



DEPARTMENT OF
GENERAL SERVICES

MINORITY AND WOMEN
BUSINESS ENTERPRISE PROGRAM

CITY OF SACRAