	OS
445040	MEDICAL SERVICES	OS
446010	WASTE REMOVAL 2005	GC
446020	DISPOSAL OF MEDICAL WASTE	OS
446030	SOLID WASTE REMOVAL DIST 1 2 3	OS
447010	CHARGES	GC

NEW JERSEY TURNPIKE AUTHORITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
447020	VARIOUS NEWSPAPER ADVERTISING	OS
447030	PRESS CLIPPING SERVICE	OS
447060	SHIP DUES FOR NANCY WELDON TO	GC
447080	ONE CALL MARK OUT PROGRAM	GC
460010	MOWING PARTS	GC
460020	MAINTENANCE DEPARTMENT	OS
460030	-	GC
464010	BOILER REPAIR INTERCHANGE 11	OS
465010	TOLL BOOTH SUP	GC
466010	LOCATED AT INTERCHANGE 17	GC
467020	JAN. 1 2005 - MAR. 31 2005	GC
480010	BLOWER STIHL GAS POWERED	GC
481010	WHIRLPOOL 1.1 CU.FT	GC
482010	V1.1 - PS2 PART# 191728	GC
483010	ONE WAY LEFT TRACK ONLY	GC
483900	STANDARD CLASSIC LINE	GC
484010	CORTELCO MFG # 255444-VBA-44 M	GC
485010	INCLUDING RESPIRATORY	GC
60002	ELECTRICAL CONTRACT	OS
60003	DETECTORS 2000	GC
60010	CHANGE ORDER #3 & 4 &5f	GC
60013	C.O. #4 FINAL	OS
61001	RT 130 INT. &RELOCATION INT 6	OS
62003	SECAUCUS INT	OS
650010	30001	OS
650011	OPS 1962 SEAVIEW DRIVE EXT	GC
650013	OPS 1887 EXP	PS
65002	R-1384 Change Order No. 3	PS
65003	CONCRETE MEDIAN BARRIER SADDLE	GC
650031	AWARD SUPPLEMENT B EXPENSES	OS
650032	R-1380 PROJ 30001	OS
650036	CONST. FUND 65	GC
650037	OPS 1937 INV ENTER IN ERROR	GC
65004	Change Order No. 2	OS
650041	WITH COMMISSIONER'S NAMES	OS
65005	OPS 1884 EXP SOUND BARRIER	GC
65006	A-2	GC
650072	Contract R 1441 Change Order 1	GC
65008	LIFT 4000 LBS CAPACITY AT	GC
650081	LANDSCAPE MOWERS MODEL TM115	GC

NEW JERSEY TURNPIKE AUTHORITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
650082	MODEL#MP2004/T115	GC
650084	LOW SPEED V.24	GC
65009	APPRAISAL SERVICE	GC
650112	R-1415 Task B-7 OPS 1935	GC
650114	Design Guardrail Term. Replace	PS
650122	OPS 1911 TASK P3 EXP	PS
652010	WORKLIGHTS	GC
653010	FUNDING	GC
65500	TASK H-2	PS
65503	HINGE PIN P/N ML50-2850-2P	GC
65504	AC FLASHING BEACON POWER	GC
65506	OPS 1606C EXP	PS
65507	INTERCONNECT RT 130	PS
80001	SUPPLY ALL LABOR & MATERIAL	OS
80002	P/N 8008FA HICKOK	GC
80005	BRIDGE INSPECTION	GC
80007	2000SRI W32 ENG. DISK KIT CD	GC

NEW JERSEY WATER SUPPLY AUTHORITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
1132-00	S & I - ROUND VALLEY	GC
1134-00	S & I - ADMINISTRATION BLDG.	GC
1135-00	S & I CANAL IMPROVEMENTS	GC
1137-00	S & I ON-SITE RESIDENCES	OS
1141-00	ADMINISTRATION BUILDING	GC
1141-40	OFFICE FURN & EQUIP FROM O&M	GC
1141-50	OFFICE FURN & EQUIP FROM O&M	GC
1151-00	TRANSPORTATION FROM O&M FUNDS	GC
1153-00	CANAL FIELD OFFICE	GC
1161-00	TOOLS,SHOP & GARAGE EQUIP O&M	GC
1161-40	TOOLS,SHOP & GARAGE EQUIP O&M	GC
1162-00	AUTO SHOP	GC
1163-00	MAINTENANCE	GC
1166-00	ENGINEERING	OS
1168-00	HAMDEN PUMPING STATION	OS
1169-00	CANAL FIELD OFFICE	GC
1171-00	POWER OPER. EQUIP. FROM O&M	GC
1171-40	POWER OPER. EQUIP. FROM O&M	GC
1172-00	AUTO SHOP	GC
1173-00	MAINTENANCE	GC
1174-00	OPERATIONS	OS
1179-00	CANAL FIELD OFFICE	GC
1207-00	REBOWL OF IPS PUMPS	OS
1209-00	GEO TECH LEFT ABUT RVNORTH DAM	OS
1210-00	BASKET STRAINERS	GC
1211-00	FORCE MAIN REHAB	OS
1212-00	4 MILE SPILLWAY 2884&2890	OS
1213-00	CLINTON ADMIN SECURITY GATES	GC
1214-00	RV FORCE MAIN REPLACE PIPE#493	GC
1215-00	CANAL EMBANKMENT @ STA 84 CIP2	OS
1216-00	EMERGENCY POWER SOURCE R&R	OS
1218-00	STORMWATER COLLECTION- ADM BLG	OS
1219-00	AUTO FILTRATION FLUSH PUMP IPS	GC
1220-00	REHAB OF PRALLSVILLE WALL	OS
1221-00	(2) CULVERTS PRALLSVILLE LOCK	GC
1222-00	INSTRUMENTATION @ D&R CANAL	GC
1223-00	REHAB OF CULVERT @ 2370+28	PS
1224-00	REHAB WASH CROSS. SPILLWAY	OS
1226-00	SECURITY & FIRE PROTECTION	OS
1228-00	GRIGGSTNSPILL2170+64CUL2171+80	GC
1230-00	HVAC-ANNEX BUILDING (MRP)	GC
1246-00	SR CARPORT & ROOF IMPRMT (MRP)	OS
1247-00	REHAB WORKHOUSE SPILLWAY	OS
1248-00	ASBESTOS ABATEMENT & MASONRY	GC

NEW JERSEY WATER SUPPLY AUTHORITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
1249-00	REHAB OF ELEVATOR @ SBPS - MRP	OS
1250-00	UNDERGND STORAGE TANKS-CIP2	GC
1253-00	ROOF HATCH REPLACEMNT SBPS MRP	OS
1257-00	SPRUCE RUN SPILLWAY	OS
1262-00	RARITAN RIVER WEIR(ISLAND FARM	OS
1266-00	SIMONSON'S BROOK CULVERT	OS
1272-00	SLOPE STABLZTN LEFT ABUT NO RV	OS
1273-00	REHAB OF CULVERT @ STA 324+00	OS
1274-00	D&R CANAL INSTRUMENTATION	GC
1276-00	ACCESS ROAD RESURFACING	OS
1277-00	FIVE MILE LOCK WASTE GATE-CIP2	OS
1285-00	RV SOUTH VAULT RECONSTCTN MRP	OS
1286-00	REHAB NIECE LUMBER CULVERT MRP	OS
1292-00	RELEASE PIPELINE IMPROVEMENT	OS
1294-00	METTLARS BROOK CULVERT CIP2	GC
1615-00	A/R - REIMBURSEABLE	GC
1712-00	NO NAME DAM NO. 31	OS
1756-00	A/R-MCIA RENEWAL & REPLACEMENT	OS
1756-50	A/R-MCIA RENEWAL & REPLACEMENT	OS
1940-00	STOCK ROOM INVENTORY	GC
1960-00	INSTRUMENTATION & CONTRL PARTS	GC
1960-50	INSTRUMENTATION & CONTRL PARTS	GC
1961-00	PUMP & AIR COMPRESSOR PARTS	GC
1961-50	PUMP & AIR COMPRESSOR PARTS	GC
1962-00	OZONE EQUIPMENT PARTS INV.	GC
1962-50	OZONE EQUIPMENT PARTS INV.	GC
1963-00	FLOW CONTROL VALVES PARTS INV.	GC
1963-50	FLOW CONTROL VALVES PARTS INV.	GC
1966-00	CHEMICAL FEED STN PARTS INV.	GC
1967-00	FILTER CLARIFIER EQUIP. PARTS	GC
1968-00	FILTER AID CHEMICAL FEED PARTS	GC
1968-50	FILTER AID CHEMICAL FEED PARTS	GC
1969-00	COAGULANT AID CHEM. FEED PARTS	GC
1969-50	COAGULANT AID CHEM. FEED PARTS	GC
1970-00	HVAC PARTS INVENTORY	GC
1970-50	HVAC PARTS INVENTORY	GC
1980-00	COAGULANT AGENT - PERCOL (LDS)	GC
1980-50	COAGULANT AGENT - PERCOL (LDS)	GC
1981-00	SODIUM HYPOCHLORITE (GALS)	GC
1981-50	SODIUM HYPOCHLORITE (GALS)	GC
1983-00	CAUSTIC SODA-SODIUM HYDROX TNS	GC
1983-50	CAUSTIC SODA-SODIUM HYDROX TNS	GC
1984-00	ALUM - ALUMINUM SULFATE (TNS)	GC
1984-50	ALUM - ALUMINUM SULFATE (TNS)	GC

NEW JERSEY WATER SUPPLY AUTHORITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
1985-00	ZINC ORTHOPHOSPHATE (LBS)	GC
5168-25	WORKERS' COMPENSATION EXPENSES	PS
5168-26	WORKERS' COMPENSATION	PS
5168-60	WORKER'S COMPENSATION EXPENSE	GC
5201-31	WILBURTHA CANAL HOUSE	OS
5202-31	LAMBERTVILLE LOCK HOUSE	OS
5204-16	TEN MILE LOCK HOUSE	OS
5204-31	TEN MILE LOCK HOUSE	OS
5205-31	GRIGGSTOWN LOCK HOUSE	GC
5207-31	GOODYEAR HOUSE	GC
5208-31	BUSHER HOUSE	GC
5209-31	MEDLYN HOUSE	OS
5211-32	HEATING FUEL CANAL FIELD OFF.	GC
5233-31	WATER	OS
5233-32	WATER	GC
5262-23	UNLEADED	GC
5270-24	OIL & GREASES/MOTOR OILS	GC
5270-31	OIL & GREASES/MOTOR OILS	GC
5270-33	OIL & GREASES/MOTOR OILS	GC
5270-34	OIL & GREASES/MOTOR OILS:	GC
5270-35	OIL & GREASES/MOTOR OILS	GC
5270-60	OILS & GREASES G & A	GC
5280-24	TIRES	GC
5280-34	TIRES:	GC
5280-35	TIRES	GC
5280-60	TIRES G & A	GC
5290-15	MAINTENANCE SUPPLIES	GC
5290-16	MAINTENANCE SUPPLIES	GC
5290-21	MAINTENANCE SUPPLIES	GC
5290-22	MAINTENANCE SUPPLIES	GC
5290-23	MAINTENANCE SUPPLIES	GC
5290-24	MAINTENANCE SUPPLIES	OS
5290-31	MAINTENANCE SUPPLIES	GC
5290-32	MAINTENANCE SUPPLIES	GC
5290-33	MAINTENANCE SUPPLIES	GC
5290-34	MAINTENANCE SUPPLIES:	GC
5290-35	MAINTENANCE SUPPLIES:	GC
5290-40	MAINTENANCE SUPPLIES RESERVOIR	GC
5290-50	MAINT. SUPPLIES WTP/TS	GC
5290-60	MAINT. SUPPLIES G & A	GC
5300-24	SUPPLIES/VEHICULAR EQUIPMENT	GC
5300-34	SUPPLIES/VEHICULAR EQUIPMENT:	GC
5300-35	SUPPLIES/VEHICULAR EQUIPMENT:	GC
5300-60	VEHICLE MAINT. SUPPLIES G & A	OS

NEW JERSEY WATER SUPPLY AUTHORITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
5310-24	MAJOR VEH. SERVICE & REPAIR	OS
5310-34	MAJOR VEH. SERVICE & REPAIR:	OS
5310-35	MAJOR VEH. SERVICE & REPAIR:	OS
5310-60	MAJOR VEH. REPAIR G & A	OS
5320-31	AGRICULTURE SUPPLIES	GC
5320-32	AGRICULTURE SUPPLIES	GC
5320-33	AGRICULTURE SUPPLIES	GC
5320-60	AGRICULTURE SUPPLIES G & A	GC
5330-13	MAINTENANCE OF EQUIPMENT	OS
5330-16	MAINTENANCE OF EQUIPMENT	OS
5330-20	MAINTENANCE OF EQUIPMENT	OS
5330-21	MAINTENANCE OF EQUIPMENT	OS
5330-22	MAINTENANCE OF EQUIPMENT	OS
5330-24	MAINTENANCE OF EQUIPMENT	OS
5330-31	MAINTENANCE OF EQUIPMENT	OS
5330-32	MAINTENANCE OF EQUIPMENT	OS
5330-33	MAINTENANCE OF EQUIPMENT	OS
5330-34	MAINTENANCE OF EQUIPMENT:	OS
5330-40	MAINT. OF EQUIPMENT RESERVOIR	OS
5330-50	MAINT. OF EQUIPMENT WTP/TS	OS
5330-60	MAINT. OF EQUIPMENT G & A	OS
5340-11	SERVICE & MAINTENANCE CONTRACT	OS
5340-13	SERVICE & MAINTENANCE CONTRACT	OS
5340-15	SERVICE & MAINTENANCE CONTRACT	OS
5340-16	SERVICE & MAINTENANCE CONTRACT	OS
5340-20	Service & Maintenance Contract	OS
5340-21	SERVICE & MAINTENANCE CONTRACT	OS
5340-22	SERVICE & MAINTENANCE CONTRACT	OS
5340-23	SERVICE & MAINTENANCE CONTRACT	OS
5340-24	SERVICE & MAINTENANCE CONTRACT	OS
5340-25	SERVICE & MAINTENANCE CONTRACT	OS
5340-26	SERVICE & MAINTENANCE CONTRACT	OS
5340-31	SERVICE & MAINTENANCE CONTRACT	OS
5340-32	SERVICE & MAINTENANCE CONTRACT	OS
5340-33	SERVICE & MAINTENANCE CONTRACT	OS
5340-34	SERVICE & MAINTENANCE CONTRACT	OS
5340-40	SERVICE/MAINT. CONTRACTS RES.	OS
5340-50	SERVICE/MAINT. CONTRACT WTP/TS	OS
5340-60	SERVICE/MAINT. CONTRACTS G & A	OS
5350-15	EQUIPMENT RENTAL	GC
5350-16	EQUIPMENT RENTAL	GC
5350-23	EQUIPMENT RENTAL	GC
5350-24	EQUIPMENT RENTAL	GC

NEW JERSEY WATER SUPPLY AUTHORITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
5350-31	EQUIPMENT RENTAL	GC
5350-32	EQUIPMENT RENTAL	GC
5350-33	EQUIPMENT RENTAL	GC
5350-34	EQUIPMENT RENTAL:	GC
5350-40	EQUIPMENT RENTAL RESERVOIR	GC
5350-50	EQUIPMENT RENTAL WTP/TS	GC
5350-60	EQUIPMENT RENTAL G & A	GC
5360-10	HOUSEHOLD,SAFETY SUPPLIES	GC
5360-15	HOUSEHOLD,SAFETY SUPPLIES	GC
5360-16	HOUSEHOLD, SAFETY SUPPLIES	GC
5360-21	HOUSEHOLD,SAFETY SUPPLIES	GC
5360-22	HOUSEHOLD,SAFETY SUPPLIES	GC
5360-23	HOUSEHOLD,SAFETY SUPPLIES	GC
5360-24	HOUSEHOLD,SAFETY SUPPLIES	GC
5360-25	HOUSEHOLD,SAFETY SUPPLIES	GC
5360-31	HOUSEHOLD,SAFETY SUPPLIES	GC
5360-32	HOUSEHOLD,SAFETY SUPPLIES	GC
5360-33	HOUSEHOLD,SAFETY SUPPLIES	GC
5360-34	HOUSEHOLD,SAFETY SUPPLIES:	GC
5360-40	HOUSEHOLD-SAFETY SUPPLIES	GC
5360-50	HOUSEHOLD-SAFETY SUPPLIES	GC
5360-60	HOUSEHOLD & SAFETY SUP. G & A	GC
5370-22	UNIFORMS	GC
5370-32	UNIFORMS	GC
5370-34	UNIFORMS:	GC
5370-35	UNIFORMS:	GC
5380-10	PROFESSIONAL SERVICES	PS
5380-11	PROFESSIONAL SERVICES	PS
5380-13	PROFESSIONAL SERVICES	PS
5380-15	PROFESSIONAL SERVICES	PS
5380-16	PROFESSIONAL SERVICES	PS
5380-20	PROFESSIONAL SERVICES	PS
5380-21	PROFESSIONAL SERVICES	PS
5380-22	PROFESSIONAL SERVICES	PS
5380-23	PROFESSIONAL SERVICES	PS
5380-25	PROFESSIONAL SERVICES	PS
5380-26	PROFESSIONAL SERVICES:	PS
5380-31	PROFESSIONAL SERVICES	PS
5380-32	PROFESSIONAL SERVICES	PS
5380-40	PROFESSIONAL SERVICES RES.	PS
5380-50	PROFESSIONAL SERVICES WTP/TS	PS
5380-60	PROFESSIONAL SERVICES G & A	PS
5390-25	INSURANCE EXPENSE	PS
5400-23	TELEPHONE	GC
5400-50	TELEPHONE WTP/TS	OS

NEW JERSEY WATER SUPPLY AUTHORITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
5420-13	DATA PROCESSING	OS
5420-60	DATA PROCESSING G & A	PS
5430-10	PRINTING & OFFICE	GC
5430-11	PRINTING & OFFICE	GC
5430-13	PRINTING & OFFICE	GC
5430-15	PRINTING & OFFICE	GC
5430-16	PRINTING & OFFICE	GC
5430-20	PRINTING & OFFICE	GC
5430-21	PRINTING & OFFICE	GC
5430-22	PRINTING & OFFICE	GC
5430-23	PRINTING & OFFICE	GC
5430-24	PRINTING & OFFICE	OS
5430-25	PRINTING & OFFICE	GC
5430-26	PRINTING & OFFICE:	GC
5430-31	PRINTING & OFFICE	GC
5430-32	PRINTING & OFFICE	GC
5430-33	PRINTING & OFFICE	GC
5430-34	PRINTING & OFFICE:	GC
5430-40	PRINTING & OFFICE RESERVOIR	OS
5430-50	PRINTING & OFFICE WTP/TS	GC
5430-60	PRINTING & OFFICE G & A	OS
5440-15	SCIENTIFIC & PHOTOGRAPHIC	GC
5440-21	SCIENTIFIC & PHOTOGRAPHIC	GC
5440-22	SCIENTIFIC & PHOTOGRAPHIC	GC
5440-31	SCIENTIFIC & PHOTOGRAPHIC	OS
5440-32	SCIENTIFIC & PHOTOGRAPHIC	GC
5440-40	SCIENTIFIC & PHOTOGRAPHIC RES.	GC
5440-50	SCIENTIFIC & PHOTOGRAPHIC TPTS	GC
5440-60	SCIENTIFIC & PHOTOGRAPHIC G&A	GC
5450-10	DUES & SUBSCRIPTIONS	OS
5450-13	DUES & SUBSCRIPTIONS	GC
5450-15	DUES & SUBSCRIPTIONS	OS
5450-16	DUES & SUBSCRIPTIONS	OS
5450-20	DUES & SUBSCRIPTIONS	OS
5450-21	DUES & SUBSCRIPTIONS	OS
5450-24	DUES & SUBSCRIPTIONS	OS
5450-34	DUES & SUBSCRIPTIONS:	OS
5460-11	ADVERTISING & PROMOTIONAL	OS
5460-15	ADVERTISING & PROMOTIONAL	OS
5460-16	ADVERTISING & PROMOTIONAL	OS
5460-20	ADVERTISING & PROMOTIONAL	OS
5460-23	ADVERTISING & PROMOTIONAL	OS
5460-25	ADVERTISING & PROMOTIONAL	OS
5460-26	ADVERTISING & PROMOTIONAL:	OS
5460-40	ADVERTISING & PROMOTIONAL RES.	OS
5460-50	ADVERTISING & PROMOTIONAL WTP	OS
5460-60	ADVERTISING & PROMOTIONAL G&A	OS
5470-10	TRAVEL & SUBSISTENCE	OS
5470-11	TRAVEL & SUBSISTENCE	OS

NEW JERSEY WATER SUPPLY AUTHORITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
5470-15	TRAVEL & SUBSISTENCE	OS
5470-16	TRAVEL & SUBSISTENCE	OS
5470-20	TRAVEL & SUBSISTENCE	OS
5470-21	TRAVEL & SUBSISTENCE	OS
5470-22	TRAVEL & SUBSISTENCE	OS
5470-26	TRAVEL & SUBSISTENCE:	OS
5470-31	TRAVEL & SUBSISTENCE	OS
5470-33	TRAVEL & SUBSISTENCE	OS
5480-10	STAFF TRAINING & TUITION	OS
5480-11	STAFF TRAINING & TUITION	OS
5480-13	STAFF TRAINING & TUITION	PS
5480-15	STAFF TRAINING & TUITION	PS
5480-16	STAFF TRAINING & TUITION	PS
5480-20	STAFF TRAINING & TUITION	PS
5480-21	STAFF TRAINING & TUITION	PS
5480-22	STAFF TRAINING & TUITION	PS
5480-23	STAFF TRAINING & TUITION	PS
5480-25	STAFF TRAINING & TUITION	PS
5480-26	STAFF TRAINING & TUITION:	PS
5480-31	STAFF TRAINING & TUITION	PS
5480-32	STAFF TRAINING & TUITION	PS
5480-33	STAFF TRAINING & TUITION	OS
5480-34	STAFF TRAINING & TUITION:	PS
5480-60	STAFF TRAINING & TUITION G & A	PS
5510-40	SEDIMENT REMOVAL - RESERVOIR	OS
5510-50	RESIDUALS REMOVAL - WTP	OS
5520-50	CHEMICAL WTP/TS	GC
5525-50	CARBON FILTER REPLACEMENT WTP	GC
5528-50	REIMB. OF O&M CAPITAL EXPEND.	GC
5825-00	NONCAPITAL CONSTRUCTION EXP'S	OS
5830-00	NONCAPITAL MAJOR REHABILITATIO	GC
5850-00	SOURCE WATER PROTECTION	PS
5860-00	NO NAME DAM NO. 31 EXPENSE	OS
7101-71	CONTRACTUAL	PS
7201-72	CONTRACTUAL	OS
7202-72	NJWSA SUPPLIES	GC
7301-73	CONTRACTUAL	OS
7401-74	CONTRACTUAL	OS
7501-75	CONTRACTUAL	PS
7502-75	NJWSA SUPPLIES	GC
7601-76	CONTRACTUAL	PS
8101-81	CONTRACTUAL	OS
8202-82	NJWSA SUPPLIES	GC
8301-83	CONTRACTUAL	OS
8430-91	PRINTING & OFFICE SUPPLIES	GC
8701-87	CONTRACTUAL	OS

RAMAPO COLLEGE ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
2050		GC
2051		GC
2060		GC
2070		GC
2100		GC
2101		GC
2102		GC
2103		OS
2120		GC
2125		GC
2130		GC
2140		GC
2150		GC
2160		GC
2165		GC
2167		GC
2170		GC
2173		GC
2175		GC
2176		GC
2177		GC
2178		GC
2179		GC
2200		GC
2300		GC
2301		GC
2302		GC
2334		OS
2400		GC
2804		OS
3082		OS
3400		GC
3401		GC
3402		GC
3403		GC
3404		GC
3500		OS
3520		OS
3530		OS
3600		PS
3610		OS
3620		OS
3630		OS
3640		PS

RAMAPO COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
3645		OS
3650		OS
3660		PS
3715		OS
3800		OS
3801		OS
3807		OS
3810		OS
3811		OS
3815		OS
3820		OS
3830		OS
3831		OS
3832		OS
3835		GC
4100		GC
4110		OS
4120		GC
4130		OS
4140		OS
4200		OS
4220		OS
4400		GC
4410		OS
4420		OS
4430		GC
4440		OS
4450		OS
4460		GC
4490		GC
4700		OS
7011	Shipping	GC
7012	PAYMENT FOR COPIER PAPER	OS
7014	Minolta Copier Bills	GC
7015	Blanket order for supplies	GC
7016	bag tie wraps	GC
7017	sweatshirts	GC
7018	invoice DI25071 janitorial supplies	GC
7019	per side bleed	OS
7020	De-icing materials	GC
7021	Ambulance Stretcher & Maintenance	GC
7022	tolls	GC
7023	HON 7903BB90 Task Chair/Blue	GC
7024	Reimbursement for office microwave	GC

RAMAPO COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
7025	Shipping	GC
7026	Item 589676 - acad ado pagemaker	GC
7027	po 40578 Printing	OS
7028	Page Fees	OS
7029	Feb 2004	OS
7030	Standing order for book orders to follow	GC
7031	NJ Business Source Book, 2004ed inv.	OS
7033	Best Books supplement 2002-3	GC
7034	Shipping - RW 2/24/04	GC
7036	Payment for Interlibrary loan Invoice	GC
7040	payment for invoice #B33780330 for	GC
7046	standing order for the pavilion	GC
7047	101766 ACCOUNT 01/04	OS
7048	Standing Order for Main Sewer Charges	OS
7049	31868 36814 main June	GC
7056	BOOKS	GC
7057	Carnegie Academy	GC
7058	Art Gallery	GC
7059	NJ Bursar's meeting	GC
7060	boxes	GC
7061	boxes	GC
7062	BOOKS	GC
7063	postage	GC
7064	Annual conference AEEE	GC
7065	Ireland 1/13-1/21	GC
7072	monthly phone charge	GC
7073	Verizon Fume Hood Alarm 201 825	GC
7074	#24860/Material & Labor - HH	GC
7075	service	OS
7076	Standing Order Pager Svc	GC
7081	inv's dated 5/15/04	OS
7086	materials	GC
7091	Change Order Increase R. Roberts	PS
7092	Student financial aid audit	PS
7093	Work Status Evaluation-Kephart	PS
7094	Services for Presidential Search	PS
7095	Asbestos Awareness Refresher	PS
7096	Temp agency account	OS
7097	Deposit for Phoenix tournamnet	PS
7098	Pt.# D2831Z/A - Apple Training Units (1-	GC
7111	Trash removal	OS
7112	Reimbursement for Pesticide Applicator	OS
7113	Invoice # 18965 - cleaning Svc. - 3-29-	OS
7115	final payment	OS

RAMAPO COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
7116	Annual charges for bibliographic catalog	OS
7117	Inv.#134363 -Etched Globe for	GC
7118	postage	GC
7119	Increase Blanket - LS 3/8/04	OS
7120	reg #0233-00119-019 - Courtyard I Bldg	PS
7125	visit to university july 08,2004	OS
7129	Reimbursement for tour of Dia:Beacon	OS
7131	To advertise two (2) jobs online	OS
7132	diamond ad anniversary book	OS
7134	TV Sponsorship Advertising	OS
7141	Digiprints (Campus Signage Project)	OS
7142	Section 504 Compliance Handbook	OS
7146	Order Increase - MR 3/23/04	GC
7147	Invoice 65089 - Fire alarm service	GC
7148	Do Not Mail or Fax - Open	OS
7149	578442 bus cry reports 10 std media cld	GC
7150	86 Chevey C70 Dump	GC
7156	one month rental	GC
7157	Reimbursement for 11/03-4/04 internet	GC
7158	Standing order for chair rental	GC
7160	Bus services	OS
7162	Cable Service for White House	GC
7169	1308' black ornamental barricades	GC
7176		GC
7177		GC
7178		GC
7179		GC
7187	Licensing Consulting for Logo Services	PS
7190		GC
7200		PS
7201	#A860Y, table with shelf	GC
7202	Shipping Quote#113909570, for room	GC
7203	Belkin OmniView PRO2 Series	GC
7204	Final Xut Pro 4 VLA DVD set-i	GC
7205	Contract #A53306	GC

RAMAPO COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
7208	system and maintenance service for	OS
7209	inv.s897560 service contract	GC
7400		GC
7401	Provide & Install Complete Fire Alarm	OS
7403	Contract Adminisrtation Phase	OS
7404	construction management services	PS
7405	review&fee	GC
7407	PSA01/3/SDC1 Wardrobe w/ Sliding	GC
7410	digiprints for phase viii	OS
7411	Invoice	GC
7412	Removal of Cameras in Pool for renov.	OS
7600		GC
7676		GC
7700		OS
7701		GC
7702		GC
7704		GC
7760		GC
7777		GC

ROWAN UNIVERSITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
011160		GC
012105	ESCHEAT LIAB - A/P	GC
018600	OFFICE SUPPLIES	GC
019700	DEFERRED COUPON INC	GC
019800	MEAL PLAN OFFSET	OS
094010	GASOLINE FUEL	GC
2010	FOOD	GC
2020	BOOKS	GC
2030	STORE EXPENSE	GC
2035	OFFICE & MISC	GC
2100	OFFICE SUPPLIES	GC
211000	OFFICE SUPPLIES	GC
211001	EDUCATIONAL SUPPLIES	GC
211100	OFFICE SUPPLIES	GC
211200	EDUCATIONAL SUPPLIES	GC
211300	EDUCATIONAL SUPPLIES	GC
211400	OFFICE SUPPLIES	GC
211500	EDUCATIONAL SUPPLIES	GC
212000	EQUIPMENT OTHER	GC
212010	EQUIP REPAIR OFFICE	OS
212015	EDUCATIONAL SUPPLIES	GC
212020	OFFICE SUPPLIES	GC
212030	OFFICE SUPPLIES	GC
212040	EDUCATIONAL SUPPLIES	GC
212100	OFFICE SUPPLIES	GC
212340	OTHER SERVICES	OS
212510	MINOR EQUIPMENT UNDE	GC
212511	FOOD	GC
212555	EDUCATIONAL SUPPLIES	GC
212575	ADVERTISING PUBLIC R	OS
213000		GC
213100	EDUCATIONAL SUPPLIES	GC
213200	MINOR EQUIPMENT UNDE	GC
213300	DATA PROCESSING H/W	GC
213400	EDUCATIONAL SUPPLIES	GC
214000	EQUIPMENT OTHER	GC
214010	OFFICE SUPPLIES	GC
214020	EDUCATIONAL SUPPLIES	GC
214050	MINOR EQUIPMENT UNDE	GC
214060	AWARDS AND PLAQUES	GC
214070	OFFICE SUPPLIES	GC
214150	MINOR EQUIPMENT UNDE	GC
214151	MINOR EQUIPMENT UNDE	GC
214200	EQUIP REPAIR OFFICE	OS

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
214250	DATA PROCESSING H/W	OS
214300	OFFICE SUPPLIES	GC
214350	DATA PROCESSING H/W	OS
214351	EDUCATIONAL SUPPLIES	GC
214400	EDUCATIONAL SUPPLIES	GC
214410	OFFICE SUPPLIES	GC
214420	EDUCATIONAL SUPPLIES	GC
214450	MINOR EQUIPMENT UNDE	GC
214451	EQUIPMENT OTHER	GC
214650	OFFICE SUPPLIES	GC
214750	OFFICE SUPPLIES	GC
214760	OFFICE SUPPLIES	GC
214800	MINOR EQUIPMENT UNDE	GC
214801	EDUCATIONAL SUPPLIES	GC
214802	EDUCATIONAL SUPPLIES	GC
214803	EDUCATIONAL SUPPLIES	GC
214850	OFFICE SUPPLIES	GC
214900	MINOR EQUIPMENT UNDE	GC
214901	OFFICE SUPPLIES	GC
214950	OFFICE SUPPLIES	GC
2150	PRINTING	OS
215000	OFFICE SUPPLIES	GC
215010	OFFICE SUPPLIES	GC
215020	EDUCATIONAL SUPPLIES	GC
215075	OFFICE SUPPLIES	GC
215080	OFFICE SUPPLIES	GC
215090	DATA PROCESSING H/W	GC
215100	OFFICE SUPPLIES	GC
215300	EDUCATIONAL SUPPLIES	GC
215301	EDUCATIONAL SUPPLIES	GC
215500	EQUIP REPAIR OFFICE	OS
215550	EQUIP REPAIR OFFICE	OS
215600	EDUCATIONAL SUPPLIES	GC
215650	OFFICE SUPPLIES	GC
215700	EDUCATIONAL SUPPLIES	GC
215800	EDUCATIONAL SUPPLIES	GC
2160	XEROX COPY	OS
216000	RENT OTHER	GC
216010	OTHER REPAIRS	OS
216050	ADVERTISING PUBLIC R	OS
216100	EQUIPMENT OTHER	GC
216101	EDUCATIONAL SUPPLIES	GC
216110	OFFICE SUPPLIES	GC
216120	OTHER SERVICES	OS

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
216200	EQUIPMENT OTHER	GC
216201	EQUIP REPAIR OFFICE	OS
216300	OFFICE SUPPLIES	GC
217000	AWARDS AND PLAQUES	GC
217001	OFFICE SUPPLIES	GC
217010	EDUCATIONAL SUPPLIES	GC
217050	DATA PROCESSING H/W	OS
217100	OFFICE SUPPLIES	GC
217110	OFFICE SUPPLIES	GC
217120	OFFICE SUPPLIES	GC
217130	ADVERTISING PUBLIC R	OS
218000	ADVERTISING PUBLIC R	OS
2210	MOTOR VEHICLE	GC
2220	GASOLINE FUEL	GC
2300	EDUCATIONAL SUPPLIES	GC
2310	LIBRARY BOOKS	GC
2320	ATHLETIC SUPPLIES	GC
2350	EDUCATIONAL SUPPLIES	GC
2400	HOUSEHOLD SUPPLIES	GC
2450	SECURITY SUPPLIES	GC
252360	EQUIPMENT OTHER	GC
252520	DATA PROCESSING H/W	OS
255018	MINOR EQUIPMENT UNDE	GC
255021	OFFICE SUPPLIES	GC
255030	EDUCATIONAL SUPPLIES	GC
255103	DATA PROCESSING H/W	GC
255105	EDUCATIONAL SUPPLIES	GC
255116	DATA PROCESSING H/W	OS
255206	PROFESSIONAL CONSULT	PS
255223	DATA PROCESSING H/W	GC
255940	OTHER SERVICES	OS
255942	EDUCATIONAL SUPPLIES	GC
255953	EDUCATIONAL SUPPLIES	GC
2560	BOILER CHEMICALS	GC
256400	PROFESSIONAL CONSULT	PS
2570	OTHER SUPPLY EXPENSE	OS
2600	OTHER SUPPLIES	GC
2605	ROWAN CARD EXP	GC
260600	OFFICE SUPPLIES	GC
2610	AWARDS AND PLAQUES	GC
261010	OFFICE SUPPLIES	GC
262025	OTHER SERVICES	OS
262310	OFFICE SUPPLIES	GC
262545	EDUCATIONAL SUPPLIES	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
262550	EDUCATIONAL SUPPLIES	GC
262560	OFFICE SUPPLIES	GC
262565	OFFICE SUPPLIES	GC
262570	OFFICE SUPPLIES	GC
263000	OFFICE SUPPLIES	GC
263010	RENT EQUIPMENT	GC
263020	RENT EQUIPMENT	GC
263200	OFFICE SUPPLIES	GC
263300	OFFICE SUPPLIES	GC
263400	MINOR EQUIPMENT UNDE	GC
263500	OFFICE SUPPLIES	GC
263600	OFFICE SUPPLIES	GC
270000	MINOR EQUIPMENT UNDE	GC
270020	OTHER SERVICES	OS
270100	ADVERTISING PUBLIC R	OS
270200	OFFICE SUPPLIES	GC
270300	ADVERTISING PUBLIC R	OS
270500	OFFICE SUPPLIES	GC
270510	ADVERTISING PUBLIC R	OS
270520	DATA PROCESSING H/W	OS
270530	EQUIP REPAIR OFFICE	OS
270550		OS
270600	PROFESSIONAL CONSULT	PS
270700	STAFF TRAINING	PS
270750	PROFESSIONAL OTHER	PS
270800	EQUIP REPAIR OFFICE	OS
270900	OFFICE SUPPLIES	GC
271000	ADVERTISING PUBLIC R	OS
271005	DATA PROCESSING H/W	OS
271010	RENT OTHER	GC
271050	OFFICE SUPPLIES	GC
271060	OFFICE SUPPLIES	GC
271145	OTHER CURRENT CHARGE	GC
271150	PROFESSIONAL OTHER	PS
271200	EQUIP REPAIR OFFICE	OS
271250	EQUIPMENT MAINTENANC	OS
271255	MINOR EQUIPMENT UNDE	GC
271260	MICROFICHE EXPENSE	GC
271300	MINOR EQUIPMENT UNDE	GC
271350	MINOR EQUIPMENT UNDE	GC
271600	STAFF TRAINING	PS
271700	OFFICE SUPPLIES	GC
271900	OFFICE SUPPLIES	GC
272000	PRINTING-PUBLSHNG-AC	OS

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
272300	OFFICE SUPPLIES	GC
272330	DATA PROCESSING H/W	PS
272340	DATA PROCESSING H/W	PS
272370	EQUIP REPAIR OFFICE	OS
272400	MINOR EQUIPMENT UNDE	GC
272500	MINOR EQUIPMENT UNDE	GC
272570	ADVERTISING PUBLIC R	OS
272571	OFFICE SUPPLIES	GC
272600	DATA PROCESSING H/W	OS
272610	MINOR EQUIPMENT UNDE	GC
272620	RENT OTHER	GC
272630	STAFF TRAINING	PS
275023	OTHER SERVICES	OS
275029	EQUIPMENT OTHER	GC
275035	PROFESSIONAL OTHER	PS
275044	DATA PROCESSING H/W	OS
275058	EDUCATIONAL SUPPLIES	GC
275060	EDUCATIONAL SUPPLIES	GC
275071	EDUCATIONAL SUPPLIES	GC
275084	STAFF TRAINING	OS
275086	DATA PROCESSING H/W	GC
275088	OFFICE SUPPLIES	GC
275109	OFFICE SUPPLIES	GC
275110	EDUCATIONAL SUPPLIES	GC
275112	OTHER SERVICES	OS
275113	EDUCATIONAL SUPPLIES	GC
275114	EDUCATIONAL SUPPLIES	GC
275125	DATA PROCESSING H/W	OS
275127	EDUCATIONAL SUPPLIES	GC
275132	EQUIPMENT OTHER	GC
275149	OTHER SERVICES	OS
275163	OFFICE SUPPLIES	GC
275167	STAFF TRAINING	OS
275168	EDUCATIONAL SUPPLIES	GC
275172	DATA PROCESSING H/W	OS
275175	EDUCATIONAL SUPPLIES	GC
275176	PROFESSIONAL CONSULT	PS
275201	OTHER SERVICES	OS
275218	OFFICE SUPPLIES	GC
275219	OTHER SERVICES	OS
275226	EDUCATIONAL SUPPLIES	GC
275227	EDUCATIONAL SUPPLIES	GC
275230	EDUCATIONAL SUPPLIES	OS
275231	EDUCATIONAL SUPPLIES	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
275236	PROFESSIONAL OTHER	PS
275239	EDUCATIONAL SUPPLIES	GC
275240	DATA PROCESSING H/W	GC
275241	MINOR EQUIPMENT UNDE	GC
275259	EDUCATIONAL SUPPLIES	GC
275273	DATA PROCESSING H/W	GC
275302	OFFICE SUPPLIES	GC
275316	EQUIPMENT OTHER	GC
275317	DATA PROCESSING	OS
275324	EDUCATIONAL SUPPLIES	GC
275325	DATA PROCESSING H/W	OS
275327	DATA PROCESSING H/W	GC
275328	EDUCATIONAL SUPPLIES	OS
275329	EDUCATIONAL SUPPLIES	GC
275338	EDUCATIONAL SUPPLIES	GC
275772	OFFICE SUPPLIES	GC
275911	EDUCATIONAL SUPPLIES	GC
275930	EDUCATIONAL SUPPLIES	GC
275985	DATA PROCESSING H/W	OS
275987	DATA PROCESSING H/W	OS
275988	MINOR EQUIPMENT UNDE	GC
2800	MINOR EQUIPMENT UNDE	GC
281752	COST SHARING	PS
281805	PROFESSIONAL CONSULT	PS
291500	MINOR EQUIPMENT UNDE	GC
291520	OFFICE SUPPLIES	GC
291525	ADVERTISING PUBLIC R	OS
291530	CONTRACT CUSTODIAL	OS
291540	ADVERTISING PUBLIC R	OS
291550	EQUIPMENT OTHER	GC
291560	EQUIPMENT OTHER	GC
291570	OFFICE SUPPLIES	GC
291900	DEFERRED REVENUE	GC
3000	SERVICES OTHER THAN	PS
315200	EDUCATIONAL SUPPLIES	GC
315300	EDUCATIONAL SUPPLIES	GC
315310	EQUIPMENT OTHER	GC
315500	EDUCATIONAL SUPPLIES	GC
315510	OFFICE SUPPLIES	GC
315530	OFFICE SUPPLIES	GC
315570	OFFICE SUPPLIES	GC
315700	EQUIP REPAIR OFFICE	OS
319010	STAFF TRAINING	PS
319500	OFFICE SUPPLIES	GC
319550	BUILDING REPAIRS	OS
319600	ACCRUED SUPPORT COST	GC
319700		OS
319800	DATA PROCESSING H/W	OS

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
319900	MINOR EQUIPMENT UNDE	GC
320012	OTHER SERVICES	OS
320100	STUDENT TELE REV	OS
320160	EQUIPMENT MAINTENANC	OS
320180	OFFICE SUPPLIES	GC
320200	EQUIP REPAIR OFFICE	OS
320400	OFFICE SUPPLIES	GC
320500	ACCRUED SUPPORT COST	GC
3230	COURIER SERVICE	OS
3400	DATA PROCESSING	GC
340010	OTHER SERVICES	OS
340020	ADVERTISING PUBLIC R	OS
340030	EDUCATIONAL SUPPLIES	GC
340050	DATA PROCESSING H/W	GC
340060	OFFICE SUPPLIES	GC
340070	RENT VEHICLE	GC
340080	ADVERTISING PUBLIC R	OS
3410		GC
341000	STAFF TRAINING	PS
341001	MINOR EQUIPMENT UNDE	GC
341002	RENT EQUIPMENT	GC
341009	PROFESSIONAL OTHER	PS
341020	ADVERTISING PUBLIC R	OS
341040	ADVERTISING PUBLIC R	OS
341200	FACILITIES RENTAL	OS
342000	MINOR EQUIPMENT UNDE	GC
342010	RENT VEHICLE	GC
342050	EDUCATIONAL SUPPLIES	GC
342500	OTHER SERVICES	OS
342601	RENT VEHICLE	GC
342602	DATA PROCESSING H/W	OS
342604	AWARDS AND PLAQUES	GC
342605	RENT VEHICLE	GC
342606	OTHER SERVICES	OS
342607	PROFESSIONAL OTHER	PS
342608	OTHER SERVICES	OS
342609	OTHER SERVICES	OS
342610	OFFICE SUPPLIES	GC
342611	OTHER SERVICES	OS
342613	RENT EQUIPMENT	GC
343010	INDIRECT COSTS	OS
343015	MINOR EQUIPMENT UNDE	GC
343016	OFFICE SUPPLIES	GC
343040	EQUIP REPAIR OFFICE	OS
343065	AWARDS AND PLAQUES	GC
343080	EDUCATIONAL SUPPLIES	GC
343085	OFFICE SUPPLIES	GC
343120	OFFICE SUPPLIES	GC
343121	EQUIPMENT OTHER	GC
343122	EQUIP REPAIR OFFICE	OS
343123	OFFICE SUPPLIES	GC
343125	OFFICE SUPPLIES	GC
343130	EDUCATIONAL SUPPLIES	GC
343132	EQUIPMENT MAINTENANC	OS

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
343135	EDUCATIONAL SUPPLIES	GC
343150		GC
343180	EQUIPMENT OTHER	GC
343183	OFFICE SUPPLIES	GC
343204	OFFICE SUPPLIES	GC
343250	EDUCATIONAL SUPPLIES	GC
343350	EDUCATIONAL SUPPLIES	GC
343410	EDUCATIONAL SUPPLIES	GC
343420	EDUCATIONAL SUPPLIES	GC
343421	EDUCATIONAL SUPPLIES	GC
343430	OFFICE SUPPLIES	GC
343450	OFFICE SUPPLIES	GC
343451	OFFICE SUPPLIES	GC
343460	OFFICE SUPPLIES	GC
343510	EDUCATIONAL SUPPLIES	GC
343550	EDUCATIONAL SUPPLIES	GC
343600	PROFESSIONAL OTHER	PS
343660	EQUIPMENT OTHER	GC
343700	EQUIPMENT OTHER	GC
344040	EQUIPMENT OTHER	GC
344045	OFFICE SUPPLIES	GC
344070	EQUIPMENT OTHER	GC
344080	EDUCATIONAL SUPPLIES	GC
344085	EDUCATIONAL SUPPLIES	GC
344150	OFFICE SUPPLIES	GC
344170	MEDICAL	GC
344180	EDUCATIONAL SUPPLIES	GC
344190	EDUCATIONAL SUPPLIES	GC
344200	OFFICE SUPPLIES	GC
344220	OFFICE SUPPLIES	GC
344240	OFFICE SUPPLIES	GC
344280	PROFESSIONAL OTHER	OS
344310	AWARDS AND PLAQUES	GC
344370	ADVERTISING PUBLIC R	OS
344410	EDUCATIONAL SUPPLIES	GC
344420	AWARDS AND PLAQUES	GC
344500	OFFICE SUPPLIES	GC
344550	OFFICE SUPPLIES	GC
344600	OFFICE & MISC	GC
344900	OFFICE SUPPLIES	GC
346001	DATA PROCESSING H/W	OS
346004	EDUCATIONAL SUPPLIES	GC
346005	EDUCATIONAL SUPPLIES	GC
346007	EDUCATIONAL SUPPLIES	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
346008	DATA PROCESSING H/W	GC
346009	DATA PROCESSING H/W	GC
346010	OFFICE SUPPLIES	GC
346011	MINOR EQUIPMENT UNDE	GC
346016	MINOR EQUIPMENT UNDE	GC
346018	PROFESSIONAL CONSULT	PS
346027	EQUIPMENT OTHER	GC
346028	OFFICE SUPPLIES	GC
346100	FOOD	GC
346101	EDUCATIONAL SUPPLIES	GC
346102	EDUCATIONAL SUPPLIES	GC
346103	OFFICE SUPPLIES	GC
346200	OFFICE SUPPLIES	GC
346210	OTHER SERVICES	OS
346615	AWARDS AND PLAQUES	GC
346616	AWARDS AND PLAQUES	GC
347000	AWARDS AND PLAQUES	GC
3500	CONTRACT CUSTODIAL	OS
350000	BUILDING REPAIRS	OS
3501	CONTRACT SERVICES	PS
3510	FOOD SERVICE	OS
351000	OFFICE & MISC	GC
351001	OFFICE & MISC	GC
351002	OFFICE SUPPLIES	GC
351003	OFFICE & MISC	GC
351004	OTHER SERVICES	OS
351005	OTHER SERVICES	OS
351006	OFFICE SUPPLIES	GC
351007	OFFICE SUPPLIES	GC
351008	OFFICE & MISC	GC
351009	OTHER SERVICES	OS
351010	OFFICE & MISC	GC
351011	OFFICE & MISC	GC
351012	OFFICE & MISC	GC
351013	OFFICE & MISC	GC
351014	OTHER SERVICES	OS

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
351015	OTHER SERVICES	OS
351016	OTHER SERVICES	OS
351017	OTHER SERVICES	OS
351018	OTHER SERVICES	OS
351020	OTHER SERVICES	OS
351021	OFFICE & MISC	GC
351022	OTHER SERVICES	OS
351078	OFFICE & MISC	GC
351083	EDUCATIONAL SUPPLIES	GC
351088	OFFICE & MISC	GC
351089	OFFICE & MISC	GC
351090	OFFICE & MISC	GC
3530	MAIL LIST & HOUSE	OS
355000	OFFICE SUPPLIES	GC
3610	PROFESSIONAL AUDITIN	PS
3620	PROFESSIONAL LEGAL	PS
3630	PROFESSIONAL CONSULT	PS
3635	PROF CONSULT TRAVEL	OS
3650	PROFESSIONAL OTHER	PS
3810	STAFF TRAINING	PS
3830	ADVERTISING PUBLIC R	OS
3840	SUBSCRIPTIONS	OS
3860	OFFICIAL RECEPTION	OS
3880	TRASH DISPOSAL	OS
3890	EXTERMINATING	OS
3899	OTHER SERVICES	OS
3900	DATA PROC SERVICE OT	PS
400063		GC
4110	EQUIP REPAIR OFFICE	OS
4120	BUILDING REPAIRS	OS
4130	GROUNDS	OS
4140	EQUIPMENT MAINTENANC	OS
4200	VEHICLE REPAIR	OS
4300	OTHER REPAIRS	OS
4500	RENT VEHICLE	GC
4600	RENT EQUIPMENT	GC
4700	RENT OTHER	GC
4710	LINEN RENTAL	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
4899		GC
521035	DATA PROCESSING	OS
521048	OFFICE SUPPLIES	GC
521054	EDUCATIONAL SUPPLIES	GC
521064	PROFESSIONAL OTHER	PS
521075	EQUIPMENT OTHER	GC
521102	EDUCATIONAL SUPPLIES	GC
521103	PROFESSIONAL CONSULT	PS
521104	DATA PROCESSING H/W	GC
521105	PROFESSIONAL CONSULT	PS
521111	EDUCATIONAL SUPPLIES	GC
521114	EDUCATIONAL SUPPLIES	GC
521128	DATA PROCESSING H/W	GC
521130	PROFESSIONAL CONSULT	PS
521131	EDUCATIONAL SUPPLIES	GC
521133	DATA PROCESSING H/W	OS
521134	EDUCATIONAL SUPPLIES	GC
521140	EQUIPMENT OTHER	GC
521145	DATA PROCESSING H/W	OS
521149	EQUIPMENT OTHER	GC
521150	EDUCATIONAL SUPPLIES	GC
521151	OFFICE SUPPLIES	GC
521152	EDUCATIONAL SUPPLIES	GC
521159	DATA PROCESSING H/W	OS
521161	EDUCATIONAL SUPPLIES	GC
521164	EQUIPMENT OTHER	GC
521185	DATA PROCESSING H/W	GC
521189	OFFICE SUPPLIES	GC
521195	EQUIPMENT AND CAPITA	GC
521199	EDUCATIONAL SUPPLIES	GC
521200	EDUCATIONAL SUPPLIES	GC
521210	MINOR EQUIPMENT UNDE	GC
521213	EDUCATIONAL SUPPLIES	GC
521220	DATA PROCESSING H/W	GC
521223	EDUCATIONAL SUPPLIES	GC
521251	EQUIPMENT OTHER	GC
521262	MINOR EQUIPMENT UNDE	GC
521281	EQUIPMENT AND CAPITA	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
521293	OFFICE SUPPLIES	GC
521301	EDUCATIONAL SUPPLIES	GC
521302	ADVERTISING PUBLIC R	OS
521303	OTHER SERVICES	OS
521304	DATA PROCESSING H/W	OS
521313	OFFICE SUPPLIES	GC
521321	PROFESSIONAL CONSULT	PS
521323	RENT OTHER	GC
521331	EDUCATIONAL SUPPLIES	GC
521333	EDUCATIONAL SUPPLIES	GC
521341	OFFICE SUPPLIES	GC
521343	EDUCATIONAL SUPPLIES	GC
521360	OFFICE SUPPLIES	GC
521361	OFFICE SUPPLIES	GC
521362	OFFICE SUPPLIES	GC
521363	OFFICE SUPPLIES	GC
521370	OFFICE SUPPLIES	GC
521371	OFFICE SUPPLIES	GC
521372	OFFICE SUPPLIES	GC
521373	OFFICE SUPPLIES	GC
521376	PROFESSIONAL CONSULT	PS
521381	OFFICE SUPPLIES	GC
521382	PROFESSIONAL CONSULT	PS
521383	EDUCATIONAL SUPPLIES	GC
521391	EDUCATIONAL SUPPLIES	GC
521392	OFFICE SUPPLIES	GC
521393	ADVERTISING PUBLIC R	OS
521402	PROFESSIONAL CONSULT	PS
521413	DATA PROCESSING H/W	OS
521423	EQUIPMENT OTHER	GC
521461	MINOR EQUIPMENT UNDE	GC
521462	OFFICE SUPPLIES	GC
521463	ADVERTISING PUBLIC R	OS
521474	EDUCATIONAL SUPPLIES	GC
521484	EDUCATIONAL SUPPLIES	GC
521493	OFFICE SUPPLIES	GC
521494	DATA PROCESSING H/W	GC
521513	OFFICE SUPPLIES	GC
521543	EDUCATIONAL SUPPLIES	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
521553	OFFICE SUPPLIES	GC
521562	PROFESSIONAL CONSULT	PS
521572	EDUCATIONAL SUPPLIES	GC
521573	OFFICE SUPPLIES	GC
521575	EDUCATIONAL SUPPLIES	GC
521585	EQUIPMENT OTHER	GC
521593	EQUIPMENT OTHER	GC
521613	MINOR EQUIPMENT UNDE	GC
521619	MINOR EQUIPMENT UNDE	GC
521620	EDUCATIONAL SUPPLIES	GC
521621	EDUCATIONAL SUPPLIES	GC
521622	OFFICE SUPPLIES	GC
521629	EDUCATIONAL SUPPLIES	GC
521633	EDUCATIONAL SUPPLIES	GC
521642	EDUCATIONAL SUPPLIES	GC
521643	OFFICE SUPPLIES	GC
521653	DATA PROCESSING H/W	GC
521668	EDUCATIONAL SUPPLIES	GC
521669	DATA PROCESSING H/W	OS
521675	EQUIPMENT AND CAPITA	GC
521683	EQUIPMENT OTHER	GC
522000	RENT VEHICLE	GC
522001	VEHICLE REPAIR	OS
522002	ADVERTISING PUBLIC R	OS
522003	ADVERTISING PUBLIC R	OS
522009	OFFICE SUPPLIES	GC
522010	PROFESSIONAL CONSULT	PS
522011	EDUCATIONAL SUPPLIES	GC
522012	EDUCATIONAL SUPPLIES	GC
522013	EDUCATIONAL SUPPLIES	GC
522014	OFFICE SUPPLIES	GC
522020	EDUCATIONAL SUPPLIES	GC
522021	EDUCATIONAL SUPPLIES	GC
522022	EDUCATIONAL SUPPLIES	GC
522023	OFFICE SUPPLIES	GC
522029	OFFICE SUPPLIES	GC
522030	OFFICE SUPPLIES	GC
522031	OFFICE SUPPLIES	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
522032	EDUCATIONAL SUPPLIES	GC
522033	EDUCATIONAL SUPPLIES	GC
522039	EDUCATIONAL SUPPLIES	GC
522040	EDUCATIONAL SUPPLIES	GC
522041	EDUCATIONAL SUPPLIES	GC
522042	EDUCATIONAL SUPPLIES	GC
522043	OFFICE SUPPLIES	GC
522050	EDUCATIONAL SUPPLIES	GC
522051	PROFESSIONAL CONSULT	PS
522052	EDUCATIONAL SUPPLIES	GC
522053	EDUCATIONAL SUPPLIES	GC
522061	EDUCATIONAL SUPPLIES	GC
522062	EDUCATIONAL SUPPLIES	GC
522063	OFFICE SUPPLIES	GC
522069	DATA PROCESSING H/W	GC
522070	DATA PROCESSING H/W	OS
522073	OFFICE SUPPLIES	GC
522079	EDUCATIONAL SUPPLIES	GC
522080	OFFICE SUPPLIES	GC
522082	ADVERTISING PUBLIC R	OS
522089	MINOR EQUIPMENT UNDE	GC
522102	MINOR EQUIPMENT UNDE	GC
522103	EDUCATIONAL SUPPLIES	GC
522113	EQUIPMENT OTHER	GC
522123	OFFICE SUPPLIES	GC
522124	OFFICE SUPPLIES	GC
522134	EQUIPMENT OTHER	GC
522144	EDUCATIONAL SUPPLIES	GC
522153	DATA PROCESSING H/W	OS
522163	OFFICE SUPPLIES	GC
522174	RENT EQUIPMENT	GC
522182	OFFICE SUPPLIES	GC
522183	OFFICE SUPPLIES	GC
522195	PROFESSIONAL CONSULT	PS
522200	OTHER SERVICES	OS
522202	GASOLINE FUEL	GC
522203	EDUCATIONAL SUPPLIES	GC
522204	EDUCATIONAL SUPPLIES	GC
523018	EQUIPMENT OTHER	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
523023	EDUCATIONAL SUPPLIES	GC
523029	DATA PROCESSING H/W	OS
523032	EDUCATIONAL SUPPLIES	GC
523050	DATA PROCESSING H/W	OS
523054	PROFESSIONAL CONSULT	PS
523063	RENT VEHICLE	GC
523069	EDUCATIONAL SUPPLIES	GC
523070	DATA PROCESSING H/W	OS
523071	EQUIPMENT AND CAPITA	GC
523079	RENT EQUIPMENT	GC
523083	MINOR EQUIPMENT UNDE	GC
523089	DATA PROCESSING H/W	OS
523091	EDUCATIONAL SUPPLIES	GC
523100	OFFICE SUPPLIES	GC
523101	MINOR EQUIPMENT UNDE	GC
523113	DATA PROCESSING H/W	GC
523120	EDUCATIONAL SUPPLIES	GC
523141	EDUCATIONAL SUPPLIES	GC
523151	EDUCATIONAL SUPPLIES	GC
523161	EDUCATIONAL SUPPLIES	GC
523182	EDUCATIONAL SUPPLIES	GC
523204	OFFICE SUPPLIES	GC
523213	EDUCATIONAL SUPPLIES	GC
523319	DATA PROCESSING H/W	OS
523608	EDUCATIONAL SUPPLIES	GC
523700	EDUCATIONAL SUPPLIES	GC
524002	EQUIPMENT OTHER	GC
524003	EDUCATIONAL SUPPLIES	GC
524005	EDUCATIONAL SUPPLIES	GC
524009	EDUCATIONAL SUPPLIES	GC
524010	EQUIPMENT OTHER	GC
524020	EQUIPMENT OTHER	GC
524030	EDUCATIONAL SUPPLIES	GC
524039	EDUCATIONAL SUPPLIES	GC
524042	EDUCATIONAL SUPPLIES	GC
524043	EDUCATIONAL SUPPLIES	GC
524052	EQUIPMENT OTHER	GC
524059	EDUCATIONAL SUPPLIES	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
524060	EDUCATIONAL SUPPLIES	GC
524062	EDUCATIONAL SUPPLIES	GC
524080	PROFESSIONAL OTHER	PS
524090	MINOR EQUIPMENT UNDE	GC
524101	EDUCATIONAL SUPPLIES	GC
524103	DATA PROCESSING H/W	OS
524110	DATA PROCESSING H/W	OS
524120	DATA PROCESSING H/W	OS
524130	DATA PROCESSING H/W	GC
524140	COURIER SERVICE	OS
524150	DATA PROCESSING H/W	OS
524153	EDUCATIONAL SUPPLIES	GC
524160	DATA PROCESSING H/W	OS
524162	EDUCATIONAL SUPPLIES	GC
524170	OTHER SERVICES	OS
524180	EQUIPMENT OTHER	GC
524190	EDUCATIONAL SUPPLIES	GC
524191	EDUCATIONAL SUPPLIES	GC
524193	EDUCATIONAL SUPPLIES	GC
524205	EDUCATIONAL SUPPLIES	GC
524211	OFFICE SUPPLIES	GC
524212	OFFICE SUPPLIES	GC
524222	EDUCATIONAL SUPPLIES	GC
524242	PROFESSIONAL CONSULT	PS
524253	EDUCATIONAL SUPPLIES	GC
524263	EDUCATIONAL SUPPLIES	GC
524273	COURIER SERVICE	OS
524283	EDUCATIONAL SUPPLIES	GC
524293	DATA PROCESSING H/W	OS
524302	EDUCATIONAL SUPPLIES	GC
524313	COURIER SERVICE	OS
524353	DATA PROCESSING H/W	OS
524500	ADVERTISING PUBLIC R	OS
525150	MINOR EQUIPMENT UNDE	GC
525152	EDUCATIONAL SUPPLIES	GC
525159	EDUCATIONAL SUPPLIES	GC
7000	EQUIPMENT AND CAPITA	GC
700219	BUILDING REPAIRS	OS

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
700234	BUILDING REPAIRS	OS
700401	BUILDINGS	GC
700442	BUILDINGS	OS
700451	PROFESSIONAL OTHER	PS
700482	CONTRACT CUSTODIAL	OS
700519	BUILDING REPAIRS	OS
700520	OTHER SERVICES	OS
700521	MINOR EQUIPMENT UNDE	GC
700522	EQUIPMENT OTHER	GC
700534	BUILDING REPAIRS	OS
700535	BUILDINGS	OS
700562	BUILDING REPAIRS	OS
700564	TRASH DISPOSAL	OS
700565	BUILDINGS	OS
700569	RENT OTHER	GC
700574	EQUIPMENT OTHER	GC
700577	DATA PROCESSING H/W	GC
700578	EQUIPMENT OTHER	GC
700580	DATA PROCESSING H/W	GC
700582	EQUIPMENT MAINTENANC	OS
700583	DATA PROCESSING H/W	GC
700584	DATA PROCESSING H/W	OS
700585	DATA PROCESSING H/W	OS
700586	OTHER SERVICES	OS
700587	MINOR EQUIPMENT UNDE	GC
700590	BUILDING REPAIRS	OS
700592	BUILDING REPAIRS	OS
700595	BUILDING REPAIRS	OS
700596	EQUIPMENT OTHER	GC
700597	EQUIPMENT OTHER	GC
700598	BUILDING REPAIRS	OS
700599	BUILDING REPAIRS	OS
700602	BUILDING REPAIRS	OS
700603	EQUIPMENT OTHER	GC
700605	EQUIPMENT OTHER	GC
700606	MINOR EQUIPMENT UNDE	GC
700611	BUILDING REPAIRS	OS
700613	BUILDING REPAIRS	OS
700615	BUILDING REPAIRS	OS

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
700616	BUILDING REPAIRS	OS
700620	BUILDINGS	GC
700623	DATA PROCESSING H/W	OS
700624	EQUIPMENT OTHER	GC
700625	EQUIPMENT OTHER	GC
700626	EQUIPMENT OTHER	GC
700628	EQUIPMENT OTHER	GC
700629	PROFESSIONAL LEGAL	PS
700630	EQUIPMENT OTHER	GC
700631	MINOR EQUIPMENT UNDE	GC
700632	EQUIPMENT OTHER	GC
700638	BUILDING REPAIRS	OS
700639	EQUIPMENT OTHER	GC
700640	EQUIPMENT OTHER	GC
700644	BUILDING REPAIRS	OS
700647	BUILDING REPAIRS	OS
700648	BUILDING REPAIRS	OS
700649	BUILDING REPAIRS	OS
700650	BUILDING REPAIRS	OS
700651	DATA PROCESSING H/W	OS
700652	BUILDING REPAIRS	OS
700667	BUILDING REPAIRS	OS
700668	BUILDINGS	GC
700669	EQUIPMENT VEHICLE	GC
700671	EQUIPMENT OTHER	GC
700672	OTHER SERVICES	OS
700674	OTHER SERVICES	OS
700675	DATA PROCESSING H/W	GC
700677	BUILDING REPAIRS	OS
700679	BUILDINGS	OS
700680	BUILDING REPAIRS	OS
700681	BUILDINGS	GC
700682	EQUIPMENT OTHER	GC
700683	BUILDING REPAIRS	OS
700684	OTHER SERVICES	OS
700685	BUILDING REPAIRS	OS
700686	BUILDING REPAIRS	OS
700688	RENT EQUIPMENT	GC
700689	EQUIPMENT AND CAPITA	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
700692	BUILDING REPAIRS	OS
700693	BUILDING REPAIRS	OS
700694	BUILDING REPAIRS	OS
700698	BUILDING REPAIRS	OS
700699	BUILDING REPAIRS	OS
700702	BUILDING REPAIRS	OS
700707	XEROX COPY	OS
700713	BUILDINGS	GC
700716	DATA PROCESSING H/W	GC
700717	BUILDINGS	GC
700722	PROFESSIONAL OTHER	PS
700728	BUILDING REPAIRS	OS
700729	EQUIPMENT OTHER	GC
700730	BUILDING REPAIRS	OS
700731	MINOR EQUIPMENT UNDE	GC
700732	BUILDING REPAIRS	OS
700733	BUILDINGS	GC
700734	EQUIPMENT OTHER	GC
700736	BUILDINGS	PS
700739	BUILDING REPAIRS	OS
700740	DATA PROCESSING H/W	OS
700741	VEHICLE REPAIR	OS
700742	EQUIPMENT AND CAPITA	GC
700743		GC
700744	EQUIPMENT OTHER	GC
700746	EQUIPMENT OTHER	GC
700747	BUILDING REPAIRS	OS
700748	BUILDING REPAIRS	OS
700751	EQUIPMENT OTHER	GC
700755	BUILDING REPAIRS	OS
700757	EQUIPMENT AND CAPITA	GC
700761	BUILDING REPAIRS	OS
700762	EQUIPMENT OTHER	GC
700763	PROFESSIONAL LEGAL	PS
700765	EQUIPMENT OTHER	GC
700766	EQUIPMENT OTHER	GC
700770	EQUIPMENT OTHER	GC
700771	EQUIPMENT OTHER	GC
700772	BUILDING REPAIRS	OS
700774	EQUIPMENT OTHER	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
700778	EQUIPMENT AND CAPITA	GC
700780	OFFICE SUPPLIES	GC
700784	DATA PROCESSING H/W	OS
700787	EQUIPMENT OTHER	GC
700790	EQUIPMENT OTHER	GC
700793	EXTERMINATING	OS
700794	BUILDING REPAIRS	OS
700796	PROFESSIONAL OTHER	PS
700797	EQUIPMENT OTHER	GC
700799	OTHER SERVICES	OS
700800	EQUIPMENT AND CAPITA	GC
700801	EQUIPMENT AND CAPITA	GC
700803	EQUIPMENT OTHER	GC
700806	EQUIP REPAIR OFFICE	OS
700808	BUILDING REPAIRS	OS
700810	BUILDING REPAIRS	OS
700813	EQUIPMENT OTHER	GC
700815	BUILDING REPAIRS	OS
700819	BUILDING REPAIRS	OS
700820	ADVERTISING PUBLIC R	OS
700821	ADVERTISING PUBLIC R	OS
700822	PROFESSIONAL OTHER	PS
700823	BUILDING REPAIRS	OS
700824	EQUIPMENT OTHER	GC
700825	BUILDING REPAIRS	OS
700832	BUILDINGS	GC
700834	BUILDINGS	GC
700835	CONTRACT CUSTODIAL	OS
700840	EQUIPMENT OTHER	GC
700842	PROFESSIONAL OTHER	PS
700847	EQUIPMENT AND CAPITA	GC
700851	EQUIPMENT OTHER	GC
700852	EQUIPMENT OTHER	GC
700853	BUILDING REPAIRS	OS
700855	BUILDING REPAIRS	OS
700856	BUILDING REPAIRS	OS
700860	EQUIPMENT AND CAPITA	GC
700863	EQUIPMENT OTHER	GC
700866	EQUIPMENT VEHICLE	GC
700867	EQUIPMENT OTHER	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
700870	ACCRUED SUPPORT COST	GC
700871	RENT VEHICLE	GC
700872	PROFESSIONAL OTHER	PS
700875	BUILDING REPAIRS	OS
700876	BUILDING REPAIRS	OS
700879	MINOR EQUIPMENT UNDE	GC
700880	BUILDING REPAIRS	OS
700882	BUILDING REPAIRS	OS
700883	BUILDING REPAIRS	OS
700886	EQUIPMENT OTHER	GC
700888	EQUIPMENT OTHER	GC
700889	BUILDING REPAIRS	OS
700890	EQUIPMENT OTHER	GC
700893	BUILDING REPAIRS	OS
700898	EQUIPMENT AND CAPITA	GC
700900	BUILDING REPAIRS	OS
700904	PROFESSIONAL LEGAL	PS
700910	BUILDING REPAIRS	OS
700912	EQUIPMENT AND CAPITA	GC
700913	EQUIPMENT OTHER	GC
700914	EXTERMINATING	OS
700915	OTHER SERVICES	OS
700916	OTHER SERVICES	OS
700917	EQUIPMENT OTHER	GC
700918	BUILDING REPAIRS	OS
700925	MINOR EQUIPMENT UNDE	GC
700930	EQUIPMENT OTHER	GC
700931	BUILDING REPAIRS	OS
700932	BUILDING REPAIRS	OS
700935	EQUIPMENT AND CAPITA	GC
700936	MINOR EQUIPMENT UNDE	GC
700945	OTHER REPAIRS	OS
700953	BUILDING REPAIRS	OS
700968	EQUIPMENT AND CAPITA	GC
700970	DATA PROCESSING H/W	OS
700972	DATA PROCESSING H/W	OS
7010	LAND IMPROVEMENTS	GC
7020	BUILDINGS	GC
7050	LEASE CLEARING ACCT	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
7200	LAND	GC
7400	EQUIPMENT VEHICLE	GC
7600	EQUIPMENT OTHER	GC
7610		GC
7710	DATA PROCESSING H/W	GC
7720	DATA PROCESSING H/W	GC
7800		GC
910011	ADVERTISING PUBLIC R	OS
910025	PROFESSIONAL AUDITIN	PS
910040	RENT VEHICLE	GC
910041	AWARDS AND PLAQUES	GC
910060	PROFESSIONAL OTHER	PS
910085	OTHER SERVICES	OS
910090	AWARDS AND PLAQUES	GC
910110	RENT VEHICLE	GC
910125	AWARDS AND PLAQUES	GC
910145	OFFICE SUPPLIES	GC
910176	OTHER SERVICES	OS
910230	ELECTRIC	GC
910232	EQUIPMENT OTHER	GC
910233	MEDICAL	GC
910270	PROFESSIONAL OTHER	PS
910271	PROFESSIONAL OTHER	PS
910300	OTHER SERVICES	OS
910330	OTHER SERVICES	OS
910390	RENT OTHER	GC
910391	RENT VEHICLE	GC
910415	RENT VEHICLE	GC
910420	RENT OTHER	GC
910421	MINOR EQUIPMENT UNDE	GC
910430	EDUCATIONAL SUPPLIES	GC
910439	OFFICE SUPPLIES	GC
910455	OFFICE SUPPLIES	GC
910456	OTHER SERVICES	OS
910470	PROFESSIONAL OTHER	PS
910471	PROFESSIONAL OTHER	PS
910472	OTHER SERVICES	OS
910489	OTHER SERVICES	OS
910576	RENT EQUIPMENT	GC
910630	EDUCATIONAL SUPPLIES	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
910650	EDUCATIONAL SUPPLIES	GC
910670	DATA PROCESSING H/W	OS
910677	RENT VEHICLE	GC
910680	OTHER SERVICES	OS
910685	RENT VEHICLE	GC
910775	OTHER SERVICES	OS
910870	EQUIP REPAIR OFFICE	OS
910871	MINOR EQUIPMENT UNDE	GC
910880	PROFESSIONAL OTHER	PS
910941	OTHER SERVICES	OS
910946	OTHER SERVICES	OS
910950	RENT OTHER	GC
910957	MINOR EQUIPMENT UNDE	GC
910980	RENT VEHICLE	GC
911010	RENT OTHER	GC
911050	OTHER SERVICES	OS
911061	OTHER SERVICES	OS
911070	EDUCATIONAL SUPPLIES	GC
911090	OTHER SERVICES	OS
912005	RENT VEHICLE	GC
912006	EDUCATIONAL SUPPLIES	GC
912030	EDUCATIONAL SUPPLIES	GC
912040	RENT OTHER	GC
912045	RENT VEHICLE	GC
912047	OTHER SERVICES	OS
912049	OTHER SERVICES	OS
912052	OTHER SERVICES	OS
913030	EDUCATIONAL SUPPLIES	GC
915490		GC
915491	RENT VEHICLE	GC
915515	OTHER SERVICES	OS
915520	RENT EQUIPMENT	GC
915600	OTHER SERVICES	OS
916020	OTHER SERVICES	OS
916030	PROFESSIONAL OTHER	PS
916070	EDUCATIONAL SUPPLIES	GC
916080		GC
916087	PROFESSIONAL OTHER	OS
916090	OTHER SERVICES	OS

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
916105	PROFESSIONAL OTHER	PS
916106	OTHER SERVICES	OS
916111	OTHER SERVICES	OS
916170	PROFESSIONAL OTHER	PS
916197	PROFESSIONAL OTHER	PS
916198	PROFESSIONAL OTHER	PS
916200	OTHER SERVICES	OS
916240	OFFICE SUPPLIES	GC
916250	OTHER SERVICES	OS
916260	AWARDS AND PLAQUES	GC
916261	OTHER SERVICES	OS
916280	EQUIPMENT OTHER	GC
916281	DATA PROCESSING H/W	GC
916285	RENT VEHICLE	GC
916293	AWARDS AND PLAQUES	GC
916310	PROFESSIONAL OTHER	OS
916350	PROFESSIONAL OTHER	PS
916373	OTHER SERVICES	OS
916390	RENT VEHICLE	GC
916470	PROFESSIONAL OTHER	PS
916480	RENT VEHICLE	GC
916490	MINOR EQUIPMENT UNDE	GC
916500	RENT OTHER	GC
916510	PROFESSIONAL OTHER	PS
916515	AWARDS AND PLAQUES	GC
916525	PROFESSIONAL OTHER	OS
916545	PROFESSIONAL OTHER	PS
916550	PROFESSIONAL OTHER	PS
916572	EQUIP REPAIR OFFICE	OS
916575	PROFESSIONAL OTHER	PS
916580	PROFESSIONAL LEGAL	PS
916590	ADVERTISING PUBLIC R	OS
916616	OTHER SERVICES	OS
916628	EQUIPMENT OTHER	GC
916652	OTHER SERVICES	OS
916655	RENT OTHER	GC
916670	DATA PROCESSING H/W	GC
916760	MINOR EQUIPMENT UNDE	GC

ROWAN UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
916770	EQUIPMENT MAINTENANC	OS
916782	EQUIPMENT OTHER	GC
916820	PROFESSIONAL OTHER	PS
919500	PROFESSIONAL OTHER	PS
919501	PROFESSIONAL OTHER	PS
919502	PROFESSIONAL OTHER	PS
919505	VEHICLE REPAIR	OS
930000	AWARDS AND PLAQUES	GC
930150	AWARDS AND PLAQUES	GC
930350	OFFICE SUPPLIES	GC
931250	AWARDS AND PLAQUES	GC
931800	AWARDS AND PLAQUES	GC
940000	PROFESSIONAL AUDITIN	PS
940020	OFFICE SUPPLIES	GC
940350	EQUIPMENT OTHER	GC
940760	OFFICE SUPPLIES	GC
940770	PROFESSIONAL AUDITIN	PS
941450	AWARDS AND PLAQUES	GC
943600	OTHER SERVICES	OS
943650	RENT EQUIPMENT	GC
953040	BUILDING REPAIRS	OS
960000	PROFESSIONAL LEGAL	PS

RUTGERS UNIVERSITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
0	TO SUPPLIER: QUOTE # 166343; QUOTE DATE:	GC
1216		GC
1230	WAGES OF LABOR	OS
12300	Part Time Temp Help for Period ending November 7,	GC
1260	SALARIES OTHER	OS
1500	GA SALARIES	GC
1530	MAINTENANCE	GC
1570	OTHER	GC
15700	Bus service on September 16, 2003 roundtrip from	OS
2000		GC
2010	FOOD	GC
20100	CONFIRMING - Meals needed for men's basketball	OS
2020		PS
2030	GAS	GC
20300	272 gallons of propane for greenhouse \$736.80	GC
2040	ELECTRIC	OS
20500	2nd quarter 2004 sewer charges	GC
2060	FUEL	GC
20600	Delivery of 551.7 gallons on 1/19/04 - Inv#1103-	OS
2070	UTILITY MAINT EXP	GC
20700	CENTRAL HEATING PLANT - REMOVE & REINSTALL	GC
2100	SUPPLIES-OTHER	GC
21000	Newspaper Readership Program, Douglass College	GC
2108		GC
2110	COLLEGE ANNOUNCEMENT	OS
21100	Printing of Fall 2004 Undergraduate Schedule of	OS
2112		GC
2120	COMPUTER SUPPLIES	GC
21200	Dataram 4GB Upgrade kits for the Sun Fire 280R	GC
2130	PHARMACY SUPPLIES	GC
21300	489-91 MENOMUNE ACYW135 10D TP LOT NO.	GC
2140	EDUCATION SUPPL-DGCA	GC
21400	Blanket order to purchase Educational Supplies/ School	GC
2150	CHEM/LAB SUPPL-DGCA	GC
21500	PIPET,SERO,PS,CS200 5X.1ML	GC
2159		GC
2160	OFFICE SUPPL-DGCA	GC
21600	Printing of 20,000 Rutgers envelopes, #10, 24 lb.,	GC
2170	FOOD SRV,LODG,TEXTS	GC
21700	For room and food service May 6, 7, and 20, as per	OS
2180	SOFTWARE	GC
21800	ABAQUS/Standard, ABAQUS/Explicit, ABAQUS/Aqua,	GC
2190	PROJCT SUPLIES-DCGA	GC
21900	Inv. 3473 for food supplies needed for M & C production	GC

RUTGERS UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
2200	SUPPLIES-VEHICULAR	GC
22000	12165 DURAMAX RIM GUARD	GC
2210	GROUND SUPPLIES	GC
22100	Payment for supplies purchased as needed for the red	GC
2220		GC
2230	MAINTENANCE SUPPLIES	GC
22300	Nutone 52" white paddle fan, Nutone # PFCH52WH,	GC
2240	EQUIP<\$1000-DGCA	GC
22400	OptiPlex GX270 Computers as per quote # 152659698	GC
2250	SUPPLIES-CUSTODIAL	GC
22500	SERVICE BUILDING - CUSTODIAL EQUIPMENT	GC
2260	SUPPLIES-OPERATIONAL	GC
22600	12,000 Fall 2004 Seasonal Catalog	GC
2290	SUPPLIES-ANIMALS	GC
22900	Female A/J mice Strain#000646	GC
2310		GC
2420	LIBRARY DATA-BASE SV	OS
2430	BOOKS-LIBRARY	GC
24300	Renewal of 2004 Fitzgerald's NJ Legislative Manual	GC
2440	BINDING	OS
2460	4611410 - Chair-pneu hgt, mid back, bk lk lmb adjm,	GC
2520		OS
2750		GC
29900	F480 Antibody -PE labeled	GC
30200	BIG BILL (201 Z43-0189-999 02Y) 5/1/04	GC
3030	MOBILE PHONE CHARGES	GC
30300	Inv# 376795323-006 dated: 03/29/04 Acct# 376795323	GC
3050	INSURANCE	OS
3060	SUBSCRIPTIONS	GC
30600	CMJ New Music Report Subsription Renewal 2004-05	GC
3070	ADVERTISING	OS
30700	3 different invoices for Ads-Invoice # 0134578-IN -	OS
3090	LEGAL FEES	PS
3100	OTHER SERVICES	OS
31000	Blanket Order As Required For Meal Plans For FY2004	OS
3106		OS
3110	PROF SERVICES	PS
31100	Mobility assignment for Pippa Woods/NJ Transit with	PS
31300	Blanket PO - Fiscal Year 7/1/03 - 6/30/04 -for Indexing	OS
3140	HUMAN SUBJECTS	OS
31400	Incentives for DOE principal mailing - \$5.00 for 1200	OS
3150	MANAGEMENT SERVICES	GC
31500	Debit card billing for the period 6/21/03-12/31/03	OS

RUTGERS UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
3160	COMPUTER SERVICES	PS
31600	Maintenance for an Office Bundle Package System# 02-	PS
3169		OS
3170	PUBLICATIONS SERVICE	PS
31700	Plainfield courier News ad-4/18/04- New Brunswick	PS
3180	EDITORIAL SERVICES	PS
31800	Book exterior and interior design, typesetting services	PS
3190	PERFORMANCE FEES	OS
31900	For Quartet entertainment services in accordance with	OS
3199		OS
3200	COPYING COSTS	OS
32000	Workbooks and binders for Police Work Zone Safety	OS
32100	First Class Postage for Holland Program Brochure	OS
3220	DIR MAIL ADV - PRESS	OS
32200	4,000 Health Flyers	GC
3240	BUSINESS MEETING EXP	OS
32400	Confirming invoice # I-153022, dated 5/7/03	OS
32600	Course 520: Hands-On MySQL Database Admin &	PS
3270	BILLING SERVICES	OS
32700	26,000 - Summer Session 2004 Term bill Instructions -	GC
32800	Insource Order Amount	GC
3300	CULTURAL ENRICHMENT	OS
3330	RUP FREELANCE IBD	OS
33300	Book exterior and interior design, typesetting services	GC
33400	LRW First year writing plaque, complete with engraving	GC
34000	Final operating expense reconciliation for 2003 for	OS
3420	RENT/LEASE-COMP SFTW	GC
34200	Annual fee for Oracle site licensing CL-21068-28.	GC
3430	RENT-BUSES	GC
34300	Rental of buses for activity trips 4/17/04 from 10am -	GC
3440	RENT-COMPUTER EQUIP	GC
34400	GS Laptop Rental, July 2, 2004 - August 2, 2004: P4 /	GC
3460	RENT-COMP TELE LINE	GC
34600	Line charges from 5/16 - 6/15/04	GC
35000	CONFIRMING -- Transportation for Athletic Director,	OS
3510	TRAVEL-RECRUITMENT	OS
3520	TRAVEL-DOMESTIC-DGCA	OS
3540	TRAVEL-CONSULT-DGCA	OS
3550	EMPLOYEE MOVING EXP	OS
35500	Moving of Johnna Christian household from Menenda	OS
3560	TRAINING	OS
35600	CCNA Boot Camp to be held at Rutgers for IT staff	PS
3570	CRIME PREVENTION	OS
35700	Magnets, white vinyl, 2" X 3" , white with red imprint on	GC
3580	UNIFORMS	GC

RUTGERS UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
35800	Payment for invoice for CSO's and RUPD personnel.	GC
3600	PARTICIPANT SUPPORT	GC
3670	PARTCPNT SUPP-OTHER	OS
36700	TO COVER THE COST OF "PRAMS" PROMOTIONAL	OS
3700	SUB CONTRACT-<\$25000	OS
37000	Rutgers Subaward	GC
3710	SUB CONTRACT->\$25000	OS
37100	Rutgers Subaward	GC
3720	PROF SERVICES NRA	PS
37200	Consultant Services Organizing and leading	PS
37600	8 PORT 10/100 DUAL SPEED HUB	GC
3900	CONTRACTS	GC
39000	On-Site Shredding Confidential Documents, Invoice	OS
3960		OS
4040	REPAIR & MAINT GRDS	OS
40400	Q- Install 7,000 sq ft Bluegrass sod at Marine Science	OS
4050	REP & MAINT-BLDG&GRD	OS
40500	Replaces blanket #552738 carpet repair & service for	OS
40600	LANDSCAPE FRONT OF BUILDING AS PER	GC
4070	UNIV CUSTOD SVC BLDG	OS
4080	UNIVERSITY SER-GROUN	OS
40800	Supplement blanket #144585-To increase the amount	OS
4100	REP & MAINT-EQUIPMNT	OS
41000	Service Contract for Scanning Electron Microscope	OS
4150	REPAIRS & MAINT-COMP	OS
41500	NetApp Service for FAS920	OS
4200	REP & MAINT-VEHICLES	OS
42000	Payment for maintenance on patrol cars at State Police	OS
4201		GC
4350	refund for Lilacs art class - class overbooked	GC
5100	BAD DEBT EXPENSE	GC
51200	Crystal Clear Premium Grade Box Sealing Tape, 1.88"	GC
5150		GC
52800	For Video Taping the Cornwall Center Child Welfare	GC
5650	LIBRARY AQUIS/BOOKS	GC
6040	REPLACE & RENO GRDS	OS
60400	Design and landscape (top soil/grade/seed) the islands	OS
6050	REP & RENO-BLDG&GRDS	OS
60500	Engineering study of the Cook/Douglas medium voltage	PS
6100	REP & RENO-EQUIPMENT	GC
61000	Restoration of 38 electronic items damaged by a frozen	GC
6200	REP & RENO-VEHICLES	OS
62000	SERVICE BUILDING - PURCHASE OF 2004 JEEP	OS
6300	ALTERATIONS AND RENO	OS

RUTGERS UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
63000	Q Z 23 860 - 2-104 - CHP. T&M to accomplish the	GC
6650		GC
6910	TRANS TO CURR UNREST	GC
7040	ADD & IMPR GRDS	GC
70400	3/4" Shoulder Stone & 1/4" Chip Stone & Pavers for	GC
7100	ADD & IMPROV-EQUIP.	GC
71000	Advanced Web Access Biographic /Gift Entry,Advanced	GC
7120	SUPPLEMENTAL EQUIP	GC
71200	RADIO,2WAY,UHF,1WAT,1CHNL	GC
7150	COMPUTER EQUIPMENT	GC
71500	FAS920C 920 Cluster Model, See attached quote	GC
7160	COMP EQUIP-REPLACMT	GC
71600	Belkin CAT5e Solid UTP 1000' bulk cable gray	GC
7170	SOFTWARE CAPITALIZED	GC
71700	Software purchase per quote 105275 on Lincense	GC
7180	SUPPLEMTL COMP EQUIP	GC
71800	Paging service for three (3) Talkabout 2-way units (732-	OS
7200	ADD & IMPR-VEHICLES	GC
72000	2003 Ford Crown Victoria Police Interceptor Color:	GC
7250		GC
7260	PERM EQP-DGCA->\$1000	GC
72600	cat# 170-9740 MyiQ Single Color RT PCR detection	GC
7340	LAND IMPROVEMENTS	OS
73400	Carpet installation for Admin. trailer.	GC
7380	BUILDINGS	GC
7420	EQUIPMENT-OTHER	GC
74200	Item #4948149 - 3M multimedia projector; MP8795;	GC
7450	PROPR YEARS EQUIP	GC
7500	EQUIP INVENTORY	GC
75000	Dell-Hale Center-8-89644-7500. Provide required equip	GC
75100	Landscaping around Clubhouse Monument area	OS
7530	ARCHITECT	PS
75300	Cannon Group-Livingston Quads I & III Roof	GC
7540	ARCHITECT REIMBUSAB	PS
75400	Kling - Genetic/Biomaterials-Life Sciences - 8-89464-	GC
7550	INTERIOR DESIGN	OS
7620	CONS NOT IN CONTRACT	OS
7630	CONSTRUCT CONTINGENY	OS
76300	Natural Green Lawn Care-Library Storage Bldg-8-89462	OS
7640	UTILITIES-CONSTRUCT	OS
76400	B/L High voltage upgrade-HECIP Jacob electric-8-	GC
7650	LANDSCAPING	OS
76500	Contract for Applied Landscape Technologies-NEW	GC
7660	RENOVATIONS	OS

RUTGERS UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
76600	Contract for Gaudelli Bros Inc - Blueberry/Cranberry - 8-	GC
76700	Demolish feed mill to slab on grade and load out	GC
7680	CONS/PROJ MANAGEMENT	OS
76800	Cannon Group - Life Sciences - 8-89464-7680. Provide	GC
7690	SITE WORK	OS
76900	Relocate 4" PVC, Ave E and Hospital Rd, Livingston	GC
77000	Star Ledger - Biomedical Engineering - 8-89463-7700.	OS
77200	French & Parello-ASB II-8-89866-7720. Provide	OS
77300	Becker & Frondorf-Life Sciences-8-89464-7730.	OS
7740	BLUEPRINTING	OS
77400	Triangle-Public Safety Bldg-8-89454-7740. INVOICE	OS
7760	CLERK OF THE WORKS	PS
7770	TESTING	OS
77700	Melick-Tully - Cell DNA - 8-89929-7770. On site soils	PS
77900	Sun Fire Configuration A48-PDA2-2-1GGG5 per Sun	GC
7800	BF-DEDUCTIONS	GC
78000	Dell Latitude X300, EQuote No. E003928813, Created	GC
78100	This purchase order is issued for Cisco product per the	GC
7820	CONSTRUCTION-MOVING	OS
78200	ASB II Renovation-The Mobile Storage Group-8-89866-	GC
7830	GRAPHICS	OS
7840	PHYSICAL PLANT EQUIP	GC
78400	Force, 2903TA-SDSP, CATVLinx Tx, 25 Ch, SM, 1550	GC
7850	SPECIALIZE EQUIPMENT	GC
78500	CORNING CBL, TKT-UNICAM, TOOL KIT FOR	GC
7860	COMPUTER EQUIPMENT	GC
78600	Dell - Hale Center - 8-89644-7860. Provide required	GC
7880	ART WORK	OS
78800	Poster Frame - finish size 21 1/2 x 15 3/4 white mat with	GC
80600	Silverware for Stonsby Commons	OS
8070		OS
80900	4 Display cases for lobby of Residence Hall, delivery	GC
8100		OS
8120	REPL AND RENOV-RESRV	OS
8420	STOCK MERCHANDISE	GC
84200	2005 Parking Permit Order - New Brunswick Campu	GC
84300	3. Estimate for air shipping, insurance for one	GC
8440	STUDENT AID	GC
84400	CONFIRMING -- Books for the student/athletes for	GC
85000	1st & 2nd quarter 2004 taxes per lease agreement	GC
8510	CGS FORMS	GC
8600	BOOKSTORES-TEXTBOOKS	OS
86000	15 copies of American Architecture by Handlin, David P.	GC
8610	BOOKSTORES-TRADEBOOK	GC
8640	BOOKSTORES-GIFTS,ETC	GC
8760	OTHER EXPENSES-DGCA	OS
87600	Blanket order for services as needed with project	GC
8910	EXP RECOVERY-FORMS	GC
9500	Blanket Order for Sir Speedy to print lables. PO to	GC

SOUTH JERSEY TRANSIT AUTHORITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
23030	SUPER COOLERS	OS
23080	BORGATA APPLICATION	GC
23095	GOLF SHIRT, SHORT SLEEVE,	GC
23585	AC SIGN MAINT PRO	OS
23586	AC SIGN PROGRAM	OS
51080	FIRST AID EQUIPMENT MAINT	GC
51081	INSECT REPELLENT FOR PERS	GC
51082	PORTABLE TRAFFIC CONES:	GC
51083	RPR OF FIRE EXIT3/4	GC
51090	FIRST AID CABINETS, KITS	GC
51092	ESCAPE RESCUE SYSTEM:	GC
51093	FOAM:	GC
51100	2 EMP FINGERPRINTS	OS
51260	CRIME DETECTION & FINGERP	GC
51514	FREIGHT	GC
51515	PENS, ALL TYPES (INCLUDIN	GC
51516	CHAIRS, METAL AND WOOD (O	GC
51530	BLUEPRINTING AND TRACING	OS
51720	VERTICAL BLINDS, ALL TYPE	GC
51725	SMALL APPLIANCES (MICROWA	GC
51770	PAPER PUNCHES, HAND:	GC
51810	HARD DRIVES:	GC
51812	NOD32 ANTI-VIRUS	OS
51814	MICROCOMPUTER ACCESSORIE:	GC
52310	RUBBER GLOVES	GC
52312	ELECTRIC POWERED PORTABLE	GC
52460	P.O. BOX RENTAL:	GC
52910	GAS REIMBURSEMENT	GC
53010	CORDLESS KEYBOARD	OS
53030	BACK UP TAPES-AUDIX	GC
53060	MAINTENANCE AGREEMENT	GC
53070	COPIER MAINTENANCE AGREEM	GC
53071	TONER	GC
53072	6/03 ADMIN PSTG MACH	GC
53075	CURRENCY COUNTER MAINTENA	GC
53077	ALARM SYSTEM	GC
53170	MAINENANCE AND REPAIR APP	OS
53250	TIRES AND TUBES (TRUCK)	GC
53350	PARTS ONLY FOR ROAD,HIGHW	GC
53370	TOWING AND REPAIR SERVICE	OS
53380	VEHICLE REGISTRATIONS:	GC
53395	FREIGHT	GC
53410	GLASS INSTALLATION SERVIC	GC
53560	FREIGHT	GC

SOUTH JERSEY TRANSIT AUTHORITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
53640	JACKS AND PARTS: CAR, TRU	GC
53695	OIL, AUTOMOTIVE, ALL TYPE	GC
53805	JOINT FILLER AND SEALER,A	GC
53920	MOUNTAIN ORGANIC POTASSIU	GC
53940	TRAFFIC PAINT: FREIGHT	GC
53943	SIGN SHOP FASTENERS, NUTS	GC
53950	GARDEN (WATER) HOSE & ACC	GC
53960	CEMENT BAGS: THORO C #106	GC
54001	FEBRUARY 2004	OS
54003	PAPER TOWELS, ALL TYPES:	GC
54010	ROOFING, SIDING, GUTTERIN	GC
54012	KEYS PV CLERKS OFF	GC
54015	CARPETS AND RUGS, INSTALL	GC
54030	2004 RENEWAL	OS
54040	WELDING SHOP GAS:	GC
54080	SECURITY AND FIRE ALARM S	GC
54090	FEDDERS START CAP	GC
54092	SUPPLIES,PLUMBING:	GC
54110	GENERATORS, ALL TYPES EXC	GC
54115	PAINT, ALL TYPES, EXCEPT	GC
54175	FIRE ALARM SYSTEM TESTING	OS
54231	MAGNOLIA-CAMDEN MVE	OS
54330	AIR COND. HEATING, VENTIL	OS
54380	VIDEO RECORDERS, ACCESSOR	GC
54385	TRAFFIC COUNTER SUPPLIES:	GC
54420	BURGLAR ALARMS:	GC
54450	MICROWAVE TEST EQUIPMENT	GC
54640	MAINT & REPAIR OF COMMUNI	OS
54690	MOBILE AND PORTABLE TWO W	GC
55020	WATER SAMPLING AND ANALYS	OS
55410	5/03 ACY ADMIN	GC
55470	COFFEE RENTAL-MAY	GC
55480	5/04 CCIA RENT	GC
55610	UNIFORM SHIRTS, SLACKS, E	GC
55620	7/03 MAINT	GC
55630	RUG CLEANING:	OS
55660	RAINWEAR: COATS, HATS, JA	GC
55670	TURNOUT PANTS:	GC
55673	GLOVES, DRESS & WORK: CAN	GC
57001		PS
57002	AUDITING SERVICES:	OS
57010	6/03 TAXES	OS
57023	8/03-CONSULTANT FEE	PS
57030	EZPASS RELATED SVCS	PS

SOUTH JERSEY TRANSIT AUTHORITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
57040	TASK 3-4/03 ADDL WK	PS
57050	LEGAL MATTERS	OS
57073	CDL EXAM-M.HENNESEY	PS
57075	TRASH REMOVAL SERVICES:	OS
57077	DETECTION & OTHER TESTING	OS
57090	COMPUTER REPAIRS	GC
57100	PHOTOGRAPHIC SERVICES:	OS
57115	4/03 P/R & SVCS	OS
57123	SNOW REMOVAL-2/18	OS
57130	GRAPHIC DESIGN SERVICE:	OS
57170	7/03 NYAG MGMT FEE	PS
57190	8/03 CONSULTING SVCS	PS
57346	TROPICANA SIGN REVS	OS
57745	90180696002 6/27/03	OS
57755	8/03 MGMT FEE ACY	OS
57810	MARK IV MAINTENANCE AGREE	GC
57820		GC
58010	RADIO ADVERTISING - NINE	OS
58012	ACY OUTER MARKET NEWSPAPE	OS
58052	PECC CAMPAIGN	OS
58090	PROMOTIONAL GIVEAWAY- PEN	OS
58140	RESCHEDULE JUNE BRD	OS
58142	ACCT 9656060SJTR	OS
58340	CPR CLASSES	OS
58390	CONTINUING PROFESSIONAL E	PS
58410	SHIPPING	GC
61160	04/26/03-05/23/03	PS
61175	GROUND POWER UNITS	GC
61185	SCOTT SERVICE UPDATE COMP	GC
62020	04/16/03-05/15/03	PS
62037	CABLE TERMINATIONS LABOR	GC
62387	CARTRIDGE ASSY. TYPE 1	GC
62623	04/26/04-05/07/04	GC
69010	IMPART SOCKET #6211	GC
69011	PROJECTION EQUIPMENT:	GC
69012	06/16/03-07/15/03	PS
69014	2004 DODGE DURANGO	GC

STOCKTON COLLEGE ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
211000	ISBN 0-7879-6343-7 BOOK :	GC
211004	WLJ 384-54M WILSON JONES DUBBLOCK-D	GC
211006	COLOR COPIES - 27 ORIGINALS 3 SETS.	OS
211008	PALM M105 ORGANIZER P80701U	GC
211009	NINA ENVIRO COVER 8 1/2 X 11 WOVE 80	GC
211011	ISBN: 1555425240 PROMOTING ACTIVE	GC
211012	PART #549-00295 OFFICE 2000 DEV. LIC.	GC
211015	#BVL9329 FAIR PLAY: ACHIEVING GENDER	GC
211016	THIS FOR A KNOX BOX EXCHANGE FOR	GC
211019	NEENAH CLASSIC LINEN, SOLAR WHITE 24#	GC
211022	PAGE 976 A) GEL INK REFILLS, PIL 77240, BLACK	GC
211120	MPTAL3324 STEELCASE PANEL - TACK	GC
211130	ISBN# 0-7879-4816-0, PRIORITIZING ACADEMIC	OS
211200	PAGE 564, ITEM HEW 51645ABLACK FAX INK	GC
211205	CANNON S300 PRINTER CARTRIDGE - BLACK	GC
211210	PAGE 737, AVE-08925 INK JET DISK LABELS	GC
211215	GWJ30915 - VIDEO - NOW IS OUR TIME:	GC
211220	PAGE 117, ITEM VIR 89265E3864 VINYL	GC
211225	THE RISE AND RISE OF ALTERNATIVE	GC
211230	PAGE 122, #8493, TREATMENT PROTOCOLS IN	GC
211235	#ECA8796 EMPOWERING PEOPLE WITH	GC
211240	DISPLAY AD FOR 3 DAYS FOR MBS PROGRAM	OS
211245	PAGE 55, 12-5150 CURITY ALCOHOL PREPS	GC
211255	HEW 51645A HP INK CARTRIDGES FOR HP	GC
211260	MACROMEDIA FIREWORKS 4.0	GC
211300	NEW DIRCTIONS FOR TEACHING AND	GC
211301	BLANKET ORDER FOR SUPPLIES. EXPIRES	GC
211304	11-18-02 FIELD TRIP. PICK-UP AT A&S BLDG.	OS
211305	SPRAGUE DAWLEY RATS (51G-75G) MALES	GC
211306	300000 JACKSON & PERKINS ROSES (3	GC
211309	SP-11 PROTON NMR BASICS CD.	GC
211310	MARK I-MODULE MAGNETIC SUSCEPTIBILITY	GC
211311	N801--533 MICROAMP REATION TUBES	GC
211314	5 CANOES FRO OCTOBER 4, 1999. FIELD TRIP	GC
211315	3240100 ATLAS OF STEREOSCOPIC PHOTOS,	GC
211317	53513-410 PIPETTE, EPPEND, 2100, 100-	GC
211318	BLANKET ORDER FOR SUPPLIES. EXPIRES	GC
211319	ISBN 0-12-551340-2 ENCYCLOPEDIA OF MARINE	GC
211320	36H5438 SEAFLOOR LAB, PG. 204	GC
211324	50 CONCURRENT WINDOWS LICENSES. EMP	GC
211325	P800268 FABRIC COVERED CORK BOARD 24 X 36	GC
211329	COLOR COPY BROCHURE 2 SIDES, 3-WAY	OS
211330	SGA02R SKYGAGER'S ALMANAC 2002.	GC
211331	MM670-10G WHITE MAT, MULTIGLAS, FULL	GC

STOCKTON COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
211334	ITEM# 260582 AUTODESK, QUICKCAD	GC
211335	4' X 14 X 41" TEMPERER GLASS DISPLAY SHELF	GC
211339	MATH KERNEL LIBRARY FOR LINUX	GC
211340	PR16537/C8932A#ABA HP DESKJET 960CXI	GC
211391	HP MFG PART#:C6429A#ABA DESKJET 970CXI	GC
211393	50D 5 PRIME BECKMAN DYE D2 FA18	GC
211394	HPC995 HP C995 HP DESKJET 995C (C825A)	GC
211400	TELEX-WT 55 WIRELESS BELT PAKK WITH AT 831	GC
211405	GVE-11394-INSIDE THE MINDS OF CRIMINAL	GC
211410	HEW - 51626A HP 26 BLACK CARTRIDGES (GC
211411	BUS TRANSPORTATION ONE WAY DATE:	GC
211415	HEW 51645-A BLACK CARTRIDGE (PG 927) FOR	GC
211420	ADDICTION YOUNG ADULTS WINNING THE	GC
211421	POWER MAC G4, Z01W; 065-1527 128MB	GC
211425	VIDEO TO BE OLD, BLACK, AND POOR #	GC
211430	FILM TITLE: ANATOMY OF A SPRING ROLL:	GC
211493	AS PER QUOTE # 84557444 1 OPTIPLEX	GC
211494	ITEM # 7248327 MANUFACTURE # 731-00765	GC
211500	TEN-10213; TENEX V2-RE SERIES 46X60 (33 X 10	GC
211506	PANASONIC AG 188U VIDEO CAMERA	GC
211507	# 2269587 - GYM SHORTS COMPLETE SET SET	GC
211508	A VIEW FROM THE BRIDGE ARTHUR	GC
211509	RENTAL OF BUS FOR TOUR OF ITALY	GC
211510	NEENAH PAPER CLASSIC LINEN	GC
211515	HEW 51645A BLACK INK CARTRIDGE	GC
211520	APC REPLACEMENT BATTERY PART#	OS
211525	EPS S020187 BLACK CARTRIDGE PRINTER-	GC
211530	CANON POWERSHOT G2 4.0	GC
211531	MAPS POPPER STOPPER MIC	GC
211535	0-07-289762-7 VHS VIDEO	GC
211540	HEW 51645A BLACK INKJET PRINT CARTRIDGE	GC
211541	BOOK BAGS WITH SILK SCREENING FOR STUDY	GC
211591	AD 28312 ADOBE PAGEMAKER	GC
211600	HEW 92298A LASER JET CARTRIDGES	GC
211610	REPAIR HEWLETT PACKARD PRINTER (ROLLER	OS
211612	TRT CONFERENCE VEHICLE RENTALS FOR PICK-	GC
211615	36X72 H PANELS P7236GYGY	GC
211620	MCD-10220 MANCO BLADESAFE	GC
211692	BASE UNIT: PER QUOTE # 64112857,	GC
211700	PAGE 977, ITEM NUK B214, SWINTEC	GC
216240	ITEM NO. 85401643 MARCOMEDIA	GC
221121	BOOKS PER THE ATTACHED, SHIPPING	GC
221130	RADIOCARBON ANALYSIS	OS
221131	161-0800 TEMED (5ML)	GC

STOCKTON COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
221132	1655 056 POWER PAC 3000 POWER SUPPLY	GC
221133	44824 DAO OPTIVISOR W/O LENS	GC
221134	SM-02050-F01 SOILMASTER DNA EXTRACTION KIT	PS
221140	QSR NUD*IST 4.0 SOFTWARE CD ROM	GC
221153	GAMES FOR ACTORS AND NON-	GC
221154	IMAGES (DIGITAL SCANS) KATE OGDEN	GC
221193	#PANDVM-60 MINI DV TAPES	GC
226420	JAVA THREAD PROGRAMMING, PAPERBACK BY	GC
226430	220-4809 INSPIRON 3800, PENTIUM III 500. 14.1	GC
226431	MSK100V METAFIM 1 MOISTURE SENSOR KIT	GC
226432	TC-15EX-B IRRITROL SYS 15 STATION TOTAL	GC
226433	A7231 VAC MAN MANIFOLD	GC
226443	SMART IDEAS SOFTWARE CONCEPT MAPPING	GC
226450	6' X 8' STAGE RISER SECTIONS HEIGHT 32	GC
226451	PURCHASE OF THEATRICAL SUPPLIES	GC
236001	PURCHASE OF BALLOONS AND BOUQUETS FOR	GC
236002	BLANKET ORDER FOR THE STOCKTON DAY CAMP	GC
236009	AWARDS-GIFT CARDS FOR SCIENCE FAIR (\$25	GC
236010	CARNIVAL COVER 65# WHITE 11 X 17 LONG	GC
236050	PAGE 204, SON-T160VF SONY VIDEOTAPES	GC
236055	#0130617083 TEACHING YOUNG ADOLESCENTS: A	GC
236060	BROWN FOLDING CHAIRS DELIVERY ON	OS
236061	WAUSAU PAPERS WAUSAU BRIGHT WHITE	GC
236099	75' RACING LANE LINE 4 DIAMETER DISK WITH	GC
236100	12 X 15 WOODEN PICTURE PLAQUE WITH	GC
236101	MODEL# AM4160 MACKIE 160	GC
236102	BLANKET SUPPLIES FOR	GC
236103	ITEM # 2089423-449 THE MESSIAH -	GC
236104	ETC.EXPRESS 24/48 WITH MONITOR	GC
236105	SH-84 10' X 4' X 1/4 H.DELTA SEINE	GC
236113	NUKB155 CORRECTABLE FILM, BLACK, PG 963	GC
236116	AVE 05160 ADDRESS LABELS,	GC
236141	ESS58817 GREEN DELUXE REPORT COVERS	GC
236145	6920-S MULTI-PARAMETER WATER QUALITY	GC
236150	BLANKET ORDER FOR SUPPLIES FOR	GC
236152	6' TABLES	GC
236153	HAMMERMILLE PREMIUM LASER	GC
236158	TI-83+ GRAPHING CALCULATOR	GC
236165	NINA ENVIRO COVER 8 1/2 X 11 WOVE, 80LB	GC
236168	HON683L-Q LIGHT GRAY 3 DRAWER LATERAL	GC
236169	DUO 50125-23 DARK BLUE DUO-TANG DOUBLE	GC
236170	#HPG 10226-9 HAMMERMILL LILAC	GC
236171	29877 GEO EXPLORER II RANGEPOLE ANTENNA	GC
236172	LAKWOOD ENGINEERING KOOL	GC

STOCKTON COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
236181	SCR HEAVYWEIGHT BLACK TEE SHIRTS WITH	GC
236186	HEWLETT PACKARD PRINTER PRN HP	GC
236188	1 IRON SOFT ENAMEL LAPEL PINS (STEP LOGO	GC
236193	BLANKET ORDER FOR SUPPLIES. THIS ORDER	GC
236195	SCR HEAVEYWEIGHT BLACK TEE SHIRTS WITH	GC
236198	OCTOBER 25TH-(PICK-UP 1 PERSON FROM	GC
236199	BRT ML-100 BROTHER STANDARD TYPEWRITER	GC
236210	#9 - 24LB. WHTIE WOVE REGULAR ENVELOPES	GC
236600	7153 KRYLON UPSIDE DOWN MARKING PAINT.	GC
236601	WBZB-FM RADIO SUMMER SCHOOL	OS
236611	SUMMER SCHOOL RADIO ADVERTISING. (6	OS
251900	#AL-B2603H GAYLORD PAMPHLET BINDERS,	GC
251910	MAINTENANCE AGREEMENT ON SECURITY	OS
251915	MUNICIPAL & GOVERNMENT MUNUAL/ NEWSREP	GC
251920	BVL2492 PENCIL OF NATURE	GC
251921	CW-MLVS15 VIDEO SPINE LABELS PG 78	GC
251926	SHARP LAMP #CLMPF0046DE10	GC
251930	MONTHLY SOFTWARE MAINTENANCE CHARGES	OS
253301	60-4213 LNW 26D LOCK (FOR BLDG 80	GC
253302	VPLPX15 SONY PROJECTOR	GC
253400	ITEM 3527 5 MIL. SLIDEGUARD TOP	GC
262000	PS3432 PLAQUE, BLACK BRASS PLATE	GC
262010	SMD 2-153LGN 1/3 CUT FILE FOLDERS GREEN PG	GC
262020	BRT ML-500 ELECTRONIC DICTIONARY MEMORY	GC
262100	9 X 12 PLAQTECH PLAQUE	GC
262110	CLASSIC CREST COVER 65 LB. NATURAL	GC
262111	NEENAH CLASSIC LINEN SOLAR WHITE 24#	GC
262115	60# TEXT STOCK - HOTS LEMON 8-1/2 X 11	GC
262200	SWI 74718 BURGUNDY STAPLER PG1017	GC
262201	FSK 9459 FISKARS OFFICE SCISSORS 7 ALL	GC
262202	SHA-N24 XSTAMPER CUSTOM PRE-INKED	GC
262300	LETTERHEAD NEENAH CLASSIC	GC
262400	9X12 28# OPEN END (FLAP ON 9" END) WHITE	GC
262500	12 X 15 WOODEN PICTURE PLAQUE WITH	GC
262501	NANCY B LAUNDRY DETERGENT - 30 LB. PAIL	GC
262503	12 X 15" CHERRY FINISH PICTURE PLAQUE WITH	GC
262506	BR008 TERRY TOWELS 12/PK	GC
262507	15 PASSENGER VAN RENTAL FOR ONE DAY	GC
262509	15 PASSENGER VANS ON DECEMBER 5, 2001	GC
262511	15 PASSENGER VAN RENTAL FOR THREE DAYS	GC
262517	15 PASSENGER VAN RENTAL FOR ONE DAY	GC
262521	15 PASSENGER VAN RENTAL FOR ONE DAY	GC
262523	BASKETBALL CHAMPIONSHIPS TROPHY	GC
262527	HELMET #C2 CASCADE BRAND WHITE;2 SMALL; 4	GC

STOCKTON COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
262535	15 PASSENGER VAN RENTAL FOR ONE DAY	GC
262537	15 PASSENGER VAN RENTAL FOR ONE DAY	GC
262539	B547710 SCREENS-COMPLETE UNIT (VPI BOOK)	GC
262546	15 PASSENGER VAN RENTAL FOR ONE DAY	GC
262547	CHARTERED BUS SERVICE ON APRIL 13, 2002	OS
262555	SPMET61 POMS, 6 METALLIC RED WITH "A"	GC
262557	LA820013 - POCKET MASKS	GC
262561	MENS BASKETBALL MEDIA GUIDES	GC
262599	CHARTERED BUS SERVICE ON FEBRUARY 8,	OS
262600	PG 930. HP LASER JET PRINT CARTRIDGE FOR	GC
262700	ISBN 0-7879-5773-9 THE NEW UPDATE ON	GC
262800	ORT 55E TRIPOD EASEL PG565	GC
273000	RSD-4912 RECT. SHAIR-SIDE TABLE	GC
273001	BLANKET ORDER FOR PHOTOGRAPHIC	OS
273004	HEW 51626A BLACK INKJET PRINT CARTRIDGE	GC
273005	MPTAL3330 STEELCASE PANEL-TACK	GC
273006	CADILLAC DEVILLE FIRST MONTH LEASE	GC
273100	ISBN 0-7879-0212-8 ITEM #E377-1AD	GC
273200	MMM 3710-2-TT SCOTCH COMMERCIAL BOX	GC
273205	#9 PLAIN WHITE WOVE ENVELOPES, 24#, (500PER	GC
273209	LEGAL AD FOR XEROGRAPHIC PAPER PAPER	OS
273240	HON 6008 HON SENSIBLE SEATING EXECUTIVE	GC
273250	ROTARY LOUVER FAN WND	GC
273260	AAG-PM10-28 MONTHLY WALL CALENDER 2 MTH	GC
273280	NEENAH ENV. 80# TEXT WOOD STOCK	GC
273300	VEGA TECHNOLOGIES BUDDY B-200 PC CLONE	GC
273301	11 3/4 X 8 1/2" 2 PART PAPER	GC
273302	FUESS-700-TE99, SUN ONE STUDIO 7,	OS
273400	BASIS EASTERN OPAQUE SMOOTH WHITE 11 X	GC
273500	8 1/2 X 11 CLINTON NATURAL WHITE WOVEN	GC
273501	QUANTUM OPAQUE, #60, WHITE OFFSET,	GC
273600	MEETING COLLEGE COSTS BROCHURE SEE	OS
273900	4 GOLD OR SILVER PAPER CLIPS PRESENTED AT	GC
273905	BASIS 80, POLAR WHITE SMOOTH (TEXT) NOT	GC
273910	BRT PPF1270 INTELLIFAX 1270 PLAIN PAPER	GC
274500	PAGE 964 IBM 1380999 WHEELWRITERS BLACK	GC
276010	PG. 1166, PHONE CENTRAL STAND & ORG. CCS	GC
294000	LINE #00021 FIRE EXTINGUISHERS" RSC	GC
294270	7700-150-80008 CALENDAR ITEMS	GC
294490	ELECTRIC SERVICE THROUGHOUT THE COLLEGE	OS
294495	BLANKET FOR COLLEGE ALARM SYSTEM RENTAL	GC
294600	PG. 209, AVE74459 TOP LOADING HANGING	GC
294601	BRASS PLATE FOR STUDENT MEMBER OF THE	GC
342100	SONY REMOTE CONTROL TRIPOD	GC

STOCKTON COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
342501	BLANKET ORDER TO COVER COST OF	OS
342503	15 PASSENGER VAN RENTAL FOR ONE DAY (GC
342506	BI7406 BIKE PROZONE PLUS 1.5 X 15 YDS. 32	GC
342507	15 PASSENGER VAN RENTAL FOR ONE DAY	GC
342509	PG. 230 AVE03602 (C) ECONOMY RING BINDERS-	GC
342510	MVC-CD300 SONY DIGITAL STILL CAMERA	GC
342511	15 PASSENGER VAN RENTAL FOR ONE DAY	GC
342515	SPM62 6 IN 2 CIR VINYL MET MIX;VINYL COLOR	GC
342517	15 PASSENGER VAN RENTAL FOR ONE DAY	GC
342520	UNDER ARMOR ALL SEASON MOCK TURTLE	GC
342523	SPQ6 SCULPTED ICE STANDING PLAQUE (IRC	GC
342527	15 PASSENGER VAN RENTAL FOR ONE DAY	GC
342530	15 PASSENGER VAN RENTAL FOR ONE DAY	GC
342535	TWO (2) 15 PASSENGER VANS FOR MEN'S	GC
342537	15 PASSENGER VAN RENTAL FOR ONE DAY	GC
342539	15 PASSENGER VAN RENTAL FOR ONE DAY	GC
342540	SONY NPF-550 INFO LITHIUM BATTERY FOR MVC	GC
342543	#BWD DOUBLE CIRCLE PRACTICE BALLS 38MM;	GC
342546	BUCKET CARRIER AND 48 PRACTICE BALLS	GC
342547	15 PASSENGER VAN RENTAL FOR TWO	GC
342549	PLAQUE AND PLATES AS FOLLOWS: ONE	GC
342551	SNAP CLIPS	GC
342580	STOCKTON COLLEGE BASKETBALL CAMP	GC
342581	SOCCER CAMP BROCHURE;PRINTED 4 COLOR	OS
342582	DISPLAY AD FOR CROSS COUNTRY AND	OS
342590	AG-1340 PANASONIC VHS RECORDER	GC
342596	1 HANDICAPPED PORT-A-POTTY WITH WEEKLY	GC
343910	TELECOMM SERVICES AND STUDENT BILLING	PS
345000	THE FRESHMAN YEAR EXPERIENCE ISBN:	GC
345005	SR STOCK RIBBON WHITE WITH GOLD PRINT	OS
345010	BLANKET ORDER FOR FIRE EXTINGUISHER	OS
345045	CEDAR ROUND RAIL 10 FT SECTIONS 2 RAIL	GC
345051	HEWLETT PACKARD HEW-516454A BLACK	GC
345052	HEWLETT PACKARD LASERJET 4050 TONER	GC
345053	HEWLETT PACKARD LASERJET 4050 TONER	GC
345054	CRAFT AND DECORATING MATERIALS TO	GC
345055	FLOOR MICROPHONE STANDS. MS10C (WITH	GC
345110	SEQUENTION 4' X 8' STRUCTOGLASS PANEL,	GC
345111	BLANKET ORDER FOR STORAGE TRAILER	GC
345500	SHURE SM 58CN MICROPHONE W/CABLE	GC
345505	MDV430SL; MAGNAVOX MULTIFORMAT DVD	GC
345560	HOBART, MIXER BOWL GUARD KIT#438100	OS
345561	MODEL #50CP-1 SINGLE SWITCH PANEL 1-50	GC
437240	CLASSIC LINEN WHITE #80 TEXT	GC
437250	608087 CEQ DNA SEPARATION CAPILLARY	OS
437270	#6R364 BLACK INK TONER CARTRIDGE FOR	GC
437271	GEORGIA PACIFIC MICROPRINT	GC

STOCKTON COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
437272	XEROX PHASER 790 PRINTER TONER	GC
437275	DIONEX ICS-2500 ION CHROMATOGRAPHY	GC
437277	MICROSOFT OFFICE 2001 UPGRADE FOR MAC	GC
437283	P400-4 FISHERBRAND PENTANE PESTICIDE	GC
437284	DELL PART#603772-5 MARUFACTURER PART	GC
437285	201205 TAQ DNA POLYMERASE 4X250 UN.	GC
437288	4580-119 ASP BAYSTACK 303ETHERNET	GC
437300	CAT#70915 ARCVIEW SPATIAL ANALYST	GC
437400	7732L83 BRINKMAN EPPENDORF RESEARCH	GC
437420	SONY DCR-PC110 MINI DV DIGITAL	GC
437430	INVESTIGATING MATHEMATICS WITH	GC
437500	SNY SONVPLPX15 S PROJ LCD XGA 2000 LUMENS	GC
437600	M3-40602 SIX-TRAY PACK OF CONNECTING	GC
438040	8 1/2 X 11" 24LBS MOONRACK ENVIRONMENT	GC
438050	#158DVM60ME SONY BLANK MINI DV	GC
438051	LEXMARK OPTRA SC PHOTO-	GC
438052	MACROMEDIA FIREWORKS 4.0	GC
438070	ITEM: BVL9113 BIGRAPHY OF THE SPANISH	GC
438074	ONE YEAR SUBSCRIPTION TO INSTRUCTOR	GC
438080	#CZR9085 EVERY CHILD CAN SUCCEED - 6-	GC
438081	ISBN 0787-94341X TEACHING AS THE	GC
438082	ISBN 0-787944823 LEARNING THAT LASTS.	GC
438083	QRT MC25 MAGNETIC DATA CARD HOLDERS	GC
438089	CT2021 MINI AWARDS MAROON 200/PACK.	GC
438090	DATA EXPLORER - SNBN #1-883001-39-0.	GC
438121	35-8200-50 KIMBLE BRAND BOILING FLASK,	GC
438122	NO. 360993 SONY MAVICA MVC-FD200 2.0MP	GC
438123	006562 DO FIELD REPLACEABLE 6 SERIES	GC
438240	BLANKET ORDER FOR DRINK/FOOD AND	GC
438250	BLANKET ORDER FOR FILM DEVELOPING AND	OS
438255	BLANKET ORDER FOR FILM DEVELOPING AND	GC
438259	BLANKET ORDER FOR FILM DEVELOPING &	OS
438350	WEV-C0924 WHITE WOVE SELF SEALING GRIP	GC
438351	NATURE SAVER POSTERBOARD NAT 22280	GC
438352	FLORAL ARRANGEMENTS FOR PRESIDENTS	GC
438375	01 0029200 MINITROLL, 30 PSIA W/BACKSHELL	GC
439040	BVL9293 PCP AND KETAMINE	GC
439041	5266 SECONDHAND SMOKE IS NOT HEALTHY	GC
439042	RU SURE? THE GAME OF HOICES AND	OS
439500	ISBN # 0-7879-6645-4 EDUCATING CITIZENS	GC
439501	WMS 6.0	GC
439505	CANOCO FOR WINDOWS VER. 4 EDUCATION	GC
439506	MTW-700 MIN-O-COOL RECTANGULAR TANK-	GC
439507	CATALOG# FTF-69 PRE-NUMBERED PENNANT.	GC
439510	PAGE 932 EPS S051011 ACTION LASER PRINT	GC
439512	88-80-176 #10 ENVELOPES-CLASSIC LINEN	GC

STOCKTON COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
439515	MATH TYPE 5.1 FOR WINDOWS	GC
439521	ME8220 SONY BRANDED CD=R 10 PACK WITH 5	GC
439525	DARING TO RESIST VIDEO.	GC
439529	#FQR11232 2-PART SERIES DRY BONES:	GC
439567	7733F10 OXFORD BENCH MATE PIPETTER (20-	GC
439570	AT RISK IN AMERICA (ISBN # J 0787949868)	GC
439700	MARLOW DATA SYSTEMS MEMORY,	GC
439702	NIKON COOLPIX 5700 ZOOM DIGITAL	GC
700005	THIS PURCHASE ORDER IS FORT HE	OS
700011	#36-439-05 EXTRON VGA CABLE, 50'	GC
700014	NAV STD16 16 CHANNEL POS-WATCH DIG MUX	GC
700015	TORO GROUNDMASTER 580D MODEL 30581	GC
700017	DATA CIRCUIT INSTALLATION, CARNEGIE	GC
700022	RENTAL OF 125 KVA 3-PHASE TOWABLE	GC
700027	8/14/03 EXCAVATE TO REPAIR BROKEN 6" SEWER	GC
700028	AD FOR PINELANDS APPROVAL FOR DPMC	GC
700029	PHILIPS ADVANTAGE FLUROESCENT TUBE	OS
700031	136561 FILE-LATERAL, REC PULL, 1 SHELF, 4	GC
700034	#595WM200MC08D104 POWER WATCH	GC
700035	KI WORKZONE TABLE MODEL	GC
700036	THIS REQUISITION IS FOR THE TESTING OF	GC
700037	DOUBLE VIEWPORT COMPUTER	GC
700039	TS38006 STEELCASE TS CHAIR,	GC
700040	WS-C2950T-48-SI 48 10/100 AND 2 10/100/100BASE-	GC
700044	AMX MODERO 12 TOUCH PANEL MODEL #NXT	GC
700045	CHANGE ORDER #3. ADD (13) PRE-HUNG	GC
700048	OFS CENTER DRAWER, FINISH: CRESCENT	GC
700050	BAS-SWG-1225 DATAEXCHANGE SOFTWARE	GC
700086	SHARP XG-E3500U PROJECTOR	GC
700088	SHAW BROADLOOM CARPET STYLE	GC
700089	NTS 175H8 CA 1	GC
700091	PROVIDE AND INSTALL 3 FOUR INCH CONDUITS	GC
700092	START UP AND TRAINING FOR CONTROLTRON	GC
700097	INSIDE CORNER SLIPS (P/N 309002)	PS
700099	LEGAL AD FOR EXTERIOR SIGNAGE AD	OS
700100	30 X 144" WILSON ART #1503-60	GC
700101	USG 2110 CEILING TILE 24 X 24"	GC
700102	TROUBLESHOOTING AND REPLACEMENT OF 600	OS
700103	#8236 SARGENT MORTISE	GC
700104	MAXIMO 5.1 BASE SOFTWARE PACKAGE:	GC

STOCKTON COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
700105	INSTALL 400 AMP TRANSFER SWITCH IN	GC
700106	3 X 3 1/4 ALUMINUM CLIPS FOR SKATE BOARD	GC
700107	TO FURNISH ALL THE MATERIALS AND PERFORM	GC
700108	FURNISH AND INSTALL 9' X 30" X 3/4" USG	GC
700109	TESTING AND BALANCING OF DUCTS FOR K-	GC
700110	OPTION 1 - COMPLETE REMOVAL OF LEAD PAINT	GC
700111	DESIGN ELECTRICAL DISTRIBUTION SYSTEM IN	GC
700112	30 CUBIC YARD DUMSTER DELIVERED TO	GC
700113	FOR THE UPGRADE OF CAMPUS ELEVATOR	GC
700200	DRA DELL WEB2 SERVER PACKAGE TO INCLUDE	GC
700201	QUOTATION #STO001-6386	OS
700202	CTMG-GOV COMPUTRACE SOFTWARE 3 YR	GC
700203	GTCO CALCOMP DRAWING BOARD III, MODEL	GC
700204	DELL POWEREDGE 4400 BASE, 1 GHZ WITH	GC
700205	COBY CV200 HEADPHONE #52104-109	GC
700206	26-439-06 75' VGA CABLE MALE TO MALE	GC
700207	MANUF PN DEC4699	GC
700208	M8330LL/A APPLE MEMORY MODULE FOR G4'S	GC
700209	SONY MINI DISK PLAYER MDS-JE440	GC
700210	SV4-SV4-3 S VIDEO CABLE	GC
700211	COMTECH SATELLITE DISH AND MOUNT	GC
700212	PANASONIC VCR AG 1330	GC
700213	OPTIPLEX GX240, PENTIUM 4, 2.2 GHZ,	GC
700214	221-0230 POWEREDGE 2650 2.4GHZ/512 CACHE	GC
700215	LAPTOP STORAGE CART 595742	GC
700216	DEFCON 1 NB ANTI THEFT SECURITY SYSTEM PN	GC
700217	EXTRON #26-439-05 VGA CABLE, PLENUM RATED	GC
700219	930582-0403 LOGITECH 3 BUTTON USB/PS2 OPT	GC
700221	MAGNETIC SUSCEPTIBILITY BALANCE MODEL II	GC
700300	I21-8028 IOMEGA USB 250 MB ZIP EXTERNAL USB	GC
700601	PANEL HOOKS. ITEM #QRT-20702. UPC 034138	GC
700602	SHARP EXTENSION TUBE, AN-EP101AP	GC
700610	#2U564 PAD DRIVERS	GC
710009	PARTS FOR FAN COIL - FCLB, PART #SEN 894	GC
710010	SARGENT 550 SERIES EXIT ALARM (26D). NEED	GC
710012	BUNDLES OF USG #2618 RADAR CEILING TILE 30"	GC
710014	INDOOR AIR QUALITY INSPECTION & SAMPLING	PS

STOCKTON COLLEGE ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
710015	THIS REQUISITION IS TO COVER THE COST OF	OS
710016	THIS REQUISITION IS FOR CARPET CLEANING	OS
720015	LOT OF SCREENED TOP SOIL	GC
720016	797008 - CUSHMAN, HAWK - ELECTRIC 18 MPH,	GC
730000	THIS REQUISITION IS TO COVER TESTING	OS
730001	REMOVE AND REPLACE DETERIORATED WOOD	OS
745000	LITE HERE, LED EXIT LIGHT RETROFIT KIT 2X	GC
745001	THIS REQUISITION IS TO COVER CHANGE	GC
745003	THIS REQUISITION IS FOR A BLANKET ORDER	GC
745004	CONSTRUCTION BID # FY-04-02(2)TWO DAY RUN	GC
745011	CHANGE ORDER THAT IS CONJUNCTION WITH	OS
745013	LEGAL AD FOR PER THE	OS
745015	MAGIC CHEF MODEL CGL1120ADH 20 GAS	GC
745018	LEGAL AD FOR SCA017-HSG. I RESTORATION	OS
745019	THIS REQUISITION IS FOR THE EMERGENCY	OS
745022	LUTECOT8311202 LUTRON DIMMABLE BALLAST	GC
745025	THIS REQUISITION IS FOR WINDOWS FOR	GC
745031	SINK HOLE REPAIR, EMERGENCY	OS
755500	ALPHA 4000 SERIES DISPLAY MODEL #4080C	GC
755501	LEGAL AD TO INSTALL & PROVIDE VIDEO	OS
755503	KI BARRON FIXED LEG ROUND TABLE 48 DIAM-	GC
755504	MANF: COLLINS & AIKMAN, STYLE:INFINITY	GC
755506	SUPPLY LABOR AND MATERIAL FOR THE	OS
755508	SHAW CARPET STYLE #60427,	GC
755509	CRESTLINE 454703 BELL END IRRIGATED	GC
755511	5 7/8 DRYWALL STEEL DOOR FRAMES 3/0 X	GC
755512	CHECK AND REPLACE ALL LOOSE BOLTS AND	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
1011-8406	P-1325-CP,200ul,7.5 x 47mm,titertek tips,10percs	GC
1415-1508		GC
XER3816		GC
#391614		GC
#425577		GC
#460		GC
#489116		GC
#489117		GC
#492371		GC
#492388		GC
#492390		GC
#492392	Epson SP2200, Lt Magenta Ink Cartridge	GC
#492394		GC
#492397		GC
.	ZEB47810 Roller 2000 Ball Pens	GC
'	#86.1685 25 ml indiv pipets	GC
00	For catering services	OS
00101	confirming order for book by Regina clinic	GC
0010100000	Pharmacopia Classic books	GC
00102	ONE TAB PAGE 2001 DIRECTORY ADVERTISING	OS
0010200000	F&A costs assoc. with consult. on inv#2003-148	PS
0010300000	Inroads/Northern NJ,SponsorshipFeesl	OS
00104	Subcontract Agreement DLRSA	PS
0010600000		GC
00110	REINBURSE DR.THAO HUYNH FOR NARCEF	OS
0011000000	Programming, Labor, Travel expenses for UPS	PS
00111	Lease Continuation for copier	GC
0011100000	60 mo Immulite 1000 lease	GC
00114	\$2,000 PER DAY (\$250.00 PER HOUR) FOR	GC
00115	Rent	GC
00117	STANDING ORDER FOR AIR TRANSPORT FOR LIVER	GC
0011700000	STANDING PO TO COVER AIR TRANSPORT FOR LIVER	GC
00118	SANDY HOOK 8/09/01	GC
0011800000	To provide transportation services for WHI	OS
00155	INCIDENTAL CHARGES (AV SUPPORT, FAXING,	OS
001550000	TECHNICAL SERVICES	OS
0015500000	015-8989-384	GC
00200		GC
00200AC130	Provide design/Build services as per agreement	OS
00200AI790	ADental Clinic HVAC UH C-Level FP&C 01010-N	GC
00200AM120	Critical Care Transport Vehicle Bid # IFB# P04-003	GC
00200AM740	Polycom VS4000 sytem	GC
00200AN050	171000005DEM,Bio-Plex Sys w/HTF-DEMO & accessories	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
00200AN051	IMMUNOSPOT SERIES 3A ANALYZER	GC
00200AN052	Cat.# 590512, Elite on-line degassing system,	GC
00200AN053	8031 PORTABLE LN2 STORAGE CONTAINER, 110 LTR	GC
00200AN260	Fabius Tiro anesthesia machine with monitor	GC
00200AN280	RDE 4556 Antenna System -Antenna,Low Loss Transm T	GC
00200AS740	780020 Laerdal Suction Unit	GC
00200AU170	4488760A - Audiometer Bi.	GC
00200AU892	2198-169 - M11 Ultraclave Autoclave 115V	GC
00200AU895	2004 Dodge Durango	GC
00200BA520	01-918-132 Balance, Analytical, Adventurer	GC
00200BA521	MX1075A COLLEGE BALANCE 310G X 0.001G	GC
00200BA880	13309-405-Heated Water Bath	GC
00200BA887	#15-455 - Precision Reciprocating Shaker Bath	GC
00200BE161	#S101 STABILIZER HORIZONTAL AREM/GEAR BOX	GC
00200BE162	25 Series Platform Bed w/ 2 non-removable drawers	GC
00200BE600	ZM QK6 VF01 Milli-Q synt bench kit 120V	GC
00200BI610	ELECTRIC PUNCH & BINDER	GC
00200BL240	BIO-2003-M MRI Low Flow Blender	GC
00200BL680	Cell Sorter,fluorescence activitated,FACSVantage	GC
00200BL691	1850-D47 BP-2 BLOOD PRESSURE/HEART RATE	GC
00200BO600	741-1240-2 DEEP ZELPI RETRACTOR 4'	GC
00200BO670	Bookcase-Open,2 Adjustable Shelves	GC
00200CA110	Flamable storage cabinet- 90 gal, yellow,	GC
00200CA112	Built in furniture per Quote#0000173361 dated	GC
00200CA320	ATS IV Animal Transfer Station	GC
00200CA540	778526-01 NI DAQPAD-6052E with	GC
00200CA570	8398A001 CANNON POWERSHOT G5 DIGITAL	GC
00200CA571	olympus c-750 dig ultra zoom, 302604	GC
00200CA572	HGX PL APO 100x LENS /1.40-0.70 OIL CS	GC
00200CA573	Canon CR-DGi Non-mydiatric fundus camera package	GC
00200CA574	DCRHC30 SONY MINI DV PALMORDER	GC
00200CA750	#9012B1011 BRAVO PH CAPSULE P/C	GC
00200CA760	EC50-piCO Carbon Monoxide Monitors	GC
00200CA810	Renovation Work UH F245, 246, 247	OS
00200CA822	ITEM #AKL-Y-4 4-DRAWER ISOLATION CART	GC
00200CA824	1917-053 - Oragon 2644 Asst Cart	GC
00200CA826	Customized Workstations # Bac-27-12PB	GC
00200CA840	Micros 3700 Eclipse with full package	GC
00200CE510	MANIFOLD	GC
00200CE620	CENTRIFG FISHER ACCUSPIN 400 CAT# 13 100 557	GC
00200CE621	C2224-1 Eppendorf centrifuge 5414D, 24x1.5mL rotor	GC
00200CE622	Cat. No. BK366830 - Algra 6KR,Refrg, Centrifuge,	GC
00200CH030	HON2111MAB90 guests single rail arm chairs chairs	GC
00200CH035	#WC-1002 WHEELCHAIR	GC
00200CH036	Phlebotomy chairs model NP1201LXLDM	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
00200CH810	13470301 AKTApurifer 10	GC
00200CI790	Product # 13271-074, VWR REF CIRC, 6L, 120 V	GC
00200CL191	Cat. No. 33995-542 Branson Ultrasonic cleaners	GC
00200CL640	#T7821K-World Time Clocks silk (125 Pieces)	GC
00200CO030	#60-7500-120 CONMED SYSTEM 7500	GC
00200CO290		GC
00200CO520	Leica EG1150 C unit	GC
00200CO550	Honeycomb Video Colonoscope, Model #EC-490ZW5	GC
00200CO580	HEATING , AC , AND VENTILATION MAINTENANCE	OS
00200CO590	Synergy N2 System with identified options	GC
00200CO591	Quote #05181736 m275XL Laptops with tablets	GC
00200CO592	COMPUTER IMAGING KITS #520928002	GC
00200CO623	#64-0353 - SC-20 In-line Heater/Cooler Dual inline	GC
00200CO624	stage controller, MS-35, quote#7030	GC
00200CO740	AR450 COPIER (ARM450UP10)	GC
00200CO960	3007 model CPC particle counter	OS
00200CR200	6' credenza proton series F2 edge	GC
00200CR390	CMI-HC-48 Hard Crib	GC
00200CR400	Inst.,HM550 OMP Cryostate Pkg.	GC
00200CR981	model #8038 Portable LN2 container, 47.4 Liter	GC
00200CY540	124001-SPARE 2216/30 MIN CARBON CYLINDER	GC
00200CY600	950-130 Biodex Upper Body Cycle	GC
00200CY870	FLEXIBLE CYSTOSCOPE & CYSTOVIDEOSCOPE	GC
00200DE300	9519-0209, defibrillator	GC
00200DE620	Quick Scan 2000 Densitometer	GC
00200DE622	3099-738 - ADEC 558042 Console Upper Mid&Base	GC
00200DE810	#8801 AIR DERMATOME KIT	GC
00200DE850	Office Furniture	GC
00200DI020	Welch Allyn Wall System w / Panoptic	GC
00200DI840	Capital Improvements to the NB Campus FP&C 00027	GC
00200DI856	Beverage case dispenser J717B	GC
00200DO540	16' Cargo/Landscape Trailer Quote #QN03-04-01	GC
00200DO750	MODEL #811-B DOPPLER	GC
00200DR060	Avanti/Alabaster Stock Blinds 45.375X57.5	GC
00200DR402	Cat # FB-GDP-X10 Fish Biotec Gel Dryer vacuum Syst	GC
00200DR410	#532.002 SMALL BATTERY DRIVE DRILL	GC
00200DR411	00505800000- Surairtome two kit	GC
00200EC320	Dale 30, digital tachometer	GC
00200EC322	Dale 800, ultrasound transducer current leakage	GC
00200EL200	Furnish manpower, tools and testing equipment to	GC
00200EL203	Mini- Protein 3 Electrophoresis Cell	GC
00200EM102	Leica EG1150 H unit	GC
00200EM320	XLTEK NeuroMax 1002 & #101038 (free of charge)	GC
00200EX260	950-120 Biodex Semi-Recumbent Cycle	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
00200FE601	White PVC Privacy Fence	GC
00200FI100	SOS Adult set # 30502	GC
00200FI520	HON882LS lateral file drawer	GC
00200FI560	VANGUARD SCBA WITH AIR SWITCH COMPLETE	GC
00200FL680	Renovation of Anesthesiology Lounge UH E123	OS
00200FL683	Installation of new flooring UH F Yellow hallway	OS
00200FL724	760-0047 - Biologic Duo Flow System	GC
00200FR200	Forma Model 7450 CryoMed Freezer, LN2	OS
00200GE520	Savant Model SG210DR-115 Speedgel System	OS
00200GE600	Honda Generator #EB-3000cKAG	GC
00200HE089	Product # 0215-624-00,Coherent Heat Exchanger	GC
00200HE090	HVAC ITEMS	GC
00200HO580	15338-53 150 D DIGITL SONIFIR 1/8 MIC	GC
00200HO642	HMLAB028-8" fume hood-Dr. Zhang Lab 376	GC
00200IC190	Manitowac Ice Machine (Provides 870 LBS/ICE 24 hrs	GC
00200IL560	Streamliner Illuminator 6 over 6 recessed	GC
00200IM020	8001E Image Eraser	GC
00200IM030	Cat # 63-0034-89 Mounted, GP20x25Screen & Cassette	GC
00200IN150	Forma Model 3120 - HEPA filtered single chamber	OS
00200IN480	37772-02 Injector for LB960 Centro Luminometer	GC
00200IS680	64-1424 SIU-102 Stimulus Isolator	GC
00200KN400	Food Slicer Globe Model # 3850 two speed auto-	GC
00200LA110	Professional field testing services for equipment	OS
00200LA200	****quote# Q-40010****	GC
00200LA590	Kidak Ektagraphic III AMT/no lens	GC
00200LA591	PART #010066 neoBLUE LED PHOTOTHERAPY KIGHTS	GC
00200LA820	#W010-BS-1-BS WuScope package II	GC
00200LA850	Cat. No. FV-FURM Single Mode Optical fiber with	GC
00200LE150	Tracey Lectern 24X18X48,Vessel Oak laminate	GC
00200LI330	206014000 - Sure Light	GC
00200LI331	Quote# 040223-3 90-0091 Xcite 120 iris 1.5M light	GC
00200LI332	#00-9300XSP-T XENON LIGHT SOURCE 300 WATT	GC
00200LI333	#UPGRADE OF OH-1 XENON LIGHT SOURCE	GC
00200LO140	MODEL #CP968353 DOUBLE TIER LOCKERS W/LEGS	GC
00200MA610	SK 1000 Deluxe Skeleton reproduction	GC
00200ME870	#33500-140 Conducting meter	GC
00200MI050	165-2100,Micropulser Electroporator	GC
00200MI152	GENios Microplate Reader - FL	GC
00200MI153	AN-130BP Basic Package	GC
00200MI154	Cat # 11-992-89 Spectroline MicroProc Contr UV Cro	GC
00200MI156	#MCIPPWIN, Image Pro + Software Ver. 5 USB Dongle	GC
00200MI158	Leica RM2255 Motorized Rotary Microtome	GC
00200MI821	ROLLER	GC
00200MI970	13272-264, ACCUPOWER 500, VWR 120V 60HZ 031502-	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
00200MO610	1420-8090; Victor PC GX 260; 15" LCD flat screen;	GC
00200MO611	Model 8554 Q-Trak IAQ Monitor with CO	OS
00200MO613	MP70 OR Monitor	GC
00200MO614	Apple Studio Display (17" flat panel) #M7649ZM/B	GC
00200MO910	3355-059 - PLANM Intraoral X-Rays	GC
00200OF300	FO-4650 Plain Paper Laser Fax	GC
00200OP880	#71641 Welch Allyn Otoscope/Ophthalmoscope	GC
00200OS580	12827-7 Micro-Osmette Model 5004	OS
00200OV241	I-5211-DHS,Hybridization Oven w/shaker built-in	GC
00200OV242	Microwave Oven Amana Commercial Product # HDC12A	GC
00200OX420	8765NPB-40 - Pluse Oximeter Hand Held Model	OS
00200PA130	9519-0294, external pacemaker	GC
00200PA810	Provide preliminary parking deck planning services	OS
00200PA823	Secretarial Workstation (furnishED & installED)	GC
00200PH702	Beckman***** Quote VBQ-1446685	GC
00200PI730	Plumbing	OS
00200PI732	Laboratory Equipment	GC
00200PL070	2 bronze dedication plaques	GC
00200PO960	0582-75L - Power Table w/ Foot Control	GC
00200PR430	OFFICE EQUIPMENT	GC
00200PR640	Site-Rite IV TWO Probe System	GC
00200PR642	M-110S, Small Volume Microfluidizer Processor	GC
00200PR650	NEC LT 170	GC
00200PR660	1 Power Point Projector - # IFSX1- \$1,438.38	GC
00200PU590	Savant Vacuum Pump Model VLP80-115	OS
00200PU591	14-831-1-Single-Syringe Infusion Pump	GC
00200PU593	VACUUM PUMP	GC
00200PU600	HAND PUNCHER	GC
00200RA170	3 Portable radios ADMC 122 Zone 5	GC
00200RA171	M44GRC90C2-A Motorola GR1225 Repeater Station	GC
00200RE150	42480-000 DASH 4U FOUR CH RECORDER	GC
00200RE151	Thermo Forma Model 201249 Inkless Temperature	OS
00200RE153	Primera Bravo DVD-R PMA-62703-4X Item # 458982	GC
00200RE312	Model # 1-RSG-48-BCH Refrigerator	GC
00200RE314	#55703-076, VWR REFRIG GEN LG CAP 21.0CF	GC
00200RE315	b. Under the Counter Refrigerator - Marvel White	GC
00200RE340	PART #6705-1251-907 INTERMITTENT/CONTUN	GC
00200RE400	work surfaces with 4" backsplash sink cut out, ea	GC
00200RE850	Cat #494237 MSA Optimaire-6A PAPR small	GC
00200RO700	022637207, FA Rotor 6x85ml	GC
00200SA560	VEHICULAR PARTS AND REPAIR	OS
00200SA960	#4107-000-000 RECIP/STERNUM SAW	GC
00200SC051	# 6855 Detecto Portable high capacity Scale	GC
00200SC053	#6002 WHEELCHAIR SCALE	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
00200SC059	USB PowerMic with Scanner with Holder	GC
00200SC062	Kodak 7520D	GC
00200SC063	AR651P3-Network Scanning Kit	GC
00200SE200	7007-0001-01-siesta sleep sensor kit	GC
00200SH050	S1000 Gyro twister GX-1000 3D shaker, 30x30cm	GC
00200SH230	Static Letter Depth & X Ray Shelving	GC
00200SI590	MPS450W/CO, patient simulator w/cardiac output	GC
00200SL390	Food Slicer Globe Model # 3850 Two speed	GC
00200SN720	Snow Cab #107-3814	GC
00200SO290	659-3 Carolina Amico Sofa	GC
00200SO310	Software upgrade on 11 Datex Ohmeda Anesth.machine	GC
00200SO600	CAT#15-338-53-MDL 100 Sonicator Sonic Dismembrater	GC
00200SP200	CAT. #MISC-MS (OPTON-20963) PROMASS	GC
00200SP201	DU 640 Kinetics Package (VWR) Quote#513872	GC
00200SP250	#88-5920 ENDOPLASTIC SCOPE 5MM 30DEG	GC
00200SP470	313100-WSU PDS Koko Spirometer and Software	GC
00200SP790	CAT# 7785-D1502-Two position Bell stir magnetic	GC
00200SP800	GROUNDS SERVICES	OS
00200ST040	LH750 UPGRAD SLIDE MAKER/SLIDE STAINER	GC
00200ST060	1567 Hausmann Straight Staircase	GC
00200ST272	Loading Car, transfer carriage and track assembly	GC
00200ST440	Std UMDNJ Ergo lab stool # BL1300-660N Black Vinyl	GC
00200ST790	MODEL 5050 STRETCHER CHAIR - PINK	GC
00200SU800	PROD. #018080001D PRISMA SYSTEM (NEW) CVVH	GC
00200TA110	L-shaped Autopsy Table (VAT1)	GC
00200TA111	Hydraulic Pump Table	GC
00200TA112	HM950C388R;UTLTY Table	GC
00200TA114	Work Table open front cab Model #11CBT-24	GC
00200TA116	SLMA03-001 Slit Lamp BC 900 Table	GC
00200TA117	589-302 88x48 dining table with two 21" leaves.	GC
00200TE520	FO-4400 Sharp Plain Paper Laser Fax	GC
00200TE523	Therma Forma Model 400047 Sensaphone telephone	OS
00200TE533	LC75 - LINAC Collimator, size 7.5mm	GC
00200TI570	Handpunch 2000 Reader, Intradepartmental time cloc	GC
00200TI860	Tissue-Tek? Vacuum Infiltration Processor 5	GC
00200TO690	700-027 FAVORIT WITH 0.L8 MM TOOLS & 1000 RIVETS	GC
00200TR012	#88-6110 DIAMOND FLEX RETRACTOR 80MM	GC
00200TR064	PANUF890 - Panasonic Fax	GC
00200TR190	Vision Upright 3600 HRT Commercial	GC
00200TR910	LIFT	GC
00200TR913	2003 or 2004 Mini Van 7 Passenger	GC
00200TY730	Typewriter AE740 w/memory & display	GC
00200UL900	Chattanooga Vectra four channel combination	GC
00200UR640	#5134K0011 URODYN 1000 W/TRANSDUCER	GC
00200VA150	01016A FM2000 20" Polisher	GC
00200VE620	2202EN Cross Vent 2 w/Neonatal Pneumotach	GC
00200VI050	Furnish and Install Stainless Steel Bottle Filler	GC
00200VI860	Provide Sign Planning to include but not limited	GC
00200WA544	BUILDING SERVICES	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
00200WA810	MODEL #7922MS BLICKMAN WARMING CABINET W/SS	GC
00200WA840	#KC78005P 7800 CART WASHER, 36WX78H,112"D	GC
00200WA843	#WPGT9350CWW:WASHER HARMONY	GC
00200WA870	30 Lite Pe Reservoir	GC
00200WA872	Rios 8 20V/60HZ	GC
00200WO800	WORKSTATION(see quote#15582)	GC
00200XR090	DIXI2 Sensor System Size B2 PLANM FE000299	GC
0100800000	CONSTRUCTION SUPPLIES	GC
01038	Duct Installation	OS
0103800000	CMP4, Micro spotting pins	GC
01041	QRTS554 4'X3' COMBO CORK/MARK N WIPE BD PG 326	GC
0104100000		GC
0105900000	628-3680, Lower Block assembly for 3100 Gen Analyz	GC
01075	BUILDER'S SUPPLIES	GC
0107500000	PAINTING SUPPLIES	GC
0107800000	#200-241 ACRA CUT 14MM DGRI P/C	GC
01084	#272200 1 1/2 inch tubing	GC
0150600000	Quote#008067 - Inkrollers PN 30-0518-0103	GC
0151500000	(214303-52) calmodulin affinity resin-10ml	GC
01520	Standing Order-for service as needed;	OS
0152000000	3470-424 - Chemical Indicator Strips	GC
01538	Fuser	GC
0155500000	ITEM #UPP-110HD SONY H.D. PRINTING PAPER	GC
01580	Alternate Record forms (PKG OF 25)	GC
019406400		GC
02500	AIR COMPRESSORS AND ACCESSORIES	GC
02530	STANDING ORDER: DELIVERY OF	OS
02560	ML4085CS THICK-IT	GC
0256000000	Kit: 57-445 Clear-Pb Compensat FilterDlx	GC
0258500000	Motors, Air Compressor	GC
03100	MISCELLANEOUS PRODUCTS	GC
0310000000	HVAC ITEMS	GC
03103	Air Conditioners: Commercial, and Parts and Access	GC
0310300000	MISCELLANEOUS EQUIPMENT	GC
03104	Annual Maintenance Contract	OS
03105	Miscellaneous Services	OS
03106	AIR CONDITIONING, HEATING, AND VENTILATING:	GC
03110	MISCELLANEOUS ITEM	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
0311000000	INSTALL NEGATIVE AIR MACHINE	GC
03111	OIL	GC
0311600000	CS-W7S CIRON SEAL PC	GC
03118	Cooling Fan # I-5611-488	GC
0311800000	/t-stat/53DFS250-FF	GC
03125	10-14007, switch	GC
0312700000	HVAC ITEMS	GC
03128	COOLIING TOWER SUPPLIES	GC
03134	Dust mite allergen analysis	OS
03141	ELECTRICAL EQUIPMENT	GC
03145	Filters, Air Conditioning/Furnace (Disposable Type	GC
0314500000	Filters, Air Conditioning/Furnace (Disposable Type	GC
03149	SF C1PU Swine restraint hammock for 25-35 kg swine	GC
0314900000	760175 REPLACEMENT HEPA FILTER	GC
0315700000	Repairs on hot water heaters B-Level D/S	OS
03165	156-013 HEATING ELEMENT FOR PORTABLE STEAMER	GC
0316500000	K292010-0000 #292010 apparatus	GC
03174	Rush (UNIJET II)	GC
03187	Inspection, testing & certification of Med gas sys	OS
0318700000	HVAC ITEM	GC
0318900000	58001 Thermometer Pro 3000	GC
03195	Induction Chamber (small), Model IC6X4	GC
0319500000	# 00-325 Special Jet Ventilator with P-242 connect	GC
03197	Cat.#HAPF-97, Carbon filter	GC
03700	\$5 GIFT CERTIFICATES	GC
0370000000	02864 Cards EZC	GC
03723	75 personalized holiday cards for colleagues	GC
0372300000	Standing Order for Greeting Cards	GC
03734	Tent 20' x 40 white tent	GC
0373400000	PARTY TENT RENTALS FOR STOP	GC
03739	#B770 BUBBLE TOOBS MINIS	GC
0373900000	#WRF67081 The Solution Ball	GC
03752		OS
0375200000	promotional items race for the cure 2003	GC
03778	Screen set-up charge for front & back	GC
0377800000	Set up charge for venice pens	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
03784	STANDING ORDER FOR MISC SUPPLIES FOR	GC
0378400000	Finding nemo nemo	GC
04000	Standing order for purchase pig eyes	GC
0400000000	#NZ-0708PM- Rabbit/ NZW	GC
0400200000	Shipping Box	OS
04003	STANDING ORDER FOR CUSTOM ANIMAL JACKETS	GC
0400300000	Standing order for various animal supplies	GC
0400400000	#00-391 Aluminun tube tree	GC
0400800000	HH35MB-F Flip Up Cage Card Holder	GC
0400900000	CAT-DOMESTIC-2-4 KGS FEMALES	GC
04030	DOGS-COONHOUNDS 48-53 POUNDS	GC
0403000000	SWINE =YORKSHIRE 45 -50KGS-MALES	GC
04040	SALAMANDERS-LARVAL 6-8 INCHES M/F	GC
04042	service&supplies for salt water fish tank	OS
04076	Standing Order for the Purchase of Newborn Pigs	GC
04087	RAT-ZUCKER LEAN 11-12WKS MALE	GC
0408700000	Container charges for rat shipment	GC
04091	DJ	OS
04500	MODEL NO 75F-FREEZER-WHITE BRAND U LINE CORP.	GC
0450000000	#S2025-M Drive motor for HYB oven	GC
0451200000	Standing order for small appliance and supplies	GC
0452400000	Dishwasher for MICA Group Home	GC
0453000000	AS-3018SM--FG-30 x 18 Fit Addl. Selv Silv.	GC
0455200000	GE MODEL #JE1160WD MICROWAVE	GC
04566	#FUM 21 FREEZER	GC
0456600000	Maytag Refrigerator, White, 18.6 cu. ft.,	GC
0457800000	JANITORIAL SUPPLIES	GC
04594	STANDING ORDER FOR REPAIRS OF OUR WASHER &	OS
05000	Standing Order for Graphic Art Supplies	GC
05030	NYLON CLOTH	GC
05040	LANDSCAPING SUPPLIES	GC
05050	Standing Order for Engraving supplies	GC
05060		OS
0506000000	NJ5607BMGAZXXP1 - Prestige Frame	GC
05208	Assorted Ceramics, Gift Items	GC
05216	Drawing Services for a cartoon used in Safe School	OS
05224	***CONFIRMING***CHROME PHOTOMASK	GC
05256	Mural for Eric B. Chandler Health Center	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
05264	Expenses for Photography Services	OS
0526400000	STANDING ORDER FOR PHOTOGRAPHIC SERVICE,	OS
05272	poster 90x42/ call with PO we will order	GC
0527200000	#WH41 Women History Poster	GC
05500	Q26-395-Y6 MECHANICAL OIL SEALS	GC
06000	MECHANICAL REPAIR ON EMS VEHICLES.FY01	OS
0602300000		GC
06050	standing order for flat bed towing services for	OS
06057	SNOW EQUIPMENT REPAIR & PARTS. FY03	OS
0605700000	MECHANICAL REPAIRS ON EMS VEHICLES FY2004	OS
06500	emergency repairs to camden ems fleet vehicle #201	OS
07000	PURCHASE ORDER TO COVER THE COST OF TOWING	OS
07006	2002 DODGE BRIGHT SILVER DODGE DURANGE 4.7LV8	GC
07093	578-04-014821-2001 WINDSTAR LX WAGON-FRONT	GC
07-200 127		GC
07500		OS
07502	Standing Order to cover alarm system in 111054	GC
07506	ONBP-607, BATTERY	GC
07519	5794411130 #5701 WYPALL WIPER WHITE 12X14,56/BX,	GC
0753800000	47727-658 Handystep Electronic Battery	GC
07546	MODEL C20-14-16- HANNAY STORAGE REEL	GC
0754900000	#20150166 Main board	GC
07560	FY03 Clean/ polish brass doors NJDS Plaza Entrance	GC
07566	Semi annual cleaning of statues DOC / NJDS	GC
0756900000	Horizon Navigate System	GC
07581	TIRE REPLACEMENT	GC
08000	DIPLOMA COVERS- EMBASSADOR ROYAL BLUE	GC
08010	Burgandy & White Badges	GC
0801000000	4B366HB-Medical Hero Badges	GC
0803500000	2004-2005 NEW HIRE HOUSESTAFF NAME PINS	GC
08050	DOOR & EMPLOYEE NAME PLATE SIGN	GC
08057	Single Gold Filled Pins, Dome-Black Finish Satin E	GC
0807500000	Ear Tags	GC
08078	PLAQUES	GC
0807800000	Crystal Awards for General Faculty Mtg	GC
085-768200	Cable Isobox Digiplex 15m/9F Cart	GC
085-768302	Cable Patient 25'	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
08-772-8		GC
1	Histology Services Provided	PS
1000000000	PLUMBING SUPPLIES	GC
10005	Boxes, Crates, Baskets, etc. (For Fresh Fruits and	GC
1000500000	Flip top box #5106 #42 Dram	GC
10006	Containers, Plastic (All Purpose)	GC
1000600000	ITEM #AUC-2KD HIGH DENSITY UTILITY CART	GC
10007	Containers, Recycling	GC
1000800000	Drums for OKIDATA-Model 5300 w/meg memory board	OS
1003100000	Hazardous Waste: Packing, disposal (all campuses)	OS
1003700000	Part#30288IMP-Bioterrorism threat	GC
10056	Recycled Containers, All Types	GC
10057	Repair Supplies and Equipment for all Types of Con	OS
1005700000	Quote #CQ_701_1384, Instrument Service Agreement	GC
10200	Massage Chair & Sturnum Pad,Includes Ship.&Hand.	GC
11500	BIOCHEMICALS, RESEARCH	PS
11501	Lab recigents Miscellaneous Standing PO#request	GC
1150100000	Standing Order for frequently needed lab supplies.	GC
11505	Biochemical Reagents and Tests: Antibiotic Assays,	GC
1150500000	(18249) DNA-NPR, 2.5um,nonporous,4.6x75mm	GC
11510	Biochemicals: Amino Acids, Enzymes, Nucleotides, P	GC
1151000000	403972-450ML Bana Smoo Re Cat	GC
11512	Blood Fractions (Not for Human Use): Antigens, Ant	GC
11515	Chemicals, Isotopically Labeled (With Deuterium, R	GC
11519	Culture Media, Prepared (For Microbial Cultures Se	GC
11570	Research Diets, Special Purpose (For Experimental	GC
1157000000	13 kg - Custom diets	GC
12043	1/8 th Tab cut 8 Mylar Tabs, 2 hole spot mylar	GC
121004	Service Agreement	GC
1220-2100	Clio Stackable Conf. Chair w/open arms #N94F40	GC
1312-A10	1535116-Heat Seal Pouch #NE515-Steris	GC
13552	Stone Products, Fabricated	GC
1355500000	10485 ANCHOR	GC
14021	Caps, Handle, Whisk Broom	GC
1452000000	Spare 2216/30 Minute Carbon Cylin-124001	GC
14530	Glue	GC
1454538000	Paint and Varnish Removing Equipment	GC
1457500000	Central Operating Wire - Part # COW	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
15000	BUILDER'S SUPPLIES	GC
15002	Adhesives, Bonding Agents and Cement Antifreeze	GC
15008	Cabinets, Counters, Shelves, etc., Ready-Made	GC
1500800000	Cabinet	GC
15009	Casement Window Hardware: Latches, Operators, and	GC
15012	Cement and Plaster Mixes, Sacked (LTL Quantities)	GC
15016	Curing Mixtures, All Types (For Curing Concrete)	GC
15020	Door Openers and Parts, Electric	GC
15021	Doors, Aluminum and Glass, All Types	GC
1502100000	Automatic Sliding Glass Door	GC
15023	Doors and Parts, Automatic, Drive-Through Type, et	GC
1502300000	Doors and Parts, Automatic, Drive-Through Type, et	GC
1502400000	AUTOMATIC DOOR SERVICES	OS
15025	Doors, Frames, and Jambs, Steel	GC
1502500000	BUILDING SUPPLIES	GC
15027	Doors, Frames, and Jambs, Wood	GC
1503300000	DRYWALL SCREWS	GC
1505300000	7779032-Comply Steam Chem. Integrator #1243A	GC
15056	Partitions, Office, Metal and Glass, Custom-Made	GC
15059	Pole, Post and Pipe Setting Compounds	GC
1505900000	PART NUMBER 6600-0851-800 ROTATING IV POLE	GC
15092	Windows, Frames, and Sashes, Aluminum	GC
15100	(m02075) SPG RNA Polymerase 400 u	GC
160673385	#357BQMRLN Standard Laboratory Notebook, Blue	GC
16500	CAFETERIA AND KITCHEN EQUIPMENT, COMMERCIAL	GC
1650000000	COFFEE and SUPPLIES	GC
16505	Cabinets, Counters, Stands, Tables, etc.	GC
1650500000	CAT #P7-51511 STEP-ON WASTE CONTAINERS	GC
16515	Coffeemakers, Hot Water Dispensers, Urn Bags and F	GC
16526	Dish Trucks and Tote Boxes	GC
1652900000	GE Built in Dishwasher Model#GSD6200GWW Camden	GC
1653300000	8 oz coffee mugs	GC
1653400000	Barnstead remote dispenser	GC
1654100000	FILTERS	GC
1656000000	GE Microwave 1.0 cu ft JES01039W	GC
1656800000	11-678-29E - Inventory Rack for Revco Freezer	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
16570	Racks, Utensil and Pastry: Aluminum, Chrome, and S	GC
1658500000	PJ02- PRIMATE JACKET 3.5-5 KG	GC
1659400000	Cross Vent 4 with Blender - 4400 B for Critical	GC
17-0459-09		GC
17-0891-02		GC
17500	CHEMICAL LABORATORY EQUIPMENT AND SUPPLIES	GC
1750000000		GC
17501	BLANKET ORDER -L140 Entero VU -Baruim Sulphate	GC
1750100000	STANDING ORDER TO COVER	GC
17503	Aprons and Gloves, Laboratory: Plastic, Rubber, et	OS
1750300000	Size 6.5 Multiflex latex gloves	GC
1750800000	11379-146, Adventurer Pro 210 g balance	GC
1751000000	CAT #HR3-140, PLATES	GC
1751100000	130-090-859, CD8+ T cell, iso kit, mouse	GC
17513	Chemicals, Laboratory (ACS, CP, Practical, Reagent	GC
1751300000	SF94-4 Formalde-Fresh Solution	GC
17514	Chromatography Supplies: Developing Tanks, Columns	GC
17515	Cleaning Equipment and Supplies, Laboratory	OS
1751500000	Cleaning of Microscopes for PA Program	OS
17517	Containers (For Liquefied or Compressed Gases), La	GC
1751700000	standing order	GC
17519	Crushers and Grinders (Metal and Stoneware): Ball	GC
17524	Dishes, Evaporating and Other Metal Vessels (For P	GC
1752400000	#3907 MINI WHITE VESSEL LOOPS P/C	GC
17527	Electrode Sensing Meters and Electrodes: Dissolved	GC
1752700000	Gold cup electrodes yellow 152	GC
17528	Electrophoresis Supplies: Gel Materials, Plates, S	GC
17532	Filtering Apparatus and Filters (For Liquids)	GC
1753200000	Hepa Filter for Model 3110/Cat #760175	GC
1754000000	NMDA 50 mg	GC
17542	Glassware, Laboratory (Stock Only)	GC
1754200000	12-548-5E FF Cover Glass#1 50 x 22mm	GC
17546	HOLDERS, Glass Tube	GC
1754700000	Botox, 100 unit vial	GC
17554	Laboratory Supplies: Asbestos Squares, Corks, File	OS
1755400000	Model CI-47 / 100 Carbon Impregnated Filters	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
17562	Papers, Laboratory	OS
1756200000	Filter Paper WH 40 11 cm, cat# 09845D	GC
17565	pH Buffer Solutions, Indicators, and Papers	GC
1756500000	fluorescein 2% ophthalmic solution 5ml	GC
17567	Pipetters and Dispensers	GC
1756700000	20-300 pipette cat # 21-378-91	GC
17568	Plastic Ware, All Types	GC
1756800000	#7411277 No stick coverslips	GC
17570	Porcelain Ware, All Types	GC
17574	Reagents and Chemicals, Ultrapure (Meeting Higher	GC
175740000	N808-0127, Random Hexamers, 0.1ml	GC
1757400000	596080 INNER CANNULA	GC
17575	Refractometers	GC
17580	Stainless Steel Ware, All Kinds	GC
17582	Stirrers, Blenders, Homogenizers, and Shakers	GC
1758200000	47751-126, STIRRER, CERAMIC TOP 7.5" 120V, S131125	GC
17585	Syringes, Laboratory, Manual and Automatic	GC
1758500000	18900-058 Repeating Syringe PD-Tip 1.25ml	GC
1758700000	15-041-5D -20/150C nonmercury thermometer	GC
17589	Tubing, Plastic, All Types	OS
1758900000	#1523067 NEURO TIPS SELECTOR P/C	GC
17590	Tubing, Rubber, All Types	OS
17595	Water Purification Apparatus and Treatments (For D	GC
1759500000	ZWFL2INST Installation Milli-Q	OS
18000	CHEMICAL RAW MATERIALS (IN LARGE QUANTITIES	GC
18004	Acids, Inorganic: Hydrochloric, Phosphoric, Sulfur	GC
18008	Alcohols	GC
18014	Antioxidants	GC
18036	Chlorine Carriers, Inorganic and Organic	GC
18084	Silicates	GC
1850000000	JANITORIAL SUPPLIES	GC
19018	Acids, Mineral: Boric, Hydrobromic, Hydrochloric,	GC
1902500000	1185-068 - Alcohol ISO	GC
1903600000	Cat.#NP0005, NuPAGE Antioxidant 15ml	GC
1908000000	#6768001 Cytospin coll. fluid (4L.)	GC
19218-GC-M		GC
19246	Ice and Snow Removal Chemicals (See 775-45 for Roa	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
19300	CLINICAL LABORATORY REAGENTS AND TESTS	GC
1930000000	Cat# 14185-052 500ml	GC
19301	standing order - calibration - radiation meters	GC
1930100000	Standing Order for Radioactive & Non-Radioactive	GC
19308	Blood Chemistry and Hematology Controls and Refere	GC
1930800000	CLINICAL LABORATORY REAGENTS AND TESTS	GC
19312	Blood Chemistry and Hematology Reagents and Suppli	GC
19314	Blood Chemistry Reagents and Tests, Nonautomated (GC
1931400000	CLINICAL LABORATORY REAGENTS AND TESTS	GC
19318	Blood Coagulation Reagents and Controls (For Fibri	GC
1931800000	RH Immune Globulin, Cat# 780715	GC
19322	Blood Fractions (For Grouping, Typing, and Diagnos	GC
19326	Blood Grouping and Typing Reagents: Antibody Poten	GC
1932600000	#69522-3 T7 Taq monoclonal antibody	GC
19336	Diagnostic Reagents and Supplies (For Automated Ch	GC
1933600000	CLINICAL LABORATORY REAGENTS AND TESTS	GC
19340	Diagnostic Reagents and Tests (For Diseases, Pregn	GC
1934000000	68812 - Accu-Chek Active Strips	GC
1934029000	CAT #600140 - NATIVE PFU DNA POLYMERASE (1000U)	GC
19348	Drug Assay and Screening Test Kits (Except Radioim	GC
19366	Nuclear Medicine Test Kits	GC
1936600000	70000831; Vacuum Pump kit 110 V ; Quote# 20081315	GC
19380	Radioactive Diagnostic Reagents	GC
1938000000	ART-121 sodium borohydride,3H, 25 mCi.	GC
1938400000	CAT #HR2-108, SALT RX KIT	GC
19388	Test (For Examination of Other Body Fluids, Wastes	PS
19394	Urinalysis Reagents and Tests (For Albumin, Bile,	GC
19397	X-Ray Contrast Media: Barium, Sulfate, Dyes, etc.	GC
1939700000	140 J OMNISCAN 20ML	GC
19500	CLOCKS, TIMERS, WATCHES, AND JEWELERS' AND	GC
19508	Alarm Clocks, Electric and Spring	GC
19550	Program Clocks, Bells, Lights, and Chimes	GC
1956000000	14-649-14 Timer/Stopwatch	GC
1956700000	EPR TIME CARDS #100-125	GC
19568	Time Clocks and Recorders, Accessories, and Parts	GC
1956800000	World Time Clocks	GC
19574	Timers, Interval; Accessories, and Parts (Not Phot	GC
19580	Wall Clocks, Battery	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
19583	Wall Clocks, Electric	GC
19585	Watches: Pocket, Wrist, etc.	GC
1-S402	CAT 9030-36-D47, Microprobe F# 1.5 36" for rats	GC
2	x-vivi 15 w/o gent/Ph-red 04744Q	GC
20000	CLOTHING, ATHLETIC, CASUAL, DRESS, UNIFORM,	GC
2000000000	Fleece jackets with logo	GC
20006	ECLWVK VEST AND KIT X-LG SF	GC
20007	H131821015 - 10x15 Clavies Bags	GC
20012	606 PREMATURE BABY HATS COLOR PINK	GC
2001200000	TCS-0803 .2ML OPTICAL, FLAT STRIP CAPS, 120	GC
20018	WHITE SHORT COAT 40" CHEST T DELUXE COAT	GC
2001800000	Fleece jackets with logo	GC
2002100000	Monogram-Doctor's name and Department	GC
2002700000	11-390-1-C Safeskin Latex Powder-free exam gloves,	GC
20033	VM LOGO	GC
20040	Unisex Scrub Tops-Hunter Green-Sz Medium	GC
2004000000	Coat Staff Disposable Valuecare w/Knit Cuff:	GC
20041	30 size large Hunter scrub sets	GC
2004100000	FY05 STANDING ORDER - CINTAS CORP	GC
20045	COMPACT UMBRELLAS, BURGUNDY WITH WHITE	GC
20051	DOCTOR GOWNS (FACULTY)	GC
2005100000	CAPS & GOWNS	GC
20056	Recycled Clothing	GC
2005600000	Henley Shirt 2102A (UMDNJ #'s 1-30)	GC
20057	White Outer Banks #5011 Ring-spun Cotton Stf Shirt	GC
20072	UNIFORM FOR 25 FTE FOR MAIL SERVICES FY03	GC
2007200000	#482-Size 48 - David Shusterman, M.D.	GC
20075	Equi Guards	GC
2007500000	Department Patch (sewn & sealed) I-DI	GC
2008200000	Lee 9.5 oz Hvywt Full Zip Hooded - 71064 Grey	GC
20400	COMPUTER HARDWARE AND PERIPHERALS FOR	GC
2040000000	Additional Workstation	GC
20413	Cables: Printer, Disk, Network, etc.	OS
2041300000	50045869; Parallel printer cable F2A046-10	GC
20414	Cameras, Digital, For Windows (Including Liquid Cr	GC
2041400000	2391A001 CANNON-OFF CAMERA SHOE CORD	GC
20416	Chips: Accelerator, Graphics, Math Co-Processor, M	GC
20419	Communication Boards: Fax, Modem (Internal), etc.	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
2041900000	Internet Modem	GC
20420	Communication Control Units: Concentrators, Multip	GC
20424	Controllers, Programmable: Industrial Control Devi	GC
20428	Data Entry and Remote Job Entry Devices, Voice Act	GC
2042800000	Setup Fee - Data Entry for the Rehab. Study Survey	OS
20433	Drives, Compact Disk (CD ROM, etc.)	GC
2043300000	89231D Network + on CDRoms	GC
2043348000	CD ROM of RD -500X \$ 2.56	OS
20434	Drives, Floppy Disk	GC
20435	Drives, Hard/Fixed Disk	GC
2043500000	Quote # 1894777 - DIAVOOF D/41JCT-LS Assembly	GC
20442	Expansion/Accelerator Boards: Hard Drive Controlle	GC
2044200000	cruzer-mini usb flash drive 512mb #4830669	GC
20446	Imaging Systems, Microcomputer	OS
2044600000	RC-26GLP IMAGING/RECORDING CHAMBER 64-0236	GC
20448	Keyboards	GC
2044800000	2044800000 2key-43 Keynetixs keyboards	GC
20453	Microcomputers, Desktop or Towerbased	OS
2045300000	Cat. No. 1387782 - Tungsten E Palm handheld	GC
20454	Microcomputers, Handheld, Laptop, and Notebook	OS
20460	Monitors, Color and Monochrome (CGA, VGA, SVGA, et	GC
2046000000	CCP03000, monitor display assembly	GC
20474	Printer Sharing Devices	GC
20475	Printers, Dot Matrix	GC
2047500000	HPDJ 6122 TKC43998	GC
20476	Printers, Inkjet	GC
2047600000	1939-360 - Printer for M-9 & M-11	GC
20477	Printers, Laser	GC
2047700000	1939-360 - M11 Printer	GC
2047800000	ZEBRA S600-101-00000 Barcode Printer	GC
20480	Printers, Thermal	GC
20484	Retrieval Systems, Computer Assisted: Indexing, Re	GC
20488	Scanners, Document: Handheld, Desktop and High Vol	GC
2048800000	Epson Perfection 1670 scanner	GC
2049600000	MFES30-End Panel Supported, 30X27 Smoke (Trans)	GC
20600	COMPUTER HARDWARE AND PERIPHERALS FOR MINI	GC
2060000000	#511657 Kingston 1GB Module Kit	GC
20614	Cables: Printer, Disk, Network, etc.	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
2061400000	SC2 SRL CONNECT CABLE 2.0m AT NO CHARGE	GC
20617	Chips: Accelerator, Graphics, Math Co-Processor, M	GC
20620	Communication Boards: Fax, Modem (Internal), Netwo	GC
20625	Computer Systems, Digital	GC
20626	Computer Maintenance	OS
2062600000	Powerscribe Maintenance Agreement	OS
20627	Computer Systems, Laboratory Control	GC
2062700000	CFO-3220 COMPUTER-WINDOWS NT OPERATING	GC
20644	Drives: Compact Disk, ROM, etc.	GC
20651	Expansion/Accelerator Boards: Memory, Processor, e	GC
20656	Imaging Systems, Mini and Main Frame Computer	GC
20657	Keyboards	GC
2065700000	KEY31 KEYBOARD TRAY	GC
20661	Monitors, Color and Monochrome (CGA, VGA, SVGA, et	GC
20664	Network Components: Adapter Cards, Bridges, Connec	GC
2066400000	Cat#429600 ThinkPad MiniDock w/Power	GC
2066600000	Handheld LAN and Cable tester	GC
2067000000	1939-360 - Printer for M-11	GC
20671	Printers, Dot Matrix	GC
2067300000	HP Model #2230 Color Printer	GC
20674	Printers, Laser	GC
2067700000	170-8001 UV/WHT LT Conv Screen	GC
20684	Scanners, Document: Handheld, Desktop, and High Vo	GC
2068400000	ARNS3P1 scanning package with 10 user licenses	GC
20685	Scanners and Readers, Magnetic Strip	GC
20693	Terminals and CRTs: Data Processing Systems	GC
20700	COMPUTER ACCESSORIES AND SUPPLIES	GC
2070000000	Comp USA# 304288 Memorex CD-R 100.pk	GC
20701	STANDING ORDER FOR COMPUTER SUPPLIES	GC
2070100000	Computer Supplies, Standing Order	GC
20720	Braces: Monitor, PC's, CRT's, Desk Top Printers, e	GC
20725	Cleaners for Keyboards, Monitors, Tapes, Diskettes	GC
2072500000	IBM 3570 Cleaner Tapes	GC
20730	Compact Disks, ROM, etc.	GC
2073400000	HT-459330, Dust cover AX-Vert 100/135T	GC
2073700000	#ICON35 Deluze Nylon arry case w/tube sushion syst	GC
20742	Diskettes, Disk Packs, Floppy Diskettes, Labels, e	GC
2074200000	2.3GB capacity, 3.5" (90mm) MO disks	GC
20750	Forms, Charts, Templates, Rulers, etc.	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
2075000000	Cat # YD3015 Vineland Survey Form Record Booklets	GC
20755	Graphic Supplies for Plotters and Printer Plotters	GC
20760	Keyboard Dust Covers, Key Top Covers, Keyboard Dra	GC
2076000000	#DC917A - HP TOP LOAD LEATHER CASE	GC
20767	Power Supplies: Surge Protectors, Uninterruptible	GC
2076700000	Digital Power Surge	GC
20772	Printer Accessories and Supplies: Chemicals, Forms	GC
2077200000	Canon BCI-3EC Cyan Ink Tank, B&H#CABC13EC	GC
20773	Printer Repairs for department	OS
2077300000	Standing Order for printer repair	OS
20787	Tapes, Tape Cartridges, Tape Cassettes, Tape Reels	GC
2078700000	ITEM #FOND50 TONER CART. FOR SHARP 4400 FAX	GC
20800	COMPUTER SOFTWARE FOR MICROCOMPUTERS	GC
2080000000	Mach#7025- Feature 2913 Hard Drive	GC
20810	Accounting/Financial: Bookkeeping, Billing and Inv	PS
20820	Business Software, Misc.: Agenda, Labels, Mail Lis	GC
2082000000	File card share program for HOSPDBA # 235&391	GC
20827	Communications: Networking, Linking, etc.	OS
20830	Computer Aided Design and Vectorization Software	OS
20839	Desktop Publishing	OS
20840	Driver and Hardware Support Programs	GC
20844	E-Mail Software	GC
20845	Expert System Software	OS
2084500000	170-9705 MyCycler firmware Upgrade kit	GC
2085	#24900030 2.5MM HEX DRIVER	GC
20850	Graphics: Clip Art, Demos, Presentation, Slide Sho	GC
2085000000	CONSULTING SERVICES	PS
20853	Integrated Software	GC
2085300000	274555 CUSA 40PK BLK FLOPPY DISKS	GC
20858	Language Translation Software	GC
20866	Professional: Computer Training, Hospital/Pharmacy	PS
2086600000	Forane 100ml # 2444370	GC
20867	Programming: Basic, Assembler, Computer Assisted S	GC
2086800000	sublicensed software support	OS
20882	Scientific, Statistical, Engineering, Mathematical	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
20884	Spread Sheet Software	GC
20885	Surveying Systems Software	GC
20887	Tools, Programming and Case	GC
20900	COMPUTER SOFTWARE FOR MINI AND MAINFRAME	GC
2090000000	MDD010D900 MM Devnet Essentials Sub Box English	GC
20928	Communications: Networking, Linking, etc.	OS
20931	Computer Aided Design	OS
20941	Driver and Hardware Support Programs	GC
20946	Expert System Software	OS
20951	Graphics: Clip Art, Demos, Presentation, Slide Sho	GC
2096200000	Centronics Cable to Sparc (HD50)5'	GC
2096400000	Service Personnel	OS
2096700000	Quelicin IV (1x25)	GC
20968	Programming: Basic, Assembler, etc.	GC
20969	Project Management	OS
2096900000	Project Management	PS
20972	Purchasing Software	GC
20986	Surveying Systems Software	GC
20988	Tools, Programming and Case	GC
2100700000	13672-100 EMESIS BASINS	GC
2101100000	#80602528 FH25225 weight for 25mm filter	GC
21026	Concrete Support Items (Chairs, etc.)	GC
21031	Drains, Parts and Accessories	GC
2105500000	MISCELLANEOUS ITEM	GC
2107500000	Size 33A Certified 10PPM H2S balance in air	GC
21080	Ties and Anchors and Other Masonry Wall Reinforcem	GC
213066LPMC	D30003-ADJUSTABLE OPEN FRONT DESK	GC
22	CONTINENTAL BREAKFAST	OS
22015	Flow Controllers, Indicators, Calibrators, and Rec	GC
22018	Gauges: Altitude, Pressure, Profile, Temperature,	GC
2201800000		GC
2204300000	Parts # OBC-63-SIG MRI BIOPSEY POSITIONING DEVICE	GC
22054	Recorders and Plotters, General Laboratory Type (S	OS
2205400000	Partlow Chart Recorder	GC
22061	Sound Analysis Equipment and Accessories: Noise Me	GC
22072	Temperature Controllers, Indicators, and Recorders	GC
2207200000	#BI0-516 Temp control	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
22075	Transducers and Couplers	GC
2207500000	CAT 9059-D47, BP trasducer connecting cable	GC
222-401300	Microphone Omnidirectional	GC
22500	COOLERS, DRINKING WATER (WATER FOUNTAINS)	GC
22501	SUPPLY FOR DRINKING WATER FOR FISCAL YEAR	OS
2250100000	DI WATER SALT	GC
23000	ACCESS MAINTENANCE AND SUPPORT FOR IMPAC	OS
23000000	Annual Maintenance	OS
2300-9602	12.5 ul Filter tips 10 racks/case Ref# 7635	GC
23200	CRAFTS, GENERAL	GC
2402800000	57949-088 Spatula micro, stainless steel	GC
2406300000	Bld.Core SFTY 12" 23g - # 02664	GC
2406600000	E20 MULTI MEASUREMENT SERVER MT.	GC
2407000000	STANDING ORDER FOR THE FOLLOWING: Trayline	GC
24084	Silverware: Flatware, Tableware, etc.	GC
2409100000	Small wares UHC contract # CE-272	GC
24093	Storage Boxes, Food	GC
25530	Decals, Water Transfer Type (For Cigarette Machine	GC
2553000000	Standing Order for Lab Equipment	GC
26000	DENTAL EQUIPMENT AND SUPPLIES	GC
2600000000	Cp-4 Control panel vac/vac/air/ho	GC
26001	STANDING ORDER: VARIOUS LAB SUPPLIES	GC
2600100000	Standing Order-	PS
26002	Abrasives: Pumice, etc.	GC
2600200000	1030-297 - Crowns Nichro DLR3 VL5	GC
26007	Cabinets, Furniture, Sinks, etc., Dental	GC
2600700000	HON512P - 2-Drawer Verical File 510 Series	GC
26009	Casting, Filling, and Molding Materials: Artificia	GC
2600900000	Standing order to cover dental supplies for 111049	GC
26013	Ceramic Items: Jacket Crowns, Porcelain Inlays, Po	GC
26016	Chemicals, Cleaners, Lubricants, etc., Dental	GC
2601600000	62230k-Tyrian Spe	GC
26019	Containers, Dispensers, Trays, etc.	GC
26023	Crowns, Metal	GC
26026	Dental Units and Components: Chairs, Compressed Ai	GC
2602600000	3100-163 - ADEC Glove & Tissue Dispen	GC
26029	Dies, Forms, Molds, Patterns, etc., Dental	GC
2602900000	IMOSO Oral Surgery Sig. cassette Red	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
26031	Electrosurgery Units, Dental	GC
26036	Grinding and Polishing Implements: Burs, Cones, Cu	GC
2603600000	Esthetic Trim Carbides A603 BLUE	GC
26039	Heaters, Ovens, and Water Baths	GC
2603900000	service call to repair heater Voorhees Office	OS
26041	Implants, Dental, All Types	GC
2604100000	2000-VAL-10-11 Tikm Implant	GC
26046	Instruments and Devices (Endodontic, Orthodontic,	GC
2604600000	#326030 SPONGE FCP STR SERR 9"	GC
26049	Lamps and Lights, Dental: Operating, Ultraviolet,	GC
2604900000	2531-486 - Fuji XI GP Cap Ref Asst	GC
26054	Models, Manikins, and Instructional Aids	GC
2605600000	Pharmaceuticals:DTAP, Tubersol, IPOL	GC
2607200000	#40-1805 Meter with 202-002 scale	GC
26079	Sterilization Systems, Dental: Autoclaves, etc.	GC
2607900000	#4102-452-000 MINI STERILIZATION CASE	GC
26082	Sundries, Dental: Articulating Paper and Tape, Cot	GC
2608200000	same as above but medium	GC
26086	Syringes and Needles, Dental	GC
2608600000	BIC Grip Roller Pen (Burgundy)	GC
26096	X-Ray Equipment, Dental (For Chemicals and Film Se	GC
26500	DRAPERIES, CURTAINS, AND UPHOLSTERY MATERIAL	GC
2650000000	OFFICE EQUIPMENT ITEM	GC
26520	Curtains and Draperies	GC
2652000000	Corner Cubicle Curtains	GC
26544	Material, Upholstery (Fabric), Furniture and Auto	GC
2654400000	F3217-16X20 6 PK CANVAS PANEL	GC
2654600000	14 yards of vinyl -Current #5813	GC
26900	DRUGS AND PHARMACEUTICALS	GC
2690000000	STANDING ORDER-Ultane (Sevoflurane) 250ml #2167211	GC
26902	Anesthetics, Local	GC
26903	Antagonists, Heavy Metal	GC
26904	Antihistamine Drugs	GC
26908	Anti-infective Agents	GC
26916	Blood Derivatives	GC
26924	Cardiovascular Drugs	GC
2692400000	104676 Heparin 100 unit/30 ml, box	GC
2692427832	BAYTRIL TASTE TABS, 22.7 MG/100	GC
26928	Central Nervous System Agents	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
2692871410	BAYTRIL INJECTABLE SOLUTION, 22.7 MG/ML/20ML	GC
26932	Contraceptives	GC
2693200000	ORTHOCLONE OKT-3 AMPULES	GC
26936	Diagnostic Agents	GC
26952	Eye, Ear, Nose, and Throat Preparations	GC
2695200000	8150 VISUDYNE 15MG/ML	GC
26968	Hormones and Synthetic Substitutes	GC
26980	Serums, Toxoids, and Vaccines	GC
2698000000	CAT #100-125, LOT #A44108W, FETAL BOVINE SERUM	GC
26984	Skin and Mucous Membrane Agents	GC
2698400000	standing order for emla cream for 07/01/03 to	GC
26987	Therapeutic Agents, Unclassified	GC
27110	Anesthesia Sets, Specialized	GC
2711000000	Hot-Line	GC
27112	Blood Administration Sets	GC
27114	Blood Bank and Blood Transfusion Equipment: Collec	GC
2711400000	TRANSFER PACK # 4R2027	GC
27116	Blood Cell Processing and Storage Solutions	GC
27128	Diets, Complete, Liquid; and Liquid Food Supplemen	GC
27135	Filter Sets and In-Line Filters	GC
2713500000	#D510/50x excitation filter	GC
2714100000	ITEM #0217-5378-800 12" IV POLE	GC
27144	Infusion Solutions (For Organ Preservation, Such a	GC
2714400000	Ancillary Supplies/Home Infus	GC
27156	Irrigation Solutions and Sets	GC
2716300000	#80645278 Cleaning solution for IPGPHOR Stipholder	GC
27176	Premixed Pharmaceutical Solutions	GC
2717600000	ORTHOCLONE OKT-3 AMPULES	GC
2718000000	REF. #73120-080 8mm XLT DISTAL Xtension CUFFED	GC
2718400000	0000296 ALZET OSMOTIC PUMP MODEL 2002, CASE	OS
28000	ELECTRICAL CABLES AND WIRES (NOT ELECTRONIC)	GC
2800000000	ELECTRICAL SUPPLIES	GC
28016	Bare Cables and Wires: Type ACSR, Bare Copper, Bar	GC
2801600000	64-0106 CC-28 Cable Assembly	GC
28029	Communications Cable	GC
2802900000	EVNSL81-0040 40 ft patch cord blue	GC
28030	Control Cables and Wires, Solid and Stranded, Sing	GC
28040	Guy Wires and Cables: Guy Strand, SM, HS, EHS, etc	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
28500	ELECTRICAL EQUIPMENT AND SUPPLIES (EXCEPT	GC
2850000000	#2368G-2 extension mics, cabling	GC
28507	Bulb and Fixture, Changer/Remover	GC
2850700000	1460X Bulb	GC
28508	Bus Bars, Duct, and Accessories	OS
28510	Cable Accessories: Clamps, Clasps, Clips, Closures	GC
2851000000	S-201-97 SURGICAL CABLE	GC
2851900000	Storeroom supplies	GC
28527	Control Devices, Lighting (Including Photocells, M	GC
28531	Fluorescent Tube Crushers and Diposers	GC
2853700000	Generators, Portable, Engine Driven	GC
2853900000	Service contract FY04 full maintenance service	OS
28541	Hose, Protective Line	GC
28542	Insulation Materials and Insulators: Compounds, Va	GC
2854200000	Insulation Materials and Insulators: Compounds, Va	GC
28545	Lamps, Projector	GC
2854500000	Replacement Lamp for LCD (order already placed)	GC
28548	Lamps: Desk, Floor, and Table	GC
2854800000	NT307 27" triple column table lamp	GC
28550	Lamps: Fluorescent, Incandescent, Mercury Vapor, Q	GC
28551	Lamps: Scientific Instrument: Microscope, Oscillos	GC
2855100000	HT-A08120, Eke Lamp	GC
28553	Lens and Reflectors, Replacement	OS
2855300000	MT2000 Morgan Medi-Flow Lens	GC
28554	Lighting Fixtures, Indoor: All Kinds and Parts (In	GC
2855400000	EXR bulbs (for projector Ektagraphic III AMT proj	GC
2856000000	AEH-4EC AUTOCLAVE EXTEND CABLE	GC
2856100000	HR100 - Stadiometer	GC
28562	Meters, Indicating and Recording (Of Powerline Flu	GC
28568	Motors and Parts, Fractional H.P. Electric	GC
2857100000	#285315600 Motors, Air Compressor	GC
2857500000	171067-FIT TEST MASK KIT (SIZE:L)	GC
28578	Structural Supports and Racks, Mechanical Type: An	GC
2857900000	AEH-4FS AEH-4 FOOTSWITCH	GC
28582	Transformer Equipment, Type 1 KVA and less	GC
2858700000	811-B Dopppler Model 811-B	OS
28588	Tube Guard and Safety Sleeves (For Fluorescent Fix	OS
28590	Voltage Line Thermostats, Inverters, Converters, S	GC
2859000000	VWR Part # BK 359484, TB RK Aero Cannister PK-2	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
28592	Wire and Cable Markers and Marker Ties	GC
28595	Wiring Devices: Adapters, Caps, Connectors, Extens	GC
2859500000	VWR Part # BK 359485, TB PK Aero Cannister	GC
2859569000	RECEPTACLES, MISCELLANEOUS	GC
28700	ELECTRONIC COMPONENTS, REPLACEMENT PARTS,	OS
2870000000	Mute switches for head sets	GC
28712	Batteries and Hardware For Electronic Equipment (I	GC
2871200000	Lithium 9 volt non-rechargeable batteries	GC
28724	Circuit Boards, Modular, Printed (PCB), and Proto	GC
28730	Detectors (Electron, Photon) and Detector Arrays	GC
2873000000	W500130 Array 900 CY3 Kit (20 Assays)	GC
2873600000	56802, membrane control panel	GC
28755	Power Supplies (Not Computer Room)	GC
2875500000	Stick on Power Supply for above - Radio Design	GC
28760	Repair Equipment, Electronic: Cleaning, Desolderin	OS
2876000000	repair Lasair 1002	OS
28766	Replacement and Component Parts: Capacitors, Choke	OS
2876600000	#CCI 760 Blower motor replacement of L-5	GC
28772	Shelf Hardware, Electronic: Adapters, Clips, Conne	GC
2877200000	LP30E-G LOW PROFILE SHELF	GC
28778	Teaching and Demonstration Units: Electronic Kits,	GC
2877800000	NAS-LF01008U Intradermal Injection Simulator	GC
28780	Testing Equipment and Systems, Electronic Meter	GC
2878400000	05-185-1B, Tube Adapters	GC
28790	Tubes, Electronic: Cathode Ray, Power, Receiving,	OS
2879000000	B1257 MICROTUBES STRIPES OF 8,960	GC
28796	Wire and Cable, Electronic: Audio, Coaxial, Hook-U	GC
291184	3M Overhead Projector Model 1865/4000L	GC
2955000000	Refurbishment parts-4 Adult DXTRR Training	OS
29ND		GC
2KEY-40	MLN250100 wire keyboard holder	GC
302055-000	Gold Cup, EEG 10/pkg 48' Yel	GC
302058-000	Gold Cup, EEG 10/Pkg 48" Red	GC
3050400000	#OK151, Minidriver blade, sagittal 6.4x14.2	GC
30508	Cloths, Films, and Papers (Special): Cross Section	GC
3050800000	Kodak Ektatherm XLS Letter (8.5x11") size paper	GC
30512	Cloths, Films, and Papers, Reproduction Types	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
3051200000	IMX PAPER, CAT# RT04171	GC
30532	Drafting Machines and Scales	GC
30535	Drawing Boards, Curves, Protractors, Templates, Tr	GC
30553	Graphic Art Type Supplies	GC
3058200000	FOLDING TABLES	GC
3058400000	H-4000 PENS	GC
31024	Envelopes, Plain, Special	GC
3102400000	#10 Regular Envelope - 24# Certificate Bond	GC
31060	Envelopes, Recycled Paper	GC
31067	Envelopes, Shipping and Mailing	GC
31078	Envelopes, X-Ray Film Filing	GC
32000	FASTENING, PACKAGING, STRAPPING, TYING	GC
3201000000	Storeroom supplies	GC
3202000000	R01370-quik connect bolt	GC
32035	Cotter Pins, Clevis Pins, Dowel Pins, Spring Pins,	GC
3203500000	FA-10360 2-HOLE PIN HOLES	GC
3204000000	#8150-36-014 3.5 CORT SCREW 14MM P/C	GC
3205800000	8180-04-008 U-RING	GC
3206000000	700-025-4 1000 0.4 MM RIVETS	GC
3207000000	FF-10551 TIP CAP	GC
32071	Screws: Coach, Drywall, Eye, Lag, Phillips, Set, T	GC
3207100000	Storeroom supplies	GC
3207200000	#XSS99-60138 SCREW 3.5MM P/C	GC
3207300000	CS-14	GC
3207300000	#800-500X DISTRACTOR SCREW 14MM P/C	GC
32074	Screws, Wood	GC
3207400000	#8150-36-012 3.5 CORT SCREW 12MM P/C	GC
3207500000	AR-1710 DISTRACTION STRAP	GC
3208300000	#FD-048(L)-SS ROD MALE/FEMALE LONG THREAD P/C	GC
3209100000	#3WD87 - Elec. cold water pressure washer	GC
32092	Washers, Metal or Other Material (Not Steel)	GC
3250500000	Diet # D03080701 Rat Food. Priced per Kg	GC
32508	Bedding (All Types)	GC
3252700000	STAINLESS STEEL HANGING RAT PELLET FEEDER	GC
32552	Mixed Feed, All Types (Includes Feed for Poultry,	GC
3255200000	STANDING ORDER FOR VARIOUS ANIMAL FEED	GC
32564	Rations, Small Animal	GC
32584	Vitamins and Supplements	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
34000	FIRE PROTECTION EQUIPMENT AND SUPPLIES	OS
3400600000	Universal Wall Bracket - 2013VW	GC
34008	Cabinets and Covers (For Fire Extinguishers, Fire	GC
34015	Fire and Medical Alert Systems	GC
3401500000	FIRE ALARM SERVICES	OS
34016	Fire Alarm Systems, Power Sirens, and Controls	GC
3401600000	FIRE CONTROL EQUIPMENT	GC
34028	Fire Extinguishers, Rechargers, and Parts	GC
3402800000	Sentry#10 ABC Fire Extinguisher	GC
34029	Fire Extinguisher Systems, Complete, All Types (Se	GC
3402900000	Fire Extinguisher Program - Annual	GC
34041	Fire Suppression Foam and other Suppression Compou	GC
34054	Gas Detection/Monitoring Equipment (Firemen)	GC
3405400000	171065-Fit Test Mask Kit (Size:M)	GC
3406700000	08590 - 2 Hook / 5 Wheel IV Pole	GC
3408600000	R90181 24 X 48" deck w/4 swivel	GC
34087	Training Equipment and Supplies, Fire and Safety	PS
3408700000	Predoctoral Training Grant Services	PS
34500	FIRST AID AND SAFETY EQUIPMENT AND SUPPLIES	GC
3450000000	Tyvek F XXLarge	GC
34505	Asbestos Abatement Equipment and Supplies	GC
34508	Clothing and Belts, Safety (Not Automotive)(See 34	GC
3453000000	Ped. Blue Blankets #S66N420CC	GC
34548	Gloves, Safety: Electrician's, Lineman's, etc. (In	GC
3454800000	G-4102, gloves, medium, 1000/cs	GC
34556	Hats and Helmets, Safety	GC
3456400000	Polaris Head sets-# P-51-U-10-P	GC
34565	Labels, Warning	GC
34566	Lockout and Tagout Safety Kits and Supplies	GC
34572	Masks, Filters, and Parts: Dust and Gas	GC
3457200000	NJ65 mammo mask	GC
34580	Respiratory Protection Equipment and Parts (Includ	GC
3458000000	New CBRN Canister	GC
3458019245	CERTIFIED HEPA FILTER FOR NAP SAC	GC
3458039000	FILTERS	GC
3458600000	BSK-2 FORWARD	GC
34592	Vest, Safety	GC
3459200000	Vest for Public Safety P/O	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
35000	FLAGS, FLAG POLES, BANNERS, AND ACCESSORIES	GC
3500000000	Banner 4' X 4' - Item #: NBH-Church	GC
35020	Flag Accessories: Belts, Brackets, Covers, Crosses	GC
36000	FLOOR COVERING, FLOOR COVERING INSTALLATION	OS
3600538000	FLOOR TILE	GC
3600700000	190647 ROLLER BASE FOR 3110 SER.	GC
36010	Carpets and Rugs: Cotton, Synthetic, Wool, etc.	GC
3601000000	Carpets and Rugs: Cotton, Synthetic, Wool, etc.	GC
36020	Floor Covering, Seamless (All Types)	GC
3602000000	New entrance mats for NJ Dental School	GC
36022	Installation Supplies: Adhesive Edge Strip, Seam T	OS
36028	Nonslip Floor Coverings: Mats, Rolls, Strips, etc.	GC
3603000000	59082-006 Pull over seat cushion	GC
36076	Tile, Carpet	GC
36089	Tools and Equipment, Floor Installation	GC
3608900000	#4Z406 DAYTON 3/8" DRIVE AIR RATCHET	GC
36500	FLOOR MAINTENANCE MACHINES, PARTS, AND	OS
36525	Floor Covering Stripping Machines (For Removing Gl	GC
3653000000	Polishing and Scrubbing Machines, Commercial Type,	GC
36550	Power Sweepers and Brooms, Warehouse Type (Not Roa	GC
36580	Vacuum Cleaners, (Commercial, Wet or Dry), Parts,	GC
3658020290	FILTER BAG, 15-20 GALLON	GC
3658080150	NAP SAC HP1.5" BAC PAC VACUUM W/TOOL KIT	GC
37115	STANDING ORDER FOR VARIETY OF BAKERY	GC
37500	FOODS: BAKERY PRODUCTS (FRESH)	GC
37515	Bread, Rolls, etc. (Including Brown and Serve Item	GC
37530	Cakes, Cookies, and Pastries	GC
37545	Doughnuts, Fried Pies, Bagels, etc.	GC
38000	FOODS: DAIRY PRODUCTS (FRESH)	GC
3800000000	Labels Cheese 10401-15-11	GC
3804500000	Standing Order for various Ice Cream products for	GC
38075	Milk, All Types	GC
38500	FOODS, FROZEN	GC
3850000000	Mushroom Pizza Pie	OS
38-50701	Allergic stickers - 200/roll	GC
3851200000	Lo-Pro Cookies	GC
38514	Coffee	GC
3851400000	Standing Order for Coffee Supplies	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
38556	Pancakes and Waffles	GC
39000	FOODS: PERISHABLE	GC
3900000000	Vegetarian 10401-34-11	GC
39035	Ice	GC
39042	Ice, Dry	GC
3904200000	Dry Ice fee	GC
39068	Salad Mix, Fresh	OS
3909100000	Water bottles	OS
392467-95		GC
392480-95		GC
39300	FOODS: STAPLE GROCERY AND GROCER'S	GC
39301	Standing Order for Food Service	OS
3930100000	Standing Order for misc. items for program	GC
39330	Beverages, Thirst Quenching, w/Electrolyte	GC
3933000000	Refreshments for Pain Seminar	OS
39334	Candy, Confectionery and Marshmallows	GC
39340	Coffee, Instant (Regular and Decaffeinated)	GC
39341	Coffee, Whole Bean and Ground	GC
3934100000	Item # 80-80112 Espresso Point Matinee	GC
3934427000	coffee mate liq creamer	GC
3934700000	Diet Foods, All Types (Also See Class 271-28)	GC
39353	Fruits, Vegetables, and Full Meal Entrees, Dehydra	GC
3935400000	Replacement can	GC
39377	Soft Drinks	GC
3937700000	Boost Plus Chocolate	GC
39378	Soup, Soup Base, and Entree Mixes, Canned and Dehy	GC
39383	Syrups, Fountain	GC
39500	FORMS, CONTINUOUS: COMPUTER PAPER, FORM	GC
39501	Northstar Patient Report forms invoice # W3695201	GC
39515	Binders and Documentation Folders (For Continuous	GC
39530	Continuous Forms, Custom	GC
39540	Continuous Forms, Carbonless Paper (Chemical Trans	GC
3954000000	medical forms and office supplies standing order	GC
39551	Continuous Forms and Continuous Form Data Binders,	GC
39580	Snap-Out Forms, Carbonless Paper (Chemical Transfe	GC
40500	FUEL, OIL, GREASE AND LUBRICANTS	GC
4050000000	VACUUM PUMP OIL	GC
4050525000	4 x 19.5 x 19.5 1# Polyether	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
40512	Fuel Oil, Heating	GC
4051200000	Lubricant - SHC 629 Oil	GC
4051300000	Charbroiler U.S. Range Model # C0836-48AM	GC
40515	Gasoline, Automotive	GC
4051500000	FUEL SUPPLIER FOR UMDNJ FLEET VEHICLES.FY04.	GC
4053100000	GLIDE STERILE ENDO INSTRUMENT LUB	GC
40551	Oil and Fluid, Hydraulic	GC
4055100000	OIL MIST ELIMINATOR	GC
4058100000	Furnish oil for emergency power generator Newark	GC
4100000000	Mattresses w/o zipper	GC
41003	Beds and Mattresses, Hospital Specialized: Air Bed	GC
4100300000	Double decker bed, mattress, rail & ladder	GC
4100900000	# UMF 7811 Storage Supply Cabinet	GC
41012	Carts: Dressing, Laboratory, Medication, Patient T	OS
4101200000	Beverage Carrier, insulated hot red - 158	GC
41018	Chart Cabinets, Carts, and Holders	GC
4101800000	ABL-B-5-Emergency Cart AR red	GC
41024	Cubicle Curtains and Privacy Screens	GC
4102400000	Bamboo Field Blush Curtain	GC
41034	Furniture, Hospital (Not Specialized)	GC
4103400000	Bookcase,36Wx11.5Dx48H, 4 adjust. shelves,mahogany	GC
41054	Nursery Equipment and Furniture, Infant	GC
4107200000	#AK1132C Akron Europa Continental tables	GC
4108400000	Battle Creek Equipment	GC
41513	Cabinets, Storage, Floor and Wall	GC
4151300000	ITEM #FO44ADD FAX CABINET	GC
4152600000	TT60107, QC-CC carrying case	GC
4155500000	Labor to receive deliver/install new worksurface	OS
41558	Refrigerators, Laboratory, Specialized: Explosion-	OS
4155800000	PTB-1955GRW Maytag refrigerator, white	GC
41565	Service Fixtures: Cocks, Connectors, Sink Traps, V	OS
4156500000	UBP-Y Y-CONNECTOR KIT PC	GC
4157800000	PLUMBING SUPPLIES	GC
41585	Stools, Laboratory	GC
4158500000	#59080-140 Stool Model 1J62 Quote VBQ-1559714	GC
41591	Tables, Laboratory Type	OS
4159100000	PUP238SM-V8 - Thermoplastic Coated Picnic Table	GC
42003	Arts and Crafts Furniture (Tables, etc.)	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
42004	Auditorium, Stadium, Team Seating Furniture and Po	GC
4202400000	OVS3672 conference table	GC
42028	Folding Chairs and Tables, Wood	GC
4202800000	Table Truck-Part#D41271	GC
42030	Furniture, General (Custom Made)	GC
42040	Household Furniture, General Line	GC
4205900000	MID0020557095 Upholstered Top w/Sandy Gray Panel	GC
42068	Mattresses and Bedsprings (See Class 410 for Hospi	GC
4206800000	PMI-20805 Mattress	GC
42092	Showcase, Trophy Cases and Exhibit Cases	GC
42096	Work Benches, Shop Desks and Tables	GC
4209600000	1291C Bench	GC
42500	FURNITURE: OFFICE	GC
4250000000	Chair - OPNL, PNEU HGT, HI BK	GC
42503	Bookcases and Bookshelves, Metal and Wood	GC
4250300000	CBC65 bookcase 12 x 36 x 65 1/2	GC
42506	Chairs, Metal	GC
4250600000	8401su-neutral posture chair	GC
42507	Chairs, Wood	GC
4250700000		GC
4251000000	Coat racks and hangers ADMC 122	GC
4251400000	HON-1020 credenza	GC
4251800000	Cat#224193 ThinkPad Monitor Stand 200	GC
42520	Desks and Tables, Metal	GC
42521	Desks and Tables, Wood	GC
4252100000		GC
42530	Drafting Chairs and Stools, Metal and Wood	GC
4253000000	ITEM #P7-42742 FOOTSTOOL W/HANDRAILS	GC
42540	Filing Cabinets, Metal: Card, Jumbo, Lateral, Lega	GC
4254000000	#4127529 36"x18"x78" cabinet/black	GC
42548	Furniture, Office (Custom Made)	GC
4254800000	Custom clear float glass for conference table	GC
42550	Key Storage Cabinets and Files	GC
4255000000	HON512P - 2-Drawer Vertical File 510 Series	GC
4255300000	5830PP Slope Top Kit for 3 12"x12"	GC
42554	Modular Panel Systems, (With Metal Connecting Mech	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
4255400000	#7180100 panel movers	GC
42555	Modular Panel Systems, (With Synthetic Connecting	GC
4255500000	Bracket package to mount to wall	GC
4255600000	High wall floor to ceiling panels w/ locking doors	GC
4255900000	191550 Adjustable stand for A2 model	OS
42560	Posture Chairs	GC
4256000000	e-Chair	GC
4256200000	Cat# UFDT15/2, 16.5x10x5.5 Rack drawers 15 ml tube	GC
4257100000	#90-381D Fireking Office Safe	GC
42580	Shelving, Metal (Not Library or Shop)	GC
4258000000	SHELVING	GC
42583	Stands, Office Equipment and Machines	GC
4258300000	1060-5H Pedestal Stand, Heavy Duty, 5 Legged	GC
42587	Storage Cabinets, Data Processing	GC
4258900000	Storage Cabinets,	GC
42594	Work Stations, Modular, Systems Furniture	GC
4259400000	Additional Medstation Pyxis 2SN Mn6dr PremBio	GC
42600	#KM46-430 STRAIGHT CURETTE SIZE 6	GC
4260000000	PROD # BRW63020-1 6" WIRE BASKET	GC
42601	STANDING ORDER	OS
4260100000	Standing order Hospital Supplies	GC
43000	GASES, CONTAINERS, EQUIPMENT: LABORATORY,	OS
43012	Containers (For Liquefied Gases), Large Dewars (Fo	GC
4301200000	Rental-6 ton VJ tank	GC
4302400000	#130146 ABC FOOTSWITCH	GC
4303000000	Bone dry CO2 CD3.0-K	GC
4303600000	1003296 CO2 Regulator Assembly (\$85)	GC
43042	Laboratory Gases: Argon, Carbon Dioxide, Helium, H	OS
4304200000	STANDING ORDER TO COVER VARIOUS	GC
43048	Medical Gases (For Anesthesia and Respiration Ther	GC
4304800000	Diconnect existing air products oxygen storage	GC
43072	Rare or Highly Purified Gases (For Research Uses,	GC
4307200000	Blanket order for supplies as needed.	GC
4351600000	20-5-NS Deconex, 20NS detergent	GC
4356400000	Cat#s129, Bouin's fixative, gal.	GC
43572	Soap, Surgical Scrub	GC
44000	GLASS AND GLAZING SUPPLIES	GC
44502	Air Pumps for Sporting Goods, Toys, etc. (See 075-	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
4450600000	/#8290-32-020 3.5MM DRILL BIT P/C	GC
44508	Blades, Hand Saw (Non-Powered)	GC
4450800000	#80219 Blade for Above	GC
44515	Chisels, Drawknives, Planes, etc.	GC
44518	Clamps: Bar, "C", Carriage, Hand, Spring, etc.; an	GC
4451800000	#13573 CLAMP LION JAW	GC
44521	Cutters and Knives: Bolt, Burrs, Glass, Nippers, P	GC
4452100000	Biopsy Capsule with cutter - Part #BC	GC
44526	Drills, Hand, Non-Powered: Braces, etc.	GC
4452600000	#04070N OVAL BUR 4.0MM P/C	GC
44532	Files and Rasps	GC
4453200000	MEDICAL STAFF SERVICES CREDENTIAL FILES- ITEM	GC
4453500000	#24900020 MINI DEPTH GAUGE	GC
4454000000	11-5530-knife handle # 3	GC
4454500000	Blue Vinyl Lead Apron-35" Colar	GC
44559	Saws, Hand, Portable (Powered)	GC
44561	Scoops, Shovels, Spades, Spading Forks, etc. (Incl	GC
44564	Screwdrivers, All Kinds	GC
4456400000	AT-1275S- Screw 27.5 MM	GC
44579	Tool Boxes, Cabinets, and Chests (For Truck Tool C	GC
44582	Tool Sets, All Kinds	GC
4458200000	700-029-2 1000 1.2 MM RIVETS	GC
4459100000	8280-03-010 RACHET WRENCH	GC
44800	#405228 SUGAR	GC
45000	HARDWARE AND RELATED ITEMS	GC
4500000000	#34667H50 Door latch assembly	GC
45003	Adhesives: Glue and Glue Guns, Gum, Paste, etc.	GC
45006	Batteries, Dry Cell (Except Communications Radio a	GC
4500600000	AMX4108-28AP	GC
45007	Battery Chargers for Dry Cell Batteries	GC
4500700000	#4112-000-000 BATTERY	GC
4500900000	ITEM #FO44ADD CABINET FOR SHARP 4400 FAX	GC
45014	Cabinets, Safety (For Flammable Liquids, etc.)	GC
4501400000	Decontaminator	GC
45016	Casters, All Types	GC
4501600000	#TCUN-2 set of 4 -Hi-mobility casters	GC
45018	Cans, Buckets, and Lids, General Purpose (Includin	GC
4501800000	Dome lids	GC
4502100000	#4750111 Internal cooling coil	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
45022	Cloth, Hardware	GC
45023	Coasters and Cups, Furniture	GC
4502300000	R033-8C00 Roller Coaster	GC
45024	Cords and Ropes Including Accessories: Cotton, Man	GC
4502400000	ITEM #9716530 PONY BEADS	GC
45026	Door Closers, Escutcheons, Hangers, Holders, Overh	GC
4502600000	Door Closers, Hangers, Holders, Overhead and Slidi	GC
45028	Drawer Glides, Rollers, Tracks, etc.	GC
4502800000	1554780SR Box Drawer	GC
4503000000	MSB / Lot # 1B Repair damaged fence FY04	OS
4503200000	Rayovac Industrial Flashligts cat # 2276402	GC
4503300000	#1102548 Single white Cytofunnels	GC
45034	Garbage Cans, Containers and Racks	GC
45036	Hasps, Hinges, Hooks, Knobs, Latches, Pulls, Shelf	GC
45055	Locks, Key Blanks, and Locksmith Tools	GC
4505500000	Part #1440 Original Auto Lock	GC
45058	Nails, Brads, Concrete Nails, Masonry Nails, Spike	GC
4505800000	BUILDER'S SUPPLIES	GC
45073	Security Seals	GC
45075	Shutters	GC
4508000000	MicroSpin Column CAT# 27-5120-01	GC
45091	Wire, General Purpose Tying and Wrapping, Includin	GC
4509100000	10420 OLIVERWIRE	GC
46500	HOSPITAL AND SURGICAL EQUIPMENT,	GC
4650000000	CAT. #W70 APOLLO WALL SCREEN	GC
4650200000	# 00-325 Special Jet Ventilator with P-242 connect	GC
46505	Blood Cell Counters, Processors, Separators, and A	GC
4650700000	STANDING ORDER FOR REAGENTS FOR LAB TESTS	GC
46509	Blood Oxygenators and Heat Exchangers	GC
4650900000	Quick -connect Oxygen # 11-03-0004	GC
46511	Blood Pressure and Blood Flow Detection Equipment:	GC
4651100000	Catheter Regalling Syringe	GC
46513	Cardiac Pacemakers, Heart Valves, etc.	GC
4651300000	Open PO for pacemaker, wires lead etc as needed	GC
46514	Cardiovascular Instrumentation: Defibrillators, He	GC
4651400000	Standing PO for pacemakers, leads, ICD's catheters	GC
46517	Clinical Chemical Analysis Systems, Automatic: Col	PS
46518	Clinical Chemical Analysis Accessories: Clinical C	PS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
4651800000	Standing Order for clinical supplies	GC
4651900000	R033-8C00 roller base	GC
4652300000	718-7040 HeartMan Infrareo Headphone(see attached)	GC
46524	Diagnostic/Surgical Equipment (Optical and Fiber O	GC
4652400000	MM-47010 Welch Allyn, Clasic Wall Aneroid Sphygmom	GC
46525	Diagnostic Equipment, Electronic (Not Otherwise It	GC
4652900000	452210766102, timer sw pc board	GC
46530	Electrocardiographs (EKG) and Supplies	GC
46537	Eye, Ear, Nose, and Throat Equipment (Hand Held):	GC
4653700000	Eyepiece Micrometer part	GC
4654000000	1 frigidare refigerator/Model #FRT15B3AW	GC
46550	Housekeeping Equipment and Supplies, Specialized (GC
46554	Injection Guns (Jet Injectors) and Parts	GC
4655400000	Detachable Biopsy Gun-RF 43-104 acct.24413	GC
46558	Lamps, Examining and Surgical (For Headlights See	GC
4655800000	Philips Narrow Band UVB lamps	GC
46560	Monitoring Systems, All Types (Hospital and Patien	GC
4656000000	One (1) Datatron Monitoring System PC	GC
46561	Mortuary Equipment and Supplies: Embalming Fluid,	GC
46563	Nursery Supplies: Infant Measuring Devices, etc. (GC
46564	Operating Room Equipment (Not Furniture)	GC
4656400000	OF-1000 SHUNT	GC
46567	Orthopedic Equipment: Bone Plates, Bone Saws, Cast	GC
4656700000	MT-VIP-FFF301-C Knee bolster, covered 21x12.5x7.25	GC
4657000000	8472-20-10 IMPLANTABLE PUMPS	GC
46573	Pads, Heating, Standard Type	GC
46575	Pharmacy Equipment and Accessories	GC
4657500000	Pregnancy Tests	GC
46576	Physical Therapy Equipment and Supplies	GC
4657600000	1038-004 Offset double clamp bar 27 "	GC
46577	Pulmonary Equipment and Supplies	GC
46578	Pumps, Hospital: Breast, Enteral and IV Feeding, I	GC
4657800000	84722010 ISOMED INFUSION PUMP	GC
46582	Rehabilitation Equipment and Supplies (For Hydroth	GC
4658200000	WA 10200-2 Folding Adult Walker	GC
46584	Shield, Protective, Surgical	GC
4658400000	#PS2R THYROID SHIELD	GC
46588	Splints and Tourniquets	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
4658800000	37-2162 Polycast Extended Length Humeral Splint	GC
46590	Sterilizing Equipment, Hospital and Research: Auto	GC
46591	Stress Test Equipment	GC
46592	Surgical Instruments, Floor Grade	GC
4659200000	EVOMX, endothelial volttohmeter	GC
46593	Surgical Instruments, Operating Room Grade	GC
4659300000	#S3018 SILICONE SLEEVE #70 P/C	GC
4659500000	PARI - Nebulizer	GC
4683700000	Standing Order for purchase of eye tissue	GC
47000	HOSPITAL HANDICAP AND RELATED SPECIALIZED	GC
47013	Anatomical Braces and Supports: Arm Slings, Back S	GC
4701300000	1733 Tibial Fx Brace Left Large	GC
47017	Canes, Crutches, Gait Trainers, Walkers, etc.	GC
4701700000	MM 16909 Alumium Crutches	GC
4702000000	ITEM #P7-55528 HEAVY DUTY DOMMODE 2/CASE	GC
47025	Communications Systems (For the Speech Impaired),	GC
47040	Fracture Frames, Traction Apparatus, Trapeze Bars,	GC
4704000000	Standing order for fabrication of Einhorn Fx machi	GC
47045	Furniture, Special: Chairs, Stands, Stools, etc. (GC
4704500000	CAT. #P7-42742 FOOTSTOOL W/HANDRAIL	GC
47060	Restraint and Protection Items: Crib Nets, Foam He	GC
4708000000	Wheelchair Lightweight	GC
47081	Wheelchair Lifting Devices and Accessories (Other	GC
47500	HOSPITAL, SURGICAL, AND RELATED MEDICAL	GC
4750000000	#1523067 NEURO TIP SET P/C	GC
4750000000	M2500-LAS-PS02 KIT	GC
47509	Bandages (All Types), Adhesive Tapes, Dressings, P	GC
4750900000	#101510 ALLODERM 4.0X8.5CM P/C	GC
47511	Blades and Handles, Surgeons'	GC
4751100000	#ORS-028 - Sternum Blade	GC
47514	Brush-Sponges, Scrub Brushes, and Dispensers	GC
47515	Brushes, Specialized, Instrument Cleaning: Trachea	GC
4751500000	CB-3115 CLEANING BRUSH	GC
47516	Catheters, IV: Around Needle, Inside Needle, and W	GC
4751600000	8700A VASCULAR CATH	GC
47517	Catheters and Urinary Drainage Systems, Plastic an	GC
4751700000	901-124 INTRO SHEALTH	GC
47518	Catheters, Specialized (And Guide Wires)	GC
4751800000	ITEM #8888-261701 ARGYLE FEED TUBE 8 fr.	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
47519	Cement Remover, Surgical	OS
47520	Cleaning Equipment and Supplies (For Infectious Bo	GC
4752000000	JANITORIAL SUPPLIES	GC
47522	Clips, Wound (Not for Use in Automatic Suturing In	GC
4752200000	A0C04 SURGICAL CLIPS	GC
47524	Collection Systems, Suction, Disposable	GC
4752400000	1000/cs (86.1252.001) 2ml pipets	GC
47527	Cotton and/or Rayon, Surgical (Dry or Impregnated	GC
47530	Decubitus Pads: Sheepskin Shearlings, Synthetics,	GC
4753200000	C-124R-(CS) CONTOUR IMPLANT	GC
47533	Dermatome Blades, Cement, and Tape	GC
47534	Disposal Systems, Nonreusable (For Blades, Hospita	GC
4753400000	P-6 Platform	GC
47535	Electrodes, Grounding Pads, Lead Wires, and Electr	GC
4753500000	#LWF17A LEAD APRON SZ SMALL	GC
47536	Glassware: Bottles, Prescription and Nursing; Glas	GC
4753900000	#TS2R TYROID SHIELD	GC
47541	Gloves and Finger Cots, Medical Type	GC
4754100000	96-13-11 GREEN SULZER GLOVES	GC
47542	Grafts and Implants, Internal	GC
4754200000	Payment for Invoice # SLS/22406249	GC
47544	Hosiery, Orthopedic and Surgical	GC
4754700000	Ancillary Supplies Home Infusion	GC
4754800000	D-7505M2 DEKLENE	GC
47549	Instructional Aids and Training Programs, Medical	OS
4754900000	#0781747465-Dynamic Hum. Anat Inst S Seat	GC
4755000000	Botox - Acct 39805	GC
47553	Medical I.D. Bracelets, Tags, etc., for Hospital P	GC
47561	Needles, Specialized: Biopsy, Spinal, Surgical, et	GC
4756100000	Standing order for various IVF needles	GC
47562	Operating and Examining Apparel, Disposable: Capes	OS
47563	Ostomy Care Products	GC
4756300000	Convatec Opaque Stomacap	GC
47564	Paper Goods: Diapers, Medication Blister Cards, Pi	GC
47565	Pads, Sterile, Impregnated (For Topical Applicatio	GC
4756500000	FT-2 FOOT PAD	GC
47566	Packs, Pads, and Drapes, Surgical: Lap Sponges, OB	GC
4756600000	10351 HIPP PACK	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
47572	Recycled Hospital Accessories and Sundry Equipment	GC
4757200000	#3458 Sundry Jars (case of 6)	GC
47573	Rubber, Fabric, and Plastic Goods: Cadaver Bags an	GC
47574	Sets, Procedural, Disposable: Catheter Care, Enema	GC
4757400000	ECL Western Blotting Kit (RPN-2106)	GC
47575	Stopcocks and Adapters, Reusable	GC
4757500000	Evacuation Adapter(cga 2220) # 12-01-1400	GC
4757600000	Baxter-Ext Set with 4-way stopcock # 2C6607	GC
47577	Sterilizing Supplies: Biohazard Bags, Indicators,	GC
4757700000	item# 801010 Steam Indicators short strips	GC
47578	Sutures and Suturing Needles, Disposable (Includin	GC
4757800000	4-0 Vicryl P2- J-504-G	GC
47580	Syringes and Needles, Hypodermic, Reusable	GC
4758000000	BD Visitec Vitreous Biopsy Probe #585215	GC
47582	Syringes, Hypodermic and Irrigation (Disposable),	GC
4758200000	14-831-1 Single-Syringe Infusion Pump	GC
47584	Trauma Packs and Kits	GC
4758400000	8543 ISO MED ACCESS PORT KIT	GC
4758500000	#27040AO-Z SHEATH 27FR.	GC
47586	Trays, Preparation	GC
4758600000	PROD. #8888-160465 UMBILICAL CATHETER TRAY	GC
47587	Tracheotomy Equipment and Accessories (Including T	GC
4758700000	Univent tube TCB 9.0 # 1202636	GC
47593	Vaccination Needles and Devices	GC
4759300000	Vac Needle, 22g, cat# 0266524	GC
47595	Vacuum Blood-Collecting Sets (Tubes, Tube-Holders,	GC
4759500000	Quick-connect vacuum # 11-03-0006	GC
47597	Vaginal Speculums and Dilators, Disposable	GC
4759700000	Standing Order for Medical Supplies	GC
48500	JANITORIAL SUPPLIES, GENERAL LINE	GC
4850000000	JANITORIAL SUPPLIES, GENERAL LINE	GC
4851000000	Furnish supplies in the SBB Storeroom as needed	GC
48511	Cleaner and Detergent, Paste and Tablets	GC
48513	Cleaner, Hand and Skin, Synthetic Detergent Type	GC
48516	Cleaner, Hard Surface, General Purpose, Liquid (In	GC
4851900000	JANITORIAL SUPPLIES	GC
48524	Cleaner, Sewer, Septic Tank, and Waste Pipe, Aerob	OS
4853100000	Maintenance supplies for Power Plant	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
4853200000	Innocent Air Freshner/Deodorizer 12/Cs	GC
4853400000	Laundry supplies for injection systems	GC
48536	Detergent, Car Washing, Cold Water Type	GC
4853700000	Cat# 20-NS, Deconex Detergent	GC
48538	Dishwashing Compounds, Hand and Machine Type (Incl	GC
48540	Disinfectants, Spray and Powdered	GC
48544	Dispensers, Lotion and Soap (Including Waterless S	GC
48545	Dispensers (For Metered Aerosol Deodorants, Air Sa	GC
4854600000	KOC-5 CASTROVEIJO NEEDLE HOLDERS	GC
48554	Floor Polishes and Waxes, Floor Sealer, and Dust M	GC
48562	Insecticide Spraying Equipment, Household	GC
48564	Janitor Carts and Bags	GC
48568	Mop Buckets, Wringers, Bucket Trucks, and Attachme	GC
4857500000	Receptacles	GC
48576	Recycled Janitorial Supplies	GC
48580	Sand Urns, Filling Materials, Smoking Stands, Wall	GC
48586	Soap, Hand: Bar, Liquid, and Powdered	GC
48587	Soil Retardant (For Carpets, Rugs, etc.)	GC
4858895000	SQUEEGEE ASSEMBLY 28" FRONT MOUNT	GC
49000	LABORATORY EQUIPMENT AND ACCESSORIES (FOR	GC
4900000000	#7597 Geist/Flexiduct BRD120-1036TL	GC
4900-2200	#11-390-1B latex powder free gloves-small (100/pk)	GC
49006	Barometers and Manometers, Laboratory Type	OS
49009	Centrifuges, Desk Top and Free Standing	GC
4900900000	Repair Jouan Centrifuge CR412 Kit motor 51245484	OS
49015	Colorimeters, Reflectance	GC
4901900000	S7030-16 Vortex mixer Replacement heads	GC
4903200000	CAT# 75.710- Horizontal Chamber	GC
4903400000	21030, Network Interface Card	GC
49044	Lamps and Other Radiation Sources, Specialized: Ca	GC
49051	Lasers, Masers, and Accessories	GC
49057	Microscope Accessories: Adapters, Condensers, Filt	GC
4905700000	50 X oil microscope objective cat # 93187	GC
49058	Microscopes, All Types (For Electron See 490-29, a	GC
4905800000	Maintenance Agreement - Quotation No. 86413	OS
4906500000	#67-747 Adjustable Height Rolling Radiation Shield	GC
4906900000	CO-57 SOURCE QUOTE # 5771 MODEL -063-261	GC
49072	Optical Laboratory Equipment: Beam Splitters, Chop	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
49074	Physics Equipment (Not Otherwise Classified)	GC
4907700000	#00002982, Osmotic pumps	GC
49078	Pumps, Vacuum and Pressure/Vacuum	GC
4907800000	Job #16462- VACUUM PUMP	GC
49090	Testing Instruments (Not Otherwise Classified)	GC
4909000000	standing order for lab supplies	GC
49093	Ultrasonic Equipment (For Research): Ultrasound In	GC
4909300000	10 - Thermal Paper SONUPP-110HD	GC
49094	Vibration Isolation Supports	GC
49096	X-Ray Diffraction and Electron Diffraction Equipme	GC
492198-95		GC
492399		GC
49300	LABORATORY EQUIPMENT AND ACCESSORIES:	GC
4930000009	05-401-15 5415D w / Free rotor and tubes	GC
49304	Air Quality Monitoring Equipment and Accessories (GC
49306	Baths, Constant Temperature (Hot or Cold): Recircu	GC
49308	Biochemical Research Equipment: DNA Synthesizers,	PS
4930800000	57952-311 - MICRO SPOONS 3/PK	GC
49309	Chemical Analysis Systems, Automated: Ion-Sensing	PS
49310	Chemical Reactors: High-Pressure (Autoclaves), Cat	GC
4931600000	Backdowngel, cat# 0435553	GC
49324	Electrophoresis Equipment: Electrofocussing Cells,	GC
4932400000	170-3930, Mini Trans-Blot Cell	GC
4933000000	Standing Order for LS160 - Liquid Nitrogen Tanks	GC
49332	Evaporators, Vacuum: Flash, Rotating, etc.	GC
49340	Standing order for Lab Supplies used by Pharmacy	GC
4934000000	Standing Order- for lab supplies	GC
4934200000	C17 ADD 12 LEAD ANALYSIS AT NO CHARGE	PS
4934400000	Provide installation of temporary oxygen tank	OS
49354	Photometers, Photoelectric (Colorimeters, Transmit	GC
49363	Sample Concentrators (For Multiple Samples), Vacuu	GC
49373	Spectrophotometers, Atomic Absorption	GC
49384	Tissue Disrupting, Grinding, and Homogenizing Equi	GC
49396	Water Quality Monitoring Equipment: BOD Analyzers,	GC
4939600000	Model# A2100 Tri Carb Serial#407991 Svc. contract	GC
49500	LABORATORY AND FIELD EQUIPMENT AND SUPPLIES:	GC
4950000000		GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
49501	EKG PAPER STANDING ORDER TO BE CALLED BY	GC
4950100000	STANDING ORDER TO PURCHASE 6 PACK OF VI CELL	GC
49505	Activity Cages, Mazes, and Other Animal Psychology	GC
4950900000	SW602476R8 Shelf racks (8 shelf)	GC
49510	Animal Cages and Supplies (Including Litter)	GC
4951000000	NEOPRENE STOPPER	GC
49512	Animals, Experimental, Not Specially Bred	GC
4951200000	Swine-Yorkshire Males @25-30kgs	GC
49513	Animals, Experimental, Specially Bred or Selected	GC
4951300000	Rabbit/ NZW- 2.5-3.0kg	GC
4951500000	Standing order for aquarium supplies	GC
4952000000	MISCELLANEOUS ITEMS	GC
49525	Biology Specimens and Cultures (Except Microbial)	GC
49528	Biotechnology and Clinical Equipment and Supplies	GC
4952800000	MISCELLANEOUS PRODUCTS	GC
4953500000	2 dr. under desk file	GC
49536	Charts, Anatomical and Life Sciences	GC
4953600000	Custom Patient Assembled Medical Charts	GC
4953624350	Flowers, Landscaping	GC
49537	Counters and Counting Chambers (For Bacterial Colo	GC
4953700000	SA-NIK STAGE ADAPTER 64-0291	GC
4954800000	CAT# M1243-0500- Stacking Kit	GC
49555	Instruments, Dissecting	GC
49557	Microscope Slide Preparation Equipment: Staining R	GC
4955800000	Cat # 78922- RV-stage for tmd	GC
49560	Mounts and Models	GC
4956000000	HT-455063, Achromat 0.63X objective	GC
49569	Neuropsychological Testing Equipment: Reaction Tim	OS
49575	Prepared Slides (Microscope)	GC
4957500000	#7411277 Coverslips, consul no-stk	GC
49590	Tissue-Processing Equipment and Supplies (For Hist	GC
4959000000	CRL-7365 BREAST CARCINOMA CELLS, FLASK	GC
50000	LAUNDRY AND DRY CLEANING EQUIPMENT,	OS
5-0500		GC
5150000000	MISCELLANEOUS LANDSCAPING ITEMS	GC
5151062170	PERMA GRIP PAD DRIVE ASSEMBLY	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
51515	Engines, Motors, and Parts (For Lawn Equipment)	OS
51520	Fertilizer Distributors, Lawn Type (See Class 020	GC
5155600000	MECHANICAL EQUIPMENT	GC
51569	Snowblowers, Light Duty (Walk Behind)	GC
51575	Spreaders, Broadcast, Fertilizer and Seed	GC
51580	Sprinklers, Portable	OS
51582	Sprinkler Systems and Parts, Lawn and Turf	GC
5158200000	MISCELANEOUS SERVICES	OS
52500	LIBRARY AND ARCHIVAL EQUIPMENT, MACHINES, AND	GC
5250000000	60397YG Fragrance Canister - Country Linen	GC
52505	Archival Storage Materials (Acid Free): Document C	GC
52510	Binders, Covers, Jackets, Protectors, Sticks, etc.	GC
5252000000	33-405L - Poly-Loose Pockets	GC
52550	Books, Accession	GC
5255000000	TB Training Materials English version	GC
52565	Library Forms, All Kinds: Circulation Record, Cont	GC
5258000000	STANDING ORDER FOR LIBRARY SUPPLIES	GC
53045	Cases: Catalog, ID Card, Salesman's and Special	GC
54053	Pressed Paper Sheets	GC
5406500000	Three compartment board unit	GC
5407500000	# TRSN-3-Top rail system with 3 Horizontal rails	GC
5450200000	003984-901- CANNISTER W/ TAPS	GC
54505	Bushings, Machinery (Not Otherwise Classified)	GC
54506	Chain Hoists and Cable Lifts	GC
5451600000	Cordless Drill	GC
54526	Industrial Type Steam and High Pressure Water Clea	GC
5453900000	LIFT	GC
5454000000	perfusionTM-model#471001	GC
54549	Motors and Engines (Including Parts), Industrial,	GC
55000	MARKERS, PLAQUES AND TRAFFIC CONTROL	GC
55028	Markers, Plaques, Placards and Tablets: Dedication	GC
55088	Traffic Signals and Equipment, Electric Systems	GC
553057		GC
56000	MATERIAL HANDLING AND STORAGE EQUIPMENT AND	GC
5600000000	Materials & Equipment	GC
56002	Carts, Industrial, All Kinds (Except Gas and Hospi	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
5600200000	HN22-5RT-Casters to replace existing ADMC 122	GC
56003	Conveying Systems, Food Processing	GC
56048	Lifters and Stackers, Hydraulic and Powered	GC
5604800000	MISCELLANEOUS SERVICE	OS
56050	Liquid Mixing Equipment	GC
5605400000	Heavy Duty Pallet Jack Model BTL 2300U	GC
5606600000	#4712627 3 shelf truck	GC
5607500000	STAINLESS STEEL FLAT BED TRUCK	GC
56081	Trucks, Platform	GC
5608400000	PMI-SA1358 - Wheels for hill room electric bed	GC
561028	Catering Services	OS
561783-N-4		GC
5753000000	303035-Sand S12MB-Memory Stick Pro	GC
57549	Microfiche/Microfilm Supplies (Not Otherwise Class	OS
57555	Processors, Microfilm	GC
5769-T		GC
57800	MISCELLANEOUS PRODUCTS	GC
5780000000	Anti Spin Differential	GC
59500	NURSERY STOCK, EQUIPMENT, AND SUPPLIES	GC
59540	Nursery, Greenhouse and Floral Supplies: Labels, P	GC
5954000000	OUTDOOR PLANTS AND SHRUBS	GC
60000	OFFICE MACHINES, EQUIPMENT, AND ACCESSORIES	GC
6000000000	Cat# FO-4400 Laser facsimile	GC
6001100000	Model 4340 Electric Addressograph	GC
60015	Calculators, Electronic, Display/Printing Type, Pr	GC
6002500000	#70806-TI 83 CALCULATOR	GC
60027	Cases, Typewriter	GC
60040	Copy Machines, Coated or Treated Paper Type, Inclu	GC
60041	Copy Machines, Engineering, for Reproduction and D	GC
6004100000	Invoices from 11/03, 12/03, 1/04, 2/04, 3/04	GC
60042	Copy Machines, Laser, Including Parts and Accessor	GC
6004200000	FO-4400 Plain Paper Laser Fax Sharp Model	OS
60047	Copy Machine Add-On Accessories	GC
6004700000	AR-D5130NT Power Surge Suppression	GC
60052	Dictating Machines	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
60060	Electronic Reference Equipment (Organizers, etc.)	GC
60061	Fax Machines, Parts and Supplies (See Class 725 fo	GC
6006100000	HP Office Jet 6110 copier/fax	GC
6006600000	PTL-86-461 Labels	GC
60071	Mailing, Packaging, and Shipping Machines (Includi	GC
6007100000	Standing Order for mailing services for the 2nd	OS
60072	Multi-Function Office Machines (Combination of Fax	GC
6007200000	# TBO-4-Tilt Bin Organizer,4 bins	GC
60082	Shredders, Paper	GC
6008200000	For repair on shedder in Treatment Area	OS
6053600000	#FR-1 Ergo. Foot Rest (15+/- Tilt)	GC
60542	Magnifying Glasses and Magnifiers	GC
6054600000	1523067 SELECTOR TIPS	GC
60569	Scissors and Shears, Office	GC
6056900000	Cat.# 160-160, 4" micro dissecting scissors,	GC
61000	OFFICE SUPPLIES: CARBON PAPER AND RIBBONS,	GC
6100000000	MAMMOGRAPHY MARKERS -STANDING ORDER	GC
6102100000	Epson S041117; Epson HQ inkject paper, pack of 100	GC
610354		GC
6105600000	Kodak Ektatherm Xtralife XLS 3 Color Ribbon	GC
6107000000	Mscellanous addiitonal items	GC
61077	Ribbons, Typewriter and Word Processing, Fabric	GC
61084	Ribbons, Typewriter and Word Processing, Film	GC
61500	OFFICE SUPPLIES, GENERAL	GC
6150000000	paper tray	GC
61501	MISC STATIONARY & OFFICE SUPPLIES	GC
6150100000	Supply Order for office supplies	GC
61509	Binders: Chain, Post, Prong, Ring, etc.	GC
6150900000	Dinicola - color Lt. Blue (PS563)	GC
61513	Blotters and Pads, Desk	GC
6151300000	#1479330 vacuum blotter	GC
61514	Boards: Calendar, Schedule, Dispatch, Manning, etc	GC
6151400000	calendar refill coastlines 2-page per week	GC
61515	Books, Office: Accounting, Address, Columnar, Comp	GC
6151700000	Zack Credentials Files	GC
61519	Calendars, Calendar Pads and Stands	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
61521	Chair Cushions, All Types	GC
6152400000	Office Duster 3	GC
61531	Covers: Brief, Manuscript, Pressboard, Report, etc	GC
6153100000	Reprints, manuscript # MCB0538-03, Vol. 23, #18	GC
61532	Covers, Sleeve (Cuffettes)	GC
6153200000	0765082-04 - Thigh Leg Cuff Complete	GC
61533	Desk Accessories: Alphabetizers, Cash Boxes, Desk	GC
6153300000	Post-It tabletop self-stick easel pads	GC
61535	File Cards, Blank and Ruled	GC
6153500000	Laminated Cards	OS
6153700000	File Cabinet #30111 (3 Drawer)	GC
61539	File Dividers, Labels, Tabs, etc.	GC
6153900000	AMES CUSTOM DIVIDERS (NEPHROLOGY DIV)	GC
61541	File Folders: Expanding Envelopes, Wallets, etc.	GC
6154100000	4000 Pocket Folders	GC
61543	File Folders, Hanging Type; and Accessories	GC
6154300000	#4199901 EL334FBC	GC
61545	File Folders, Regular, Legal and Letter Sizes	GC
6154500000	manila file folders center tab	GC
61548	Holders, Form and Memo (Including Spindles)	GC
6154800000	Peter Pepper 16x12x4 chart holder,cool grey	GC
6154900000	Vinly Tabs Blue Legal 1/3 cut	GC
61550	Key Rings, All Types	GC
61551	Labels, Reinforcements, Seals, etc. (Not Printed);	GC
6155100000	Med label # AN-103-vecuronium-/color red	GC
61553	Letter Folders and Openers	GC
61557	List Finders, Rolodex, Telephone Strips, and Acces	GC
61562	Pads and Tablets: Analysis, Columnar, Figure, Memo	GC
6156200000	JMGR000U04,blot pad	GC
61565	Pads and Covers, Office Machine, All Types	GC
6156500000	#O-AMA68SO-6S Boot Pad set, Yellowfin	GC
61575	Rubber Bands, All Sizes	GC
61577	Rubber Stamps, Stamp Pads, Stamp Pad Ink and Stamp	GC
6157700000	2000 Plus Date Stamp # 2360	GC
61579	Rulers, All Types (For Drafting See Class 305-35)	GC
6157900000	360260 RULER	GC
61581	Staples	GC
6158100000	Staples Type G (item #R1R08)	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
61582	Stock Forms and Labels: Copy Sets, Receiving Forms	GC
61593	Visible Record Supplies: Cards, Flags, Folders, Hi	GC
6159300000	INTERIOR CARDS 11"H x 28"W 8/4-8/31PMT DUE FIRST	GC
6200000000	Message pens, (pens received)	GC
6203000000	Cat#14060135810, Ink Cartridge	GC
62050	Ink Refills (Not Ballpoint), Drawing and Writing	GC
62060	Pencils, Lead; Pencil Leads; Pencil Lengtheners; e	GC
6206000000	#126-842 UNIPOLAR HEAD P/C	GC
6207900000	Personalization Set up	OS
62080	Pens (General Writing Types): Ball Point, Nylon Ti	GC
6208000000	Pens - promo for 11/21 SJHG Affiliation	GC
62086	Pens, Erasable Markers (For Porcelain Boards, etc.	GC
6208600000	F70-MODELING TOOLS	GC
62500	OPTICAL EQUIPMENT, ACCESSORIES, AND SUPPLIES	GC
6250000000	STANDING ORDER TO COVER VARIOUS	GC
62520	Contact Lenses and Supplies	GC
6252000000	3803-0388 Lens Latina Slit Gonio Laser	GC
62526	Eye Glasses Including Sunglasses	GC
6253900000	HT-455043,Eyepiece W-PL 10/23 focusing	GC
62543	Laser Systems Instruments and Equipment	GC
62546	Optical Components: Filters, Lenses (For Microscop	GC
6254600000	SET	GC
62565	Opticians' Tools and Supplies	GC
6258800000	#27025GF BRIDGE TELESCOPE W2 INSTRU CABLE	GC
6302700000	SEALER	GC
63057	Paint, Miscellaneous: Blockout, Bronzing Liquid, E	GC
63072	Primers, Rust Inhibiting: Red Oxide, Zinc Chromate	OS
63095	Wallpaper, Paste, and Canvas (Including Paper Hang	GC
6309700000	4- Refinsh wooden trim	GC
6350000000	miscellaneous items	GC
6354700000	TFF FILTER	GC
6355000000	CAT #HR2-215, GRID SCREEN MPD KIT	GC
64000	PAPER AND PLASTIC PRODUCTS, DISPOSABLE	GC
64015	Bags, Paper: Regular Weight, Heavy Weight, Nail, e	GC
6402-00		GC
6402200000	C8827-4 SPECIMEN CONTAINERS, BOX	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
6402500000	Y106242 2" tall cardboard boxes	GC
6402800000	cluster balloon arches at each entrance	GC
6402-CUB		GC
64030	Mailing Tubes and Storage Tubes	GC
64040	Multiwall Paper Bags	GC
64043	Packing Materials for Mailing and Shipping (Not Co	GC
64050	Paper Products: Cups, Napkins, Plates, Straws, Fac	GC
6405000000	paper supplies	GC
64060	Plastic and Styrofoam Products: Cups, Forks, Plast	GC
6407500000	#5666-0160, 182 cm2 Lo-Profile Sterile tissue	GC
64500	PAPER (FOR OFFICE AND PRINT SHOP USE)	GC
6450000000	UPP100HG, High Gloss Paper #E8310KD	GC
64518	Boards: Poster, Pressboard, Railroad, etc. (Includ	GC
64533	Copy Paper - Specialized High Speed (Included Recy	GC
6453300000	#86700 Great White Copier Paper 20wt,81/2 X 11	GC
64544	Facsimile (Fax) Paper (Including Recycled)	GC
6454400000	Kodak Ektatherm XLS print paper 8.5x11/100 letter	GC
6455800000	#80602433 FH225VM Manifold only for FH22	GC
64574	Pressure Sensitive Paper (Including Recycled)	GC
64590	Text Paper (Including Recycled)	GC
6500600000	Park Benches Nwk Campus Grounds	GC
6506200000	STANDING ORDER TO COVER PREVENTATVE	OS
6520000000	Mending Kit	GC
65212	Baby Powder, Lotions, Oils and Creams	GC
6521200000	Sclerosol Intrapleural Aerosol (sterile talc pwdr)	GC
65227	Combs and Brushes, Hair	GC
6522700000	CAT# 175.124.25D- Combs	GC
6522900000	Botox-Acct #39805 Injecting Dr. is Richard Jermyn	GC
65239	Feminine Personal Hygiene Items: Sanitary Napkins,	GC
65243	Hair Care Accessories: Bands, Curlers, Nets, Pins,	GC
6525000000	G-212-S 5 1/2 Hvy Nipper (Miltex)	GC
6525400000	Mouthpieces	GC
6526400000	0433-7200SB EAR BLADES 7200	GC
65474	STANDING ORDER FOR SUPERIOR DENSITY PRINTING	GC
65500	PHOTOGRAPHIC EQUIPMENT AND SUPPLIES (NOT	GC
6550000000	D-580 Zoom Digital Camera	GC
65515	Camera Accessories: Batteries, Exposure Meters (Li	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
6551500000	CCRP50 CAMERA CASE	GC
65520	Camera Attachments: Adapter Rings, Collimators, Fi	GC
6552000000	NI0806 DN100 sup. kit,16MB flsh card adpt/usb mous	GC
65525	Camera Carrying Cases, Gadget Bags, etc.	GC
6552500000	GB 72mm UV Protector Filter	GC
6552700000	Bogen 30001BN (black) Tripod W/3433 Head/Reg	GC
65530	Cameras, Movie; and Accessories	GC
6553900000	Dermlite pro	GC
6554100000	standing order for T2 Developer and T2 Fixer	GC
6555000000	Xerox Toner For Xer1063r42	GC
65560	Darkroom Supplies: Enlarger Easels, Film Holders,	GC
6556000000	1654433 Kodak NTB2 Emulsion	GC
65567	Film, Photographic (Including Movie Films)	OS
6556700000	Kodak USA TX135-36 Tri-XPan Black&White Print Film	GC
6557100000	CAT. # 206016-HP PREM. PHOTO PAPER 50 SHEETS	GC
65580	Silver Recovery Devices	GC
65588	Storage and Mailing Materials (For Negatives, Prin	GC
6558800000	(2348-1000) Expanded polystyrene box 10/pk	GC
65590	Studio Production Equipment: Backdrop Mechanisms,	PS
662858-N4	Three-digit tape Transcriber -RR930	GC
6650600000	#9545 xlarge surgical gown	GC
6652300000	125-0479 - Bio-Column 250 Guard, 50mm	GC
66524	Bags and Liners, Plastic: Garbage Can Liners, Jani	GC
6652400000	51021 Instru. Tray Liners	GC
66528	Edging Tape, Polypropylene (For Mesh Screening)	GC
6654200000	51017 Instru. Tray Liners	GC
66560	Plastic Rods and Tubes (Except Acrylic)	GC
6656000000	1132752 Kodak Darkroom illuminator	GC
6657500000	Kodak 64 Kodachrome Film and Mailers	GC
6658700000	TP-16 ROD	GC
67000	PLUMBING EQUIPMENT, FIXTURES, AND SUPPLIES	OS
6700000000	CASEWORK	GC
6700200000	PLUMBING SUPPLIES	GC
67024	Liquid Heaters, Immersion Type	GC
6702400000	TC-324B OWE CHAN HEATER CONTROLLER 64-0100	GC
6705000000	AR-1507 INSERT	GC
67052	Pipe Repair Clamps and Couplings	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
6705300000	PLUMBING SUPPLIES	GC
67055	Plumbing Fixtures and Parts: Lavatories, Sinks, To	OS
6705500000	Watts Repair Kits	OS
67058	Rubber Goods and Plumbing Specialities: Gaskets, L	OS
6706300000	Furnish supplies @ SSB store room as needed	GC
6706800000	Variable Leak Valve, Model -20203048	OS
67069	Valves, Brass and Copper	GC
6707200000	Valve Sampling System	GC
67076	Valve Parts, Miscellaneous	GC
6707600000	Flow Sensor, Partner Inf #15420	GC
67077	Valves, Plastic: Ball, Check, Diaphragm, Globe, et	GC
6707700000	CAT # 696815, replacement diaphragms	GC
6708000000	SEAL-005 ENDSCOPIC VALVES	GC
6708100000	AHP-Aseptico Contra Angle	GC
6708400000	Pediatric tube stop	GC
67086	Water Filtration, Conditioning, and Purification E	GC
6708600000	One year maintenance service per attached quote	OS
6708700000	WAT031344 flow cell repair kit	OS
67091	Water Heaters, Commercial	GC
672603900		GC
68000	POLICE EQUIPMENT AND SUPPLIES	GC
6800400000	Speer 9mm 115 TMJ TRN. ammo	GC
68012	Belts, Cases, Holsters, Scabbards, etc.	GC
6801200000	#T200 TONSILLECTOMY HOLSTER	GC
68032	Burglar Alarms	GC
68047	Evidence Bags, Containers and Supplies	GC
6805600000	Gun Scrubber Aro. 16oz.	GC
6806000000	Safariland Handcuff case	GC
68061	Lockers, Security	GC
6808800000	Cardboard targets "Q"	GC
6809300000	Standing Order - Quintest - Item Number 8392ZA	GC
68094	Tire Markers and Supplies	GC
6809700000	EMS LIGHTING AND SIRENS EQUIPMENT.FY04	GC
6901400000	Model 8025-N95 Fit test probe kit for filtering	OS
6903300000	STANDING ORDER TO COVER THE FOLLOWING ITEMS	GC
6903900000	MM-3002 FIDUCIAL MARKERS	GC
69049	Lamps and Lights, Indicating	GC
6904900000	PA701 PATHFINDER BULB	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
69053	Meters, Indicating Panel	GC
6906400000	ZFMQ000PR Inlet press regualtor	GC
6907900000	#860EH-153-61 MERCROID LOW TEMP LIMIT CONTROL	GC
69861200	Kramer Video Audio Dist.	GC
6R002	1205 TONER EMPTY TANKS	GC
70000	PRINTING PLANT EQUIPMENT AND SUPPLIES (EXCEPT	OS
7000000000	INSTALLATION FEE	OS
70008	Bindery Equipment and Machinery (For Comb Type See	GC
70030	Graphic Art Supplies: Films and Chemistry, Opaguin	GC
7003000000	Standing Order for Art Supplies	GC
70032	Imprinting Machine Systems, Silk Screen	OS
70050	Metal Pig Feeders and Molds	GC
70053	Offset Plate Makers and Processors	GC
70055	Offset Printing (Duplicating and Lithographing) Ma	OS
7005500000	Copy/production PBSIS curricula and tabs	GC
70073	Printing Presses, Offset; and Accessories	OS
7007300000	2004 Media List	OS
7105400000	Audiocups Noise Barrier Headset	GC
71072	Hearing Aids	GC
71500	PUBLICATIONS AND AUDIOVISUAL MATERIALS	GC
7150000000	ISBN:9057022982	GC
71510	Books, Magazines, Pamphlets, Publications, Reprint	GC
7151000000	AdvertisementViaWebsiteLinkUMD-ADEDept	OS
71530	Display and Exhibit Materials	GC
7153000000	CAT. #51105-2600, DISPLAY PANELS	GC
71540	Filmstrips, Slides, Transparencies, etc. (Prepared	GC
7154000000	Cat #13-382-87A slide labels 880 per 1 pack	GC
71547	Manuals: Parts, Personnel, Policy, Purchasing, Tra	GC
7154700000	M9312Z/B AppleCare Technical Training	GC
71580	Phonograph Records, Sound Tapes, etc. (Prepared)	GC
71590	Video Cassettes, Disks, Tapes, etc. (For Computer	GC
7159000000	Heartsaver CPR Video 70-2520	GC
7200000000	Model #2ML4 Alzet Osmotic Pump	GC
72036	Hydraulic Pumps, Hand and Motor Driven	GC
7204200000	02-02918-2-901, injector pump,assy	GC
7204300000	2004 ALZET OSMOTIC PUMPS, PACK	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
72073	Sump Pumps, Submersible and Non-Submersible	GC
724989-N-4		GC
72500	RADIO COMMUNICATION, TELEPHONE, AND	GC
7250000000	STANDING PURCHASE ORDER FOR ANSWERING	OS
72501	Standing order for monthly service	OS
72514	Battery Chargers and Testers (For Automotive See C	GC
7251600000	Quote # 1894779 - AXPC00P-Outlook 180ES Console	GC
72523	Fiber Optics Cables, Interconnecting Components, a	GC
72536	Microwave Equipment Including Security Sensors	GC
7253600000	TT60105, QC-L quick OAL, low temp	GC
72540	Nurse Call Systems	GC
7254000000	Annual Maintenance Patient Tracking System FY 2003	OS
72543	Positioning Systems, Satellite (Global Info. Syste	GC
72545	Pagers, Radio	GC
72546	Sensaphone 1104 system	GC
72550	Radios, Home and Auto	GC
7255000000	Radio Rental for shutdown of oxygen tank UH	GC
72551	Radio Telephones (Including Cellular Type For Vehi	GC
72552	Satellite Ground Stations: Transmit/Receive and Re	GC
7255200000	Open PO for satellite phone service	OS
72553	Telephone Dialing and Answering Apparatus	GC
7255300000		OS
72555	Telephone Equipment and Piece Parts (Not Lines or	GC
7255500000	Plantronic - Head Set w/Cord	GC
72559	Telecommunication Parts and Accessories (Not Other	GC
72574	Two-Way Radio, Portable, Including Vehicle Radio R	GC
72582	Two-Way Radio Supplies, Parts, and Accessories	GC
72584	Wide Area Telecommunications Services (WATS); Auto	OS
7306600000	PTPL0003-W Pacetrak Plus Pulse Width Measuring PM	GC
7307200000	Motorola HT1250 UHF 450-512 radio	GC
730754-94		GC
7308600000	Telephone Line Monitoring Systems-Increase	OS
74000	REFRIGERATION EQUIPMENT AND ACCESSORIES	GC
7400000000	Cat #: CT35 - Thermostat for Jordan Refrigerator	GC
7401700000	Air compressor repairs blanket order FY04	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
74020	0616, EVAC dis	GC
7402000000	Repair DSPEC instrument	OS
74024	Condensing Units	GC
7402800000	ITEM #6600-0836-800 EASY-LOAD E CYLINDER HOLDER	GC
74036	Gaskets and Felts	GC
74045	Ice Making and Dispensing Machines (Not Dry Ice)	OS
74059	Refrigeration Accessories and Supplies: Capillarie	GC
74070	Refrigerators and Freezers, Commercial	GC
7407000000	Purchase of Refrigerator	GC
7600000000	Commerative Shovel	GC
77123		OS
77545	Road Maintenance Salt (See Class 192 for Ice Remov	OS
7754500000	Salt	GC
7755400000	Standing order for purchase of bulk rock salt	GC
7804000000	078695 - Adult Scale Dual	GC
7804900000	Winco model 572 blod draw chr moss green	GC
78072	Physician's Scales: Clinical, Office, etc.	GC
78082	Test Systems and Calibration Standards	GC
7808200000	12827-13 calibration Standard No. 2103	GC
78500	SCHOOL EQUIPMENT AND SUPPLIES	GC
7850000000	certificate folders	GC
78503	Anatomical Models (For Medical and Nursing Instruc	GC
78505	Atlases, Charts, Globes, and Maps	GC
7850500000	Cape May Street Map book HAG-AAD 303048-00-AMC	GC
78520	Books: Class Register, Record, and Plan Books	GC
78525	Bulletin Boards: Changeable Letter, Cork, Magnetic	GC
78530	Chalk, Crayons, Erasable Markers, Water Colors, Pe	GC
78543	Display Cabinets, Cases, Files, Racks, Stands, etc	GC
7854300000	Thermof. model 820096 inventory rack with sliding	OS
78544	Displays, Educational: Kits, Models, Plaques, etc.	GC
7854400000	Student RT Kit - dated 5/19/04	GC
78546	Driver Training Materials	GC
78570	Instructional Aids: Courses, Lesson Plans (Prepare	OS
7857000000	BR385-BORDER CHILDREN #2	GC
78572	Lecterns and Speaker's Stands, Pointers, etc.	GC
78580	Plays and Entertainment, Schoolroom	GC
78585	Reading Programs, Reading Aids, Accelerators, and	GC
78589	School Equipment Required to Meet the Needs of the	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
78590	Test and Test Scoring Devices: Achievement, Aptitu	GC
78592	Training Aids, Materials, and Equipment for the In	GC
7859200000	Open VMS Mgmt II for Luis Correa	PS
7-ERGO-KR	Monitor Visor 14" - 17" black	GC
80100	SIGNS, SIGN MATERIALS, SIGN MAKING EQUIPMENT,	GC
8010000000	Additional student affairs signage	GC
8010041600	Pan/Tilt Head Panasonic WV-7225	GC
80109	Blanks, Sign, Metal	GC
8011200000	SYSTFIX01 Wall mounting bracket (1)	GC
80120	Letters and Numerals, Sign (To Include Logos)	GC
8012000000	Dental School logo	GC
8013000000	AR-C25MT7 MAGENTA TONER	GC
80158	Signs: Billboard, Advertising, etc.	GC
8015800000	SIGNS	GC
8016800000	This is a Standing Order. Install 64 UMDNJ	GC
80169	Signs, Fabric	GC
8017120000	SIGNS, FIBERGLASS, MISCELLANEOUS	GC
80176	Signs and Posters, Informational (No Smoking, Fire	GC
8017600000	Signs for Convocation	GC
80183	Signs, Metal (Not Blanks)	GC
8018300000	Provide installation of phase one TCO signs for	GC
80185	Signs, Neon	GC
80187	Signs, Overhead (Traffic)	GC
8018700000	CINJ road signs	GC
80189	Signs, Plastic and Polyethylene (Including Blanks)	GC
8018900000	Installation Services to Include additional Signag	OS
8019400000	Signs, Runway and Taxiway	GC
80300	SOUND SYSTEMS, COMPONENTS, AND	GC
8031000000	#WAT051910 Sep-pak C18 cartridges	GC
80340	Microphones and Related Equipment (Wireless System	GC
8034000000	P10 Headset	GC
80350	Music Systems and Components (Stereo Only)	GC
80380	Speakers and Accessories: Drivers, Enclosures, Gri	GC
8038000000	Cat# JBEON15G2 - JBL EON15 G2 Speaker	GC
80385	Tape Recorders, Decks, Players, etc., Sound (Not f	GC
8038500000	8 Olympus DS3300 digital recorders	GC
80500	SPORTING GOODS, ATHLETIC EQUIPMENT AND	GC
8050000000	1-26348-641-ADULT 8" SHINGUARD	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
80512	SAFETY SHOES	GC
8051200000	#86TM-4X04 ULCER JACKET P/C	GC
80534	Bicycles, Tricycles, etc. (For Exercise Bikes See	GC
8053400000	Bike Hitch for Rack	GC
8054500000	UH Receiving Dock install 400 LF of 6' temp. fence	GC
8056000000	D102 1-10 lbs 1 ea. vinyl dumbbells	GC
80594	Weight Lifting Equipment and Accessories	GC
806091-94		GC
82000	STEAM AND HOT WATER BOILERS AND STEAM	GC
8208800000	#350-4310M 550CC TISSUE EXPANDER P/C	GC
8320400000	3400-005106 ZONAS TAPE, CASE	GC
83222	Tape, Cloth, Mending	GC
8322200000	3400-005106 ZONAS POROUS TAPE, CASE	GC
83232	Tape, Gummed Kraft and Reinforced Paper	GC
83260	Tape, Nylon	GC
8326000000	1100-50 GLOW N TELL TAPE	GC
83275	Tape, Wire and Cable Marking and Accessories	GC
83700	Globalstar To Go Kit	GC
83701	Rip off clip-on cell phone holsters # NP269	GC
8370100000	S/O Telephone Service	GC
84000	TELEVISION EQUIPMENT AND ACCESSORIES	GC
8403400000	Copy Editing for Hypertension & Monograph	PS
84040	Recording Tape, Video; and Video Cassettes; Videot	GC
84045	Satellite Receiver Dish (Video)	GC
8404500000	Satellite TV service 1 year	OS
84055	Switchers, Audio and Video	GC
8405800000	PDI-178 PDI wall mount	GC
8406000000	Installation	OS
8406600000	TV/DVD/VCR combo Model# PVDF 2704	GC
84069	Video Camera-Recorders, Accessories and Parts (Tel	GC
8406900000	Panasonic 83-Minute Prof DV Tape/Reg	GC
84071	Video Cassette Recorders (VCR), Accessories and Pa	GC
84076	Video Projectors, Accessories and Parts	GC
8407600000	Kodak zoom lens 100-150	GC
8408200000	STANDING ORDER FOR BLANK CD'S & DVD'S	GC
8500000000	TEXTILES, FIBERS, HOUSEHOLD LINENS, AND PIECE	GC
8507600000	Linens for Guests 8 Service Tables	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
86020	Coupon Books	GC
86070	Tickets, Reserved Type	GC
8607000000	16 blocks of 50 Premiere vin tickets	GC
86300	TIRES AND TUBES	GC
8630500000	MECHANICAL REPAIR ON EMSC VEHICLES. FY04.	OS
86310	Tires and Tubes, Medium Truck and Bus	GC
86325	Tires and Tubes, Industrial	GC
87060	Venetian Blinds, Wood	GC
87070	Vertical Blinds, All Types	GC
8750000000	Standing orders for pharmaceutical supplies	GC
88000	VISUAL EDUCATION EQUIPMENT AND SUPPLIES	GC
8800000000	Shipping	OS
88011	Audio Visual Equipment and Supplies (Not Otherwise	GC
8801100000	Audio Equipment (as proposed)	PS
88030	Pointers, Projection Type, Hand-Held and Stationar	GC
88043	Projection Screens, Standard and Rear-Projection T	GC
8805800000	Sony CLIE Carrying Case #431586	GC
8806100000	3200MP Projector Lamp	GC
8806400000	03-448-1 Box Microscope Slide 100P/Blue	GC
88067	Projectors (Not Otherwise Classified): Combination	GC
8808000000	Service for equipment	OS
88500	WATER AND WASTEWATER TREATING CHEMICALS	GC
8854400000	MISCELANEOUS ITEMS	GC
8900000000	WATER SUPPLY AND SEWAGE TREATMENT	GC
89500	WELDING EQUIPMENT AND SUPPLIES	GC
8957000000	BE-302 FULGURATING ELECTRODE SHORT TIP PC	GC
8957200000	CAT - HA-1 HALF APRON	GC
89574	Welding Goggles, Helmets, Chin Straps, and Face Sh	GC
89800	X-RAY AND OTHER RADIOLOGICAL EQUIPMENT AND	GC
89806	Cassettes, Cassette Holders, Grids, and Intensifyi	GC
8980600000	Lipid/Glucose Controls-3 pr.levels 1 & 2 1 &	GC
8983000000	Mailers for Elite Chrom 100	GC
89835	Film, X-Ray (Including Dental)	GC
8983500000	Cat#:401069/ 24cm x30Kodak Min-2C	GC
89845	Illuminators (Film Viewing Devices)	GC
89848	Phantoms	GC
8984800000	STANDING ORDER FOR THE FOLLOWING ITEMS	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
89855	Radiation Monitoring Equipment and Shielding Mater	GC
8986000000	Contingency	OS
89865	Radiation Therapy Equipment and Accessories, X-Ray	GC
8986500000	Acuity EX	GC
89874	Ultrasonic Imaging Systems: Echocardiographs, etc.	GC
89890	X-Ray Supplies: Film Hangers and Holders, Labels,	GC
8989000000	STANDING ORDER -TO COVER VARIOUS	GC
8R3816	Imaging Cartridge Refills Telecopier 7024	GC
90607	Architect Services, Professional	PS
9060700000	Cancer Center UMDNJ Newark FPC# 0002-N. Provide	GC
90620	Cat #PVC2542	GC
9063400000	Shipping & handling per chart	OS
90638	General Construction - Architectural	PS
90640	Graphic Design - Architectural	PS
9064000000	Freelance Graphic Artist / 35/hr	OS
90650	Industrial Processes; Quality Control	GC
9065200000	10495 5MM SPACER	GC
9065600000	Landscaping Services	OS
90678	Security Systems; Intruder and Smoke Detection - A	GC
9067800000	SOM monitoring & alarm system	OS
90684	Telecommunications Systems (Telephone, Radio, etc.	GC
9069400000	Service Contract for Water Treatment & Service	OS
90845	Magazine Binding (Sewed), Rebinding, and Repairing	OS
9084500000	Maz RACK A54553	GC
90850	Manuscript Binding, (Sewed)	OS
9086500000	REPAIR ROUGHING PUMP - LEYBOLD D4A ,	OS
90903	Administration of Contracts: Summary of Work, Qual	OS
9090300000	Service Agreement on KODAKIMAGE440CF station	OS
90921	Building Construction, Industrial (Warehouse, etc.	OS
9093700000	Emergency repair to speed door UH Rec. Area	OS
90948	Furnishings: Artwork, Cabinets, Furniture, Window	GC
9094800000	Artwork proposal development fee allowed by	OS
90984	Thermal and Moisture Protection Services	OS
91000	BUILDING MAINTENANCE AND REPAIR SERVICES	GC
91001	Acoustical Ceilings and Walls: Cleaning, Installat	GC
9100100000	Install new ceiling tiles provided by P. Plant	OS
91002	Background Music Services	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
91003	Building Cleaning, Exterior	OS
91006	Carpentry Maintenance and Repair Services	OS
9100600000	Remove, Transport and install (36) wall Cabinets	GC
91009	Carpet Cleaning, Dyeing, Installation and Repair	OS
9100900000	CARPET INSTALLATION	OS
91011	Drapery Installation, Maintenance and Repair	OS
9101100000	(Complete Installation -St Contract A87350	OS
91012	Drapery Fabrication Services	OS
9101200000	ITEM #45096648EZ 3M ANTIMICROBIAL INCISE DRAPE	GC
91013	Elevator Installation, Maintenance and Repair	OS
91020	Escalator and Moving Walkway, Installation, Mainte	OS
9102000000	Professional clean, restore, polish brass NJMS	OS
91024	Fire and/or Water Damage Restoration Services	GC
9102400000	MISCELLANEOUS ITEMS	GC
91025	Flooring Maintenance and Repair to Include Refinis	OS
9102500000	ADHESIVE	GC
91027	Garbage/Trash Removal and Disposal	OS
91030	Glass Replacement, Maintenance, and Repair	OS
9103000000	Repair broken revolver glass DS B Level	OS
91036	Heating, Air Conditioning, and Ventilation Mainten	GC
9103600000	SERVICE CONTRACT	OS
91037	Incinerator Repair and Maintenance	OS
91038	Insulation and Asbestos Installation, Maintenance,	OS
9103800000	Insulation and Asbestos Installation, Maint., Repa	OS
91039	Janitorial/Custodial Services	OS
9103900000	Office Cleaning Services	OS
91042	Kitchen and Bathroom Fixture Repair (Not Plumbing)	OS
9104200000	Maintenance & Parts not covered by yearly agreemen	OS
91044	PLANTING SUPPLIES	GC
9104400000	GROUND SERVICES	OS
91048	Locksmith Services	OS
9104800000	Replace levers on 2 single bathrooms (lock broken)	GC
91051	Masonry, Concrete, and Stucco Maintenance and Repa	OS
9105100000	required slab repair to accept sprinkler P. Plant	OS
91053	Metal Work Maintenance and Repair	OS
9105300000	Security Fencing to secure antennas SBB 15-16 FL	GC
91054	Painting, Maintenance and Repair Services	OS
9105400000	LINE STRIPING	OS
91059	Pest Control (Including Termite Inspection)	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
9105900000	Monthly exterminating Service	OS
91060	Plumbing Maintenance and Repair (Includes Toilets,	OS
9106000000	Installation of Renal Dialysis UH F-Yellow	OS
91061	Plant Maintenance, Indoor	OS
91062	Protection of Building From Weather or Vandalism	OS
91065	Remodeling and Alterations	OS
9106500000	Remodeling and Alterations	OS
9106600000	Roof Repair SSB 1st & 15th Floor	OS
91067	Security Lock-Bar Installation, Maintenance and Re	OS
9106700000	Dr Lever Hanld Lock Set E1690MWS	GC
91068	Septic Tank Maintenance and Repair Services (Inclu	OS
91069	Shelters, Carports, Portable Buildings, etc. Maint	OS
91070	Sludge Removal, Building (To Include Grease Trap C	GC
91072	Tinting Services, Window	OS
9107200000	SNOW REMOVAL	OS
91073	Tile and Stone (Includes Granite, Marble, and Terr	GC
9107300000	Replace damaged floorStone ctr Front Lobby	GC
91074	Wallpapering Services, Includes Maintenance and Re	OS
9107400000	Renovation work Stone Center	OS
9107500000	Grout Injection UH Tunnel (901083 50%)	GC
9107600000	Repair steel stairwell treads UH A140	OS
91077	Water Purification/Softening Services	OS
9107700000	C-2170-POSI-CLICK TUBE, 1.7ML, NAT. COLOR	GC
91078	Weather and Waterproofing Maintenance and Repair S	OS
91079	Window Installation, Maintenance and Repair (Metal	OS
9107900000	Replace old non function window gasket	GC
91081	Window Washing Services	OS
9108100000	Window Washing Services	OS
91082	Wiring and Other Electrical Maintenance and Repair	OS
9108200000	#AX-1370-BIF CABLE, MODULE AND HEADBAND	GC
91210	Perform striping of parking lot # 10	OS
9121000000	Paving Service, Asphalt	GC
9122000000	SCHEDULED MAINTENANCE & EMERGENCY SERVICE	OS
9130000000	Provide trench drain to divert rain overflow	GC
91427	Carpentry	OS
9142700000	Intsall new ceiling tiles and repair grid SSB	OS
91430	Concrete	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
9143000000	Resurface red area of heliport UH	GC
91438	Electrical	GC
9143800000	Additional Lighting for Norfolk Parking Lot	GC
91447	Glass and Glazing	GC
9144700000	Glass work UH ER Trauma #2	GC
9145000000	Heating, Ventilating and Air Conditioning (HVAC)	GC
9145500000	PARKING LOT MAINTENANCE	OS
91458	Metal Work	OS
9145800000	Renovation of lockers UH FYellow	GC
91461	Painting	OS
9146100000	Repair Roof ADMC 12	OS
9146400000	New partition and door Library/Admin area	GC
91468	Plumbing	OS
9146800000	Labor & material to replace cage wash drain pipes	OS
9147300000	Flat roof repair ADMC	OS
91500	COMMUNICATIONS AND MEDIA RELATED SERVICES	OS
9150000000	Kensington Wireless Presentation Remotes	GC
9150200000	Welcome Wagon Adverstisement Book P68, Cherry Hill	GC
91503	Advertising/Public Relations	OS
9150300000	MAY & JUNE ADVERTISING GASTRIC BYPASS	OS
91504	Advertising, Outdoor Billboard, etc.	OS
9150400000	Welcome Wagon Advertisement Book P80, Voorhees	GC
91505	Answering/Paging Services	OS
9150500000	Standing PO for Answering Services	OS
91507	Audio Recording	OS
91509	Audio/Video Production Services Complete	OS
9150900000	A/V services on 2/3/04 - IRB Edu. Consortium mtg.	OS
91527	Editorial Services	OS
9152700000	Editorial Services-Increase	OS
91528	Electronic Information and Mailing Services	OS
91536	Facsimile (Fax) Services	OS
9153600000	Standing order for Broadcast Fax services for	OS
91538	Film Processing, Duplicating and Touch Up Services	OS
9153800000	Kodak D 19 1 Gallon cat#EKY1464593	GC
91542	Film Production	OS
9154200000	pre-prod, prod & post prod for ed. video vulvo	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
91548	Graphic Arts Services (Not Printing)	OS
91552	Journalistic Services	OS
91558	Mailing Services (Including Collating, Packaging,	OS
9155800000	RD/DPG Mailings	OS
9155900000	For Mailing of Fall 2003 issue of Reseach Magazine	OS
9156400000	Balance due on acct. invoice #00015636	GC
91568	Microfiche/Microfilming Services	OS
91571	Newspaper and Publication Advertising	OS
9157100000	1/3 page vertical ad in South Jersey Magazine	OS
91572	Photography (Not Including Aerial Photography)	OS
9157200000	For Photography for the Congressional Black Caucus	OS
91574	Radio Commercial Production	GC
91576	Telephone Services Includes Installation, Moves, C	OS
9157600000	Telephone consultation for repair	PS
91577	Telephone Services, Long Distance and Local (Inclu	GC
9157700000	STANDING PO# FOR THE START PROGRAM 1-800#	GC
91578	Television Commercial Production	GC
91580	Typing and Word Processing	OS
91582	Video Production	GC
9158200000	Sony DCR TRV33 DIG. Camcorder w/2.5" Kit/Reg	GC
91584	Video Recording	GC
9158400000	457 Video -Johns Hopkins Neuroradiology Review	GC
91590	Video Tape Duplicating and Production	GC
91595	BUILDING OF WEB SITE	OS
9159500000	Consulting Fee/Phase 2-Dynamic Flash Web Site	PS
91800	CONSULTING SERVICES	PS
9180000000	MAT RENTAL	GC
91804	Accounting/Auditing/Budget Consulting	PS
9180400000	PATH for SOM & UMG	PS
91806	Administrative Consulting	PS
9180600000	Pyemt for consulting services-NB Screening Panels	PS
91807	Advertising Consulting	OS
9180700000	Educational Branding Consultation Project	PS
91812	Analytical Studies and Surveys (Consulting)	PS
9181200000	Consultant for External Peer Review	PS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
91814	Appraisals Consulting	PS
91815	Architectural Consulting	PS
91819	Buildings, Structures and Components Consulting	PS
91826	Communications: Public Relations Consulting	PS
9182600000	For continuation of consultant services as per the	PS
91827	Community Development Consulting	PS
9182700000		PS
91828	Computer Hardware Consulting	PS
91829	Computer Software Consulting	PS
9182900000	For Freelance Web Programmer SS#214-06-9143	GC
91831	Construction Consulting	PS
9183100000	Provide services to air handler UH roof top	OS
91838	Education and Training Consulting	PS
9183800000	Train fac to dev case learning obj-3/7/04	PS
91841	Energy Conservation Consulting	PS
91842	Engineering Consulting	PS
9184200000	Provide professional land surveying services to	PS
91843	Environmental Consulting	PS
9184600000	Consulting Services	PS
91849	Finance/Economics Consulting	PS
9184900000	Consultant Fee	PS
91852	Food Service Consulting	OS
9185200000	Harmony Day Committee luncheon	OS
91858	Governmental Consulting	PS
9185800000	Regarding Appeals & Hosp relief issues FY2004	PS
91865	Human Relations Consulting	PS
91866	Human Resources Consulting	PS
9186600000	Recruitment services for a Reimbursement/Budget	PS
91867	Human Services Consulting	PS
9186700000	JCAHO CONSULTATION SERVICES	PS
91869	Insurance Consulting	PS
9186900000	Standing Order Social Sec. Insur Eligibility Serv	PS
91870	Inventory Consulting	PS
9187000000	(RUSH)Standing Odr: Chem Inventory/data collection	PS
9187-1000		GC
91874	Legal Consulting	PS
9187400000	Services rendered related to compliance issues 7/0	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
91875	Management Consulting	PS
9187500000	Provide project management and facilitate planning	PS
91876	Marketing Consulting	PS
91878	Medical Consulting	PS
9187800000	Standing order for Consulting Fees	PS
91883	Organizational Development Consulting	PS
9188300000	Consulting services ire: costs of the IRB systems	PS
91885	Personnel/Employment Consulting	PS
91893	Security/Safety Consulting	PS
91896	Transportation Consulting	PS
92000	DATA PROCESSING, COMPUTER, AND SOFTWARE	OS
9200000000	Annual Service Contract	OS
92002	Access Services, Data	OS
92007	Applications Software for Microcomputer Systems: B	GC
92014	Applications Software (For Minicomputer Systems)	GC
92019	Computer Digitizing Services	OS
9201900000	DATA MANAGEMENT SERVICES AS PER CONTRACT	PS
92021	Data Entry Services	OS
9202100000	Data entry and data coding	OS
920258-94		GC
920330-94		GC
92037	Networking Services (Including Installation and Ma	OS
9203700000	-Book P77, category 7186	GC
9203800000	OUK-3220 SERVICE FEE FOR MATING AN OPTICON II ...	OS
92039	Computer Software Package	GC
9203900000	64934 Access 2002 Lesson 3	GC
92040	Programming Services, Computer	OS
9204000000	Q99-00006 Technet Plus Single User Win32 All Lang	GC
92041	CT132524 memory upgrade for optiplex Gn+	GC
9204100000	Software Maintenance and upgrades	OS
92045	Software Maintenance/Support	OS
9204500000	Basefront Maintenance 6/1/04-5/31/05	OS
92049	Systems/Executive Software, Main Frame	GC
92063	Systems/Executive Software, Minicomputer	GC
9208400000	Standing Order for Supplies as needed	GC
92400	EDUCATIONAL SERVICES	OS
9240000000	AC93600-ENGLISH TO USE STUDENT TEXT	GC
92420	Examination and Testing	PS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
9242000000	SA087730-HCG Urine/Serum Preg. Kit	GC
92425	For Credit Classes, Seminars, Workshops, etc.	GC
92435	In-Service Training (For Employees)	OS
9243500000	Access Classes	GC
92460	Not-For-Credit Classes, Seminars, Workshops, etc.	GC
9246000000	Vouchers for Computer Classes	GC
92474	Special Education	GC
9247400000	Consultation for Workshops for Fellowship-3/23, 24	PS
92480	Tutoring	OS
92507	Air Conditioning, Heating and Ventilating Engineer	GC
9250700000	EMS Duct Cleaning	OS
92515	Chemical Processing and Storage/Engineering	PS
9251800000	Alertline Services ending 12/19/2004	OS
92525	Engineering services for the design of Howden Comp	OS
9252500000	Design of badge holders,totes,folders	OS
92531	Electrical Engineering	PS
9253100000	Perform electrical testing of high voltage feeder	GC
92532	Electronic Engineering	PS
92534	Energy Management Engineering	PS
92535	Environmental Engineering	PS
9253500000	Refill Kit for 8025-N95/ 8025-N95R	GC
92539	Fire Protection Engineering	PS
9255500000	Standing order for services FY04	OS
92557	Instrumentation/Engineering	GC
9255700000	#KM7113 K-WIRE TRONCAR PT. 9 P/C	GC
9256700000	Blanket Order for consulting services and training	PS
92585	Standing order for safety equipment, helmet, &	GC
92590	STANDING ORDER: MATERIALS	GC
9259000000	Standing Order - Animals for Sentinel Testing	GC
9268600000	Shipping	OS
92800	EQUIPMENT MAINTENANCE, RECONDITIONING AND	OS
9280000000	IBM Typewriter Maint. Contract 7/1/04-7/1/05	GC
92847	General Maintenance and Repair, Vehicle (Not Other	OS
92893	Washing, Waxing, Polishing, Steam Cleaning, Disinf	OS
9289300000	Standing order for toys	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
92900	EQUIPMENT MAINTENANCE, RECONDITIONING, AND	OS
92947	Lifts and Hoists, Maintenance and Repair	OS
93100	EQUIPMENT MAINTENANCE, RECONDITIONING, AND	OS
93153	Lighting Fixtures, Maintenance and Repair	GC
9315300000	EQUIPMENT MAINTENANCE, RECONDITIONING, AND	OS
9328600000	SHIPPING	OS
93400	EQUIPMENT MAINTENANCE, RECONDITIONING, AND	OS
9340000000	EQUIPMENT MAINTENANCE, RECONDITIONING, AND	OS
93464	Plumbing Equipment and Fixtures, Maintenance and R	OS
93600	EQUIPMENT MAINTENANCE, RECONDITIONING, AND	OS
93608	Air Compressors and Accessories, Maintenance and R	OS
9360800000	HVAC MAINTENANCE	OS
93609	Alarm Equipment Maintenance/Repair (Fire, etc.)	OS
9360900000	Alarm Equipment Maint./Repair (Fire, etc.)	OS
93614	Buildings and Structure Maintenance and Repair (Po	OS
93625	Electrical Equipment (Except Cable and Wires, and	GC
9362500000	Perform lock-out and grounding of G & Y feeders	GC
93633	Fire Protection Equipment and Systems Including Fi	GC
9363300000	Repairs to fire suppression system Newark Campus	OS
93634	Fire Extinguisher Maintenance (Including Rechargin	GC
9363400000	Standing order for repairs to fire alarm system	OS
93636	Furniture, School (Including Student Lockers), Mai	GC
93638	Glass and Glazing Equipment Maintenance and Repair	OS
9363800000	Window vision panel repair UH C224	OS
93639	Generators, Portable and Stationary, Including Par	GC
9363900000	8000W Generator #6RM51 QN#3009171638 c.#863423927	GC
9364000000	Hand Tools, Powered, All Kinds, Maint/Repair (Incl	OS
93643	Hardware, Shelf Hardware, and Allied Items Mainten	OS
9364300000	930710 Cabinet-Open Shelf 2 modifier 18x30x28	GC
93648	Industrial Equipment (Not Construction and Repair,	OS
9364800000	standing order for service of forklift	GC
93650	Jewelry, Badges, Nameplates, etc. Maintenance and	OS
93653	Parking Equipment Maintenance and Repair (See 936-	OS
9365400000	RATCHET DRIVE	GC
93660	Printing Plant and Bindery Equipment Maintenance a	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
93662	Pumps and Pump Accessories Maintenance and Repair	OS
93663	Pumps, Vertical, Maintenance and Repair	OS
9366300000	(06 686 550) laballiance series 1 pump	GC
93667	Refrigeration Equipment Maintenance and Repair	OS
9366700000	Quote # S1252066 Repair for Walk-in-Ref room B111	OS
93672	School Equipment Maintenance and Repair	OS
93673	Security and Access Systems Maintenance and Repair	OS
9367300000	Service outside agreement for security pkg lot #2	GC
93674	Signs, Message Centers, Scoreboards, etc. (Includi	GC
9369100000	Standing order for environmental services.	PS
93800	EQUIPMENT MAINTENANCE, RECONDITIONING, AND	OS
93817	Controlling, Indicating, and Recording Instruments	GC
93824	Dental Equipment Maintenance and Repair	OS
9382400000	Standing order to cover dental maintenance 111049	OS
93838	First Aid and Safety Equipment (Except Nuclear and	GC
9383800000	Standing Order: Fire extinguisher training, new	GC
93856	Hospital and Medical Equipment, General, Maintenanc	GC
9385600000	Abbott Medisense Blood Glucose	GC
93857	Hospital and Medical Equipment, Invalid, Maintenanc	OS
9385700000	Maintenance Service for ACLS Equipment	OS
93862	Laboratory Equipment and Accessories, Maintenance	GC
9386200000	Emergency repair to Brother MFC Fax Machine	OS
93863	Laboratory Equipment and Accessories: Specialized,	GC
9386300000	Installation of Renal Dialysis valve	OS
93874	Optical Equipment Maintenance and Repair	OS
9387400000	PO for SERVICE CONTRACT of Super T21 #9800462	GC
93876	Pollution Control Equipment Maintenance and Repair	OS
93878	Respiratory Equipment (Including Air Tanks, Breath	GC
9387800000	ITEM #800-50 BILICHECK CALIBRATION TIPS (50/BAG)	GC
93885	Testing and Training Apparatus, Instruments, and M	GC
93890	Veterinary Equipment and Accessories (Including Ca	GC
9389500000	445828175 Service Automatic Processor in H644	GC
93900	EQUIPMENT MAINTENANCE, RECONDITIONING, AND	OS
9390000000	Invoices from 4/04, 5/04, 6/04	GC
93906	Audio-Visual Equipment Maintenance and Repair	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
9390600000	Open Purchase Order for Audio Visual repairs	OS
93918	Clocks, Timers, Watches, and Jewelers' and Watchma	GC
9391800000	Stop Watch, cat# 14-649-5	GC
93921	Computers, Data Processing Equipment and Accessori	GC
9392100000	Renewal Maint Cache Test Server 7/1/03-6/30/04	GC
93927	Copy Machine Maintenance and Repair	OS
9392700000	Service Agreement @ .12 per copy	OS
93937	Electronic Equipment Maintenance and Repair	OS
9393700000	Service Contract on (2) Dako Autostainers	PS
93948	Library Machines and Supplies, Maintenance and Rep	OS
9395200000	Standing Order for mailing service	OS
93959	Office Equipment, Filing Systems, etc., Maintenanc	GC
93960	Office Machines and Mechanical Aids, Small, Mainte	OS
9396000000	2 Year Extended Warranty	GC
93966	Photographic Equipment (Not Including Graphic Arts	GC
9396600000	Kodak USA EPT 135-36 Ektachrome 160T Tungsten	GC
93972	Radio/Telecommunications/Telephone Equipment (Incl	GC
9397200000	Provide rental of 25 radios	GC
93977	Sound Equipment (Including Microphones, Speakers,	GC
93984	Television Equipment and Accessories (Including Vi	GC
9398400000	TELEVISION SERVICES	OS
93987	Typewriter Maintenance and Repair	OS
9398700000	REPAIR - IBB WHEEL WRITER 1000	OS
93994	Word Processing Equipment Maintenance and Repair	OS
94100	EQUIPMENT MAINTENANCE, RECONDITIONING,	OS
94121	Blade Maintenance and Repair, Electric Power Gener	OS
94125	Boiler Maintenance and Repair, Steam (Including Te	OS
9412500000	REPLACEMENT OF THROAT TILE	GC
9413400000	Pediatric ventilation circuits 40011	GC
9413900000	Preventive Maintenance on Cobe CPE & Century Equip	OS
94151	Heat Exchanger Maintenance and Repair	OS
94152	Heating Equipment Maintenance and Repair, Steam	OS
9415200000	Heat on Demand Pellet Base, Burgundy	GC
94155	HVAC Systems Maintenance and Repair, Power Plant	OS
9415500000	HVAC Systems Maintenance and Repair, Power Plant	OS
94159	Inspection/Examination Services, Non-Destructive (OS
9415900000	Laboratory Inspections	PS
94164	Motor Maintenance and Repair, Vertical	OS
94173	Power Plant Equipment Maintenance and Repair (Not	OS
9417300000	FY04 Maintenance agreement for 3 CEM Systems	OS
9418700000	Repairs to turbine enclosure E & R Bldg Camden	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
94600	FINANCIAL SERVICES	OS
94610	Accounting and Billing Services (Including Payroll	OS
94633	Collection Services	OS
9463300000	PMBC PROVIDES CONSULTING, BILLING, AND	PS
94648	Financial Advisor	PS
9464800000	Cont of contract for patient billing7/1/03-6/30/04	PS
94800	HEALTH RELATED SERVICES (FOR HUMAN SERVICES	OS
94828	Dental Services	OS
9482800000	#10004413 Hank Imaging Suppt/Promax digt. pan/ceph	GC
94829	Dental Prosthetic Manufacturing Services	OS
94832	Dietician Services	OS
9483200000	Nutritionist Service for Atlantic County, Micas Cl	OS
9484600000	STANDING ORDER TO COVER VARIOUS	PS
94855	Medical and Laboratory Services (Non-Physician)	OS
9485500000	Ancillary Supplies Home Infusion	GC
94864	Nursing Services	OS
9486400000	Initial RN Assessment	PS
94872	Pharmaceutical Services	OS
9487200000	Infusion therapy supplies	GC
9487300000	Evaluation Physical Therapist Services Standing	PS
94874	Professional Medical Services (Including Physician	OS
9487400000	Subcontract w/ Dept of Preventive Medicine	GC
94876	Psychologists/Psychological Services	OS
9487600000	Consulting Services	PS
94886	Therapy	GC
9488600000	Evaluation Occupational Therapist Services	OS
9489300000	High Hazard De-activation of Hazardous Waste	OS
95.64.997	10x10" cardboard box #98.64.997	GC
95200	HUMAN SERVICES	OS
95221	Counseling	PS
9522100000	Consulting Service to Family Link Support Coord.	PS
95264	Mortuary and Funeral (Including Crematory Services	OS
9526400000	Cremation (Bodies)	OS
95274	Referral Services	OS
95400	LAUNDRY AND DRY CLEANING SERVICES	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
95405	Laundry and Linen Service	OS
9540500000	Uniform and Laundry Service	OS
9541000000	Standing Order for Office Cleaning	OS
95420	Dry Cleaning Service	OS
9542000000	Standing Order for lab coat dry cleaning	OS
95470	Shop Towel/Floor Mat Cleaning Service	OS
95600	LIBRARY SERVICES (SEE CLASS 908 FOR	OS
9560000000	Media	PS
95605	Business Research Services	OS
9560500000	donors research	GC
95670	Research Services (Other Than Business)	OS
9567000000	Research Services	PS
95685	Training Material Subscriptions	PS
9568500000	#C489D - IBR & Cont Issues in Nephrology (DVD/CD)	GC
96100	MISCELLANEOUS SERVICES, NO. 1	OS
9610000000	FY 2004 Audit Services Proposal #PN-01-054	GC
96102	Administrative Services, All Kinds	OS
9610200000	Disaster Recovery services for Jan- June,2004	OS
96104	Artists	OS
9610400000	Creation of Cover Art for RWJ Medicine Magazine	OS
96108	Furnish & Install Evacuation Plans in Accordance	OS
9610800000	3 project managers	PS
96115	Concessions, Catering, Vending: Mobile and Station	OS
9611500000	Stationary Items-Domestic & Impted Cheese w/fruit	GC
96116	Caterering for ICMS client's Picnic	OS
9611600000	Catering for Student Clinician's Ceremony	OS
96119	PROFESSIONAL CONSULTANT FOR:	PS
9612260000	Standing Order for catering services	OS
96124	Court Reporting Services	OS
9612700000	provide bio-decontamination service per quote	GC
96130	Employment Agency and Search Firm Services (Includ	PS
9613000000	Vice President for Research	PS
96137	WASHER EQUIPMENT FOR EMS VEHICLES. FY02	GC
9613700000	SERVICE TO THE ION SITE TANK.FY04	OS
96139	Floral Designing and Arranging Services	OS
9613900000	Winter Holiday Party flowers	GC
96140	LUNCHEON FOR THE PRE-COLLEGE PROGRAM'S	OS
96141	CAPITAL IMPROVEMENT ON THE PISCATAWAY/	OS
96145	Inspection and Certification Services	OS
9614500000	Annual certification of biosafety cabinets	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
96148	Laboratory and Field Testing Services (Not Otherwi	OS
9614800000	DNA sequencing	PS
96150	Legal Services Including Depositions and Expert Wi	PS
96153	Marketing Services	OS
9615300000	For Sponsorship of Public Service Series as per	OS
96154	Milling Services: Grain, Cottonseed, Vegetable, Wo	OS
9615400000	Professional services - coding of medical records	PS
96157	Musical Production Services	OS
96160	Public Opinion Surveys	OS
9616000000	Benchmark Awareness Phone Survey	PS
96165	Scanning and Testing for Electrical Hot-Spots, etc	GC
96167	Sign Language Services for the Hearing Impaired	OS
9616700000	3/26,4/1,4/14,4/21 sign language interpreting	PS
96168	Sports Professionals Services (Including Sports an	OS
9616800000	1-on-1 training and massage services for FY04	OS
96169	Testing and Monitoring Services, Air, Gas and Wate	OS
9616900000	Monitoring Services	OS
9617000000	Installation of De-Ionization tanks	OS
96171	Talent Agency Services	OS
96172	Transcription Services: Legal and Medical	OS
9617200000	MEDICAL TRANSCRIBING SERVICES	PS
96174	Scientist Services	PS
96175	Translation Services	OS
9617500000	6/7/04 sign language interpreting	PS
9617800000	Dr. J. Reed	PS
9618500000	UC4620 Utility cart w/casters	GC
96186	Veterinary Services	OS
96190	Writing Services, All Kinds (Including Resumes, Ca	OS
9619000000	Please open a standing PO for the	PS
96200	MISCELLANEOUS SERVICES, NO. 2	OS
9620000000	Standing orders for temp veterinary research tech	PS
96205	Amusement and Entertainment Services	OS
96206	Animal Care, Animal Shelter, Animal Production, An	GC
9620600000	Standing Order to cover blood work required	PS
96214	Blue Printing Services: Blue Prints, Blue Line, La	OS
9621400000	FY 2004 Blanket Order for Architerctural Printing.	OS
96217	Bus and Taxi Services, Limousines and Vans (Includ	OS
9621700000	Limo service for Lynn Meadows-3/23, 24	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
96219	Cafeteria and Restaurant Services	OS
9621900000	Delivery & Pick up	OS
96221	Cleaning Services, Steam and Pressure	OS
9622100000	1062-020 - Butane	GC
96222	Chemical Laboratory Services	OS
96223	Chemical Treatment of Boiler and Tower Water	GC
9622300000	Dr. J.G. Blickman	PS
96224	Courier/Delivery Services (Including Air Courier S	OS
9622400000	Delivery Charge	OS
96233	Engraving Services; Awards, Trophies, Etc.	OS
96234	Event Planning Services	PS
96235	Framing Services, Picture	OS
96239	Hauling Services	OS
96240	Food Distribution Services	GC
96246	Installation and Removal Services (Not Otherwise C	OS
9624600000	One time installation charge	PS
96247	PURCHASE ORDER TO COVER THE COST OF	OS
96248	Interior Design/Decorator Services	OS
9624800000	Interior Design/Decorator Services	OS
96256	Moving Services	OS
9625600000	Moving Stored Items from the UDP	GC
96257	Moving: House, Portable Building, etc.	OS
96258	Professional Services (Not Otherwise Classified)	PS
9625800000	USED OIL REMOVAL FROM EMS SHOP. FY04	OS
96259	Parking Services: Operation, Admission, Supervisio	OS
9625900000	PM Pkg Lot Security Agreement	OS
96260	Party, Holiday, and Event Decorating Services	GC
9626000000	Annual Baby Shower / Birthday Bash	GC
9626200000	MISCELLANEOUS SERVICE	OS
96269	Personnel Services, Temporary	OS
9626900000	Project Set up	OS
96270	Removal and Pickup of Dead Bodies	OS
96272	Restoration/Preservation Services (Of Antiques, Co	OS
96274	Ribbons, Re-Inking	GC
96276	Seating and Meeting Services, Public	OS
9627600000	CONFIRMING ORDER, DO NOT DUP. shipping	OS
9628000000	Shipping & handling	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
96286	Transportation of Goods (Freight)	OS
962860000	SHIPPING CHARGES	OS
962860000	shipping and handling 10% total	OS
962870000	Travel One 1	GC
962880000	1st Hotel and Airline Deposit	PS
96293	Vehicle Registration Services	OS
962930000	License Plate & Registration	GC
96294	Water Services, Bottled	OS
96295	Warehousing and Storage Services (Not Storage Spac	OS
962950000	Monthly lease, unit 1038	GC
962960000	SHIPPING & HANDLING	OS
96400	PROJECT MATERIALS, TRAVEL & OTHER SUPPLIES	GC
964000000	Interim Management for Department	PS
96403	Standing Order for Temp Service To Be Used By	OS
964030000	Temp for Senior Account	PS
96419	Knockdown & install furniture Boardroom	OS
96420	Teleprocessing Services through 6/30/01	OS
96426	Implementation Services & T&L	OS
96430	Audio Visual Technician	OS
964300000	Standing order for technical personnel	GC
96450	PARTS AND SUPPLIES	GC
96459	labor	OS
964590000	labor costs	OS
964630000	Legal and Investigative Services	PS
96464	Background music for special event June 11, 2003	OS
964640000	DJ EQUIPMENT AND SERVICE FOR SPH STUDENT	GC
96465	Cover temp nurse services for UH thru 6/30/03	OS
964650000	Temporary Services for Raymond Tipaldo	PS
96478	Professional Adm Service Consultant 139-84-9284	OS
964780000	Secretarial Temp Services for the Dean's Office	PS
96484	Rental	GC
96487		GC
964870000	Tutoring services for summer Prep Students	PS
96488	STANDING ORDER FOR LANGUAGE LINE SERVICES	GC
964880000	June 2003 medical interpreter training sessions	PS
96500	PRINTING PREPARATIONS: ETCHING,	OS
965000000	Logo & Screen (for printing) red/white	OS
96515	Artwork, Camera Ready	GC
965150000	Artwork and One piece of film for laminated cards	OS
96519	OPC KIT	GC
96551	Mat Preparation, Stereotype	GC
965540000	PLATE	GC
96557	Plate Preparation, Color Process	OS
96558	Plate Preparation, Color, Flat Zinc, Magnesium All	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
96562	Plate Preparation, Zinc or Magnesium Alloy, Combin	OS
96600	PRINTING AND RELATED SERVICES	OS
9660000000	Printing of Flyer/Invitations - SC Night 5/25/04	OS
9660700000	250 - 2x3.5 Business Cards (80# Linen & 2 Colors)	GC
96611	Card Printing: Tab, Post, Form, etc.	GC
9661100000	#62774 BP recycled Postcards, Imprinted H	GC
9661600000	Standing Order for Printing supplies as needed	GC
96618	Copying Services (Reproduction)	OS
9661800000	Printing & binding of manuals, teaching handouts,	OS
96622	Decal Printing	GC
96628	Engraved and Embossed Awards, Bonds, Certificates,	GC
9662800000	14 x 18 Honorary Degree Certificate	GC
96636	Forms Printing (Not Continuous)	OS
9663600000	Cat # 015-8981-065 WAIS-III Record forms	GC
96642	Imprinting Services	OS
96646	Intaglio Printing (e.g., The Process by Which U.S.	OS
9665100000	Reprint Boggs Ctr letterhead/envelopes	OS
96655	Numbering Services, Printing	OS
96657	Offset Printing, General, Small Press Work (Quan.	OS
9665700000	SFA Record Forms 076-1615-733	GC
96658	Offset Printing, General, Large Press Work (Quan.	OS
96659	Offset Printing, General, Large Production Runs on	OS
96662	Offset Printing, Booklets, Saddle Stitch Binding (OS
9666200000	igm-nl rid kit	GC
96665	Offset Printing, Books, Perfect Bound (Quan. up to	OS
9667000000	PLAN B Prescrip Pads, 500/pk-	GC
96671	Paper Cutting, Drilling, Folding, Punching, Shredd	OS
9667100000	New Service W04B-010	OS
96672	Printing of Annotated Laws, Rules, and Changes fro	OS
9667200000	PLAN B Prescription Pads,500/pk-	GC
96673	Publications Printed on Newsprint or Groundwood Pa	OS
96678	Receipt and Voucher Book Printing	GC
96686	Specialty Printing: Die Cutting, Laser, Plastic, T	GC
96689	Tickets, Special Labels and Tapes, Printed (Not Co	GC
96690	Tickets, Special Tags, Printed: Continuous, Gang o	GC
9669200000	Set Up Charge	GC
96694	Typesetting, Photocomposition (Cold Type)	OS
9669500000	TYPESETTING AND GRAPHICS DESIGN SERVICES	OS
96800	PUBLIC WORKS AND RELATED SERVICES	OS
96872	Snow and Ice Removal Services	OS

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
96890	Vehicle Towing and Storage	GC
97104	Boat Dock/Marina Space, Rental or Lease	GC
9710500000	Bizmania 2004 Ad & Business Exhibitor Booth	OS
9710800000	20x44x19 Super "S" Straightwall	GC
9713000000	Room rent, parking, food & AV per BEO 24790&24791	GC
97135	Land, Rental or Lease	GC
97145	Office Space Rental or Lease	GC
9716500000	Conference services per BEO 80, dtd 5-25-04	OS
97170	Storage Space Rental	GC
9717000000	Storage space rental for Special Olympics items.	GC
97500	RENTAL OR LEASE SERVICES OF EQUIPMENT -	OS
97700	RENTAL OR LEASE SERVICES OF EQUIPMENT -	GC
97708	Albums, Tapes, Compact Disks, etc. Rental or Lease	GC
97710	Appliances and Equipment, Household, Rental or Lea	GC
9771000000	MODEL #AV20430 JVC 20" COLOR TV	GC
9773900000	3 X 32 BLACK W/YELLOW BORDERS	GC
97741	Furniture, Not Office, Rental or Lease	GC
9774100000	For Rental of Tent ,tables & chairs for	GC
97742	Furniture, Office, Rental or Lease	GC
9774200000	PAYMENT ONLY Quote # 159661	GC
97751	Hardware, Shelf Hardware, and Allied Item Rental o	GC
9775100000	#4726K67 Bronze MXF Ball valve	GC
97786	Venetian Blinds, Awnings, and Shades Rental or Lea	GC
97900	RENTAL OR LEASE SERVICES OF EQUIPMENT -	OS
97917	Chemical Laboratory Equipment and Supplies Rental	GC
97945	Hospital Equipment - General, Rental or Lease	GC
9794500000	RENTAL OF FULL INSTRUMENT KIT FOR DUVAL IM	GC
9794600000	Reliance 7000 cushion set	GC
97952	Laboratory Equipment and Accessory Rental or Lease	OS
9795200000	240/cs (T6001) TC dish 100mm	GC
97953	Laboratory Equipment and Accessories, Specialized,	OS
9795300000	ITEM #8888-261701 ARGYLE FEEDING TUBES 8fr	GC
9797200000	32150 - Physicians Beam Scales	GC
97981	Testing and Training Apparatus, Instruments, and M	GC
9798100000	ITC Training	PS
98002		GC
98100	RENTAL OR LEASE OF EQUIPMENT - GENERAL	GC
9810000000	MAT RENTAL	GC
98112	Air Conditioning Equipment and Accessories Rental	GC
98116	Athletic Equipment and Sporting Goods and Accessor	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
9812400000	#JF692R FULL-SIZE WIRE BASKET 3"	GC
98130	Electrical Equipment and Supply Rental or Lease	GC
9813000000	Cat. No. FV-LPHE FV300/500 Power Supply Unit	GC
9813600000	CO2 change over UH	GC
9814300000	Invoice#W004000221	GC
98165	School Equipment and Supplies Rental or Lease	GC
9816500000	5.5" X 8.5" Scored 4.25" Mark #80 Linen Cover Ivo	GC
9816600000	DSD-165 B-2 Double Sided Security Strips	GC
98172	Tents, Tarpaulins and Supplies Rental or Lease	GC
9817200000	20 ft x 20 ft. white tent	GC
98174	Theatrical Equipment and Supplies (Including Costu	GC
9818400000	Service: Deionized water system	OS
98347	Lawn Equipment Rental or Lease	GC
98355	Painting Equipment and Supplies Rental or Lease	GC
98377	Textiles, Linens, etc. Rental or Lease (Including	GC
9837700000	Tablecloths	OS
98386	Uniform Rental or Lease	GC
9838600000	Standing Order for various uniforms	GC
98423	Computers, Micro, Rental or Lease	GC
98430	Computer Accessories (Not Otherwise Classified) Re	GC
9843000000	hc-UPDT	GC
98439	Drives, Rental or Lease: CDROM, Hard, Floppy and T	GC
9845700000	Cat.# APCRBC7, APC 1400VA Battery RBC7	GC
9846000000	#CT1145 CERTIFICATE CROWN GOLD METALLIC	GC
98500	RENTAL OR LEASE SERVICES OF EQUIPMENT -	OS
9850000000	60 MONTH LEASE ON RICOH 5510L FAX	GC
98512	Audio/Video Equipment and Accessory Rental or Leas	GC
9851200000	AV equip. plus set-up	GC
9885200000	Perform landscaping services	OS
99005	Alarm Services	OS
99022	Card Access Security Services	OS
9902200000	Casi- Rusco Model 430 Card Reader	OS
9903700000	standing ord. EMS supplies / medical equip.	GC
99052	Investigative Services	OS
9905200000	multiservice study investigating	PS
99077	Safety Training and Awareness Services (Highway Sa	OS
9907700000	Professional Services Contract	PS
99800	SALE OF SURPLUS & OBSOLETE ITEMS	GC
9980900000	REPAIR PARTS FOR EMS-C VEHICLES FY04	GC
9981000000	G736110W-Safelok Twin Deposit Bags	GC
99815	Batteries, All Types	GC
998150007G	L522BP 9 volt lithium Batteries	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
99818	Books, All Types (Library, School, etc.)	GC
9981800000	oct2003cat: item #:3184 isbn:1-56337-452-8 CrossCo	GC
99826	Clothing	GC
9982600000	Re-use of screen for front	GC
9982800000	Capital Improvements on the NB Campus	GC
99829	Computers, Parts and Supplies	GC
9982900000	#C8954B#A2L HEWLETT-PACKARD	GC
99837	Electrical Supplies	GC
9983700000	3800-928 Minicell Adaptor kit (incl 400 glass cvt)	GC
99844	Food	GC
9984400000	STANDING ORDER FOR FOOD	GC
99846	Furniture	GC
9984600000	corner shelf 21 1/16"D	GC
99850	Hardware	GC
9985000000	KE25Q2448-407RT PLATFORM TRUCK	GC
99857	Laboratory Equipment	OS
9985700000	Walker Folding Adj	GC
99860	Library Equipment	GC
99867	Medical and Dental Equipment and Supplies	GC
9986700000	Baxter-Ext Set with 4-way stopcock # 2C6607	GC
99869	Metals, Precious	GC
99870	Musical Equipment	GC
9987000000	music license for Blackbird by Lennon/	GC
99872	Office Equipment (Not Copiers)	GC
9987200000	Service Contract #4,823 for period of 1 yr. from	GC
99875	Paper and Paper Products (Including Boxes)	GC
9987600000	P503417 6300 READER PRINTER SER#35100109	GC
99878	Plumbing Equipment and Supplies	OS
9987800000	Plumbing Equipment and Supplies	GC
99879	Pipe, Valves and Fittings	GC
99885	Recyclable Materials: Books, Paper, Glass, Metal,	GC
9988800000	5271 Scale Phys LB W/HGT Rod	GC
99889	School Equipment	GC
99894	Vehicles, Including Automobiles, Trucks, Trailers,	GC
9989400000	INTERIOR REPAIR FOR FLEET VEH.FY04	OS
A-11001	Alexa Fluor 488 Anti-Goat IgG	GC
A-11005		GC
A-11055	ALEXA FLUO488:DONKEY ANTI-GOAT IgG	GC
AAG7095050		GC
AAGG20000		GC
AAGSD38713		GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
AAGSD38913		GC
ARSC2	AR205ABDHP1 - Deluxe Copier Cabinet w/ door	GC
AVE05522		GC
AVE11026		GC
B150	Budget Tote	GC
B17901500		GC
BRE11	Brewer Gooseneck Lamp	GC
BUS1740	CAT #HR2-128, CRYSTAL SCREEN LITE	GC
C0000	100 PARTICIPANTS TO SEE MOVIE ON DECEMBER 1,	OS
C0000008	2 yr Certificate for Banner Web server security	GC
C4096	APS-106057-00 Alps 4000 Micro-dry Cartridges	GC
CAN E40		GC
CC11585A		GC
CC37606A		GC
CC38836A		GC
CC38851A		GC
CC41053A		GC
CC96688K		GC
CD11601	Smoking & Your Heart	GC
CD12526	Living with Cancer	GC
CD13417	Family Safety	GC
CD348349	Asthma and Children	GC
CD39495-A		GC
CD39917	You and Your Blood Pressure	GC
CD40998	Cholesterol & Your Diet	GC
CD41053	Keep it Fit for your heart's sake	GC
CD41368	Find out about STDs-It could save your life	GC
CD421713	Asthma	GC
CD501471	Easy Food Tips for Heart Healthy Eating	OS
CD73778	Asthma and Exercise	GC
CD74367	Talking with Your Health Care Provider	GC
CD75496	Could you get HIV	GC
CD75586	Cholesterol	GC
CD96851	Keep Yourself Healthy at Home: Dealing with Childh	GC
CD96868	Keeping Yourself Healthy at Home	GC
CD97506	Keep Yourself Health at Home:Growing Older	GC
CE000	HD-20G,WD 20GB 7200 RPM	GC
CE3226-A		GC
CE38539-A		GC
CE38836-A		GC
CE42416-A		GC
CE92437K		GC
CE97702		GC
CE97727		GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
CE97841K		GC
CEMT3	#M000277 Upgrade kit for CO2 monitor	GC
CEPR2	#T003011, BLACK INK CARTRIDGE	GC
CLI95543	CLIP STYLE NAME BADGE HOLDER KIT 4"X3"	GC
DEF77701		GC
DELIVERY		GC
DYM30376		GC
EA	Tivoli annual software maintenance	OS
ELD23555		GC
ERGO-174-N	QM191G-19"Plat swivel mouse gelPR basic charcoal	GC
ESS15214EB	High Density IBM formatted 10/bx	GC
ESS1524EGO		GC
ESS1524ERO		GC
ESS1524EYO		GC
ESS31902		GC
ESS31911		GC
ESS4152X20		GC
ESS4152X2B		GC
ESS4152X2R	2in RED folders(ESS4152X2RED	GC
ESS4152X2Y		GC
ESS4152XBG		GC
EXP00516		GC
EXP20010		GC
EXP90000		GC
EXP90001		GC
F0-47ND	Toner Cartridges for sharp copier	GC
F-3120-7		GC
F-3194-3		GC
FEL-91737	FEL-91177 Flex rest	GC
FEL99932	Cordless Mouse (Midnight Dusk) C44039	GC
FGIEG	Electrical repairs	OS
FO47DR	PART #F047DR DRUM FOR SHARP 4000 FAX MACHINE	GC
FO47N	70X7280 3900 Toner 8 Bottles per Box	GC
FO47ND	Standing order to be placed by pharmacy as	GC
FO-5700	ARFX9P1 FACSIMILE EXPANSION	GC
FPVVPRD	pcp2, low profile chamber-insert	GC
FREIG		OS
FREIGHT	Estimate Shipping & Handling charges	OS
FTVCOMM	Hyperfilm ECL(8x10inches)RPN3114k	GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
FUJ2528100		GC
GLB4561CU0		GC
GP03012800	Digiplex 128 Channel Encoder	GC
H1399	HOECHST 33342	GC
H-3570		GC
HEWC4195A		GC
HON5831AB9		GC
HORL550C		GC
IOM-10028	CAT. # 539107-FUJI 100MB ZIP MAC 10PK COLOR	GC
IOM11066	32605 Zip disks 100 MB 10/box	GC
JGC42609	Palm m500 HotSync USB Cradle (P10819U)	GC
LCD12		GC
LEDL567BR		GC
LEX1337765		GC
LEX1380999		GC
LT07-118		GC
M-22424	MITOFLUOR RED 589	GC
M-7502		GC
M7513		GC
MAS00204		GC
MD0002-P		GC
MFEBDM3		GC
MGNPC6HGY		GC
MJM2646HBK		GC
MJM264R4HB		GC
MMF2410910	MMF241009104-Blk Bookends	GC
NAC0613ST	Drawere Model # TAC-2020-S	GC
NAC25TLB	NAC49TLB task light, blk, 40 watts	GC
NO.500S		GC
NU-125-400	Recertification#040504-BioSafety Cabinet	GC
OO200	CARPETING FOR CHILDREN'S BEDROOMS	OS
P-600	LEGS-28 15MG	GC
PCEPVL453		GC
PL-SA	Adjustable Work Platform, 2 Step	GC
PR16581	70xX280 3900 Toner (8 bottles/box)	GC
QRT2301		GC
QRT41E		GC
R2025-D		GC
REF 515000		GC
RUB64483		GC
SET2469		GC

UNIVERSITY OF MEDICINE & DENTISTRY OF NJ ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
SET709		GC
SHIPP		OS
SHIPPING	Shipping charge	OS
SHR-FO47ND	fax toner # F047ND	GC
SLE00	#CS14C HARMONIC SCALPEL 5MM	GC
SLE00001	T-6076, TPP TC flasks, 75cm2	GC
SLE00007	AXOCLAMP 2B-2 Voltage Clamp, Model 2B	GC
SLE00008	399.94 REDUCTION FORCEPS	GC
SLEM0	1460X LIGHTBULB FOR DISSECTING MICROSCOPE	GC
SMD1250G		GC
SMD1534GB		GC
SMD53LBE		GC
SMD53LGN	Green 100/bx	GC
SMD53LOR		GC
SMD53LPE	file folders purple 100/bx	GC
SMD53LPK		GC
SMD53LR		GC
SMD53LTL		GC
SMD53LY		GC
SMDA1243		GC
SMDA124325		GC
SMDBCCRASM		GC
SMDDET2350L		GC
SMDDET24900		GC
SMDDET24915		GC
SNFSR1730X		GC
SW135312		GC
SWI06701	M3995 skin stapler	GC
TANKPE030	Eng # 801.00048,Buna-N-200 ml glass reservoir	GC
TEN11396		GC
TIB-71		GC
V-23200		GC
WIN-120	#4924-4400, Purple Power-free Nitrile Gloves-Large	GC
Z19,5	961311 GREEN COTTON GLOVES	GC
ZWAAZONE1	ZWAAZONE1 Travel zone 1	GC
ZWFL8INST	ZFL2INST Installation Milli-Q	OS

WILLIAM PATTERSON UNIVERSITY ACCOUNT CODES

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
0		OS
2001		GC
2010	DATA PROCESS EQUIP & SUPPLY	GC
2011	SCHOOL EQUIPMENT & SUPPLIES	GC
2050	SCHOOL EQUIPMENT & SUPPLIES	GC
2060	VENDING MACHINE SERVICES	GC
2062		OS
2100	SCHOOL EQUIPMENT & SUPPLIES	GC
2110	PHOTOGRAPHIC SERVICES	OS
2120	SCHOOL EQUIPMENT & SUPPLIES	GC
2130		GC
2140	DATA PROCESS EQUIP & SUPPLY	GC
2150	SCHOOL EQUIPMENT & SUPPLIES	GC
2200	HAZARDOUS WASTE REMOVAL	OS
2210	CHEMICALS, JANITORIAL	GC
2320		GC
2330	LIBRARY EQUIPMENT & SUPPLIES	GC
2340	PUBL & INSTRUCTIONAL MATERIALS	GC
2345		GC
2347		OS
2350		GC
2355		OS
2380		GC
2400	SCHOOL EQUIPMENT & SUPPLIES	GC
2560	FUEL OIL, GREASE & PROPANE	GC
2610	SCHOOL EQUIPMENT & SUPPLIES	GC
2700	DRUGS, GENERAL & GENERIC	GC
2800	CHEMICALS, LABORATORY	GC
2801		GC
3000	BUS TRANSPORTATION	OS
3008		OS
3100	DATA PROCESS EQUIP & SUPPLY	GC
3200	PARCEL DELIVERY SERVICES	OS
3400	SCHOOL EQUIPMENT & SUPPLIES	GC
3500	OTHR SRVICS POOL	OS
3510		PS
3520	DATA PROCESS EQUIP & SUPPLY	GC
3530	DATA PROCESS EQUIP & SUPPLY	OS
3535	SCHOOL EQUIPMENT & SUPPLIES	GC
3540	SCHOOL EQUIPMENT & SUPPLIES	GC
3600	MAILROOM EQUIPMENT & SUPPLIES	PS
3650	SECURITY GUARD SERVICES	OS
3700		GC
3805		OS

WILLIAM PATTERSON UNIVERSITY ACCOUNT CODES (Cont'd)

ACCOUNT CODE	DESCRIPTION	BUSINESS CATEGORY
3806	SCHOOL EQUIPMENT & SUPPLIES	GC
3810	SUBSCRIPTION SERVICES	GC
3815	MISCELLANEOUS SERVICES	OS
3816		GC
3820	PRINTING	OS
3825	DATA PROCESS EQUIP & SUPPLY	OS
3830	PRINT SHOP EQUIPMENT & SUPPLY	OS
3835	PHOTOGRAPHIC SERVICES	OS
3840	PHOTOGRAPHIC SERVICES	OS
3845	SPORTING EQUIPMENT & SUPPLIES	OS
3850	SCHOOL EQUIPMENT & SUPPLIES	OS
3860	SCHOOL EQUIPMENT & SUPPLIES	GC
3870		OS
3875	SECURITY GUARD SERVICES	OS
3880	PROPHYLACTIC	OS
3885	COLLECTION SERVICES	OS
4100	ELECTRICAL EQUIP & SUPPLY	OS
4110	OFFICE EQUIPMENT & SUPPLIES	OS
4120	MAILROOM EQUIPMENT & SUPPLIES	OS
4130	MAILROOM EQUIPMENT & SUPPLIES	OS
4140	LADDERS & SCAFFOLDING	OS
4150	ELEVATOR MAIN & INSP SERVICES	OS
4450	TANKS, STORAGE	GC
5600	GOVERNMENT VARIOUS	GC
6500	SCHOOL EQUIPMENT & SUPPLIES	GC
7000	MAILROOM EQUIPMENT & SUPPLIES	OS
7400		GC
7605	DATA PROCESS EQUIP & SUPPLY	GC
7607	DRAPERY, INSTALLATION & CLEAN	GC
7610		GC
7650	DATA PROCESS EQUIP & SUPPLY	GC
7655	DATA PROCESS EQUIP & SUPPLY	GC
7660		GC
7705		GC
7710	LABORATORY EQUIP & SUPPLY	GC
7750		GC
7755		GC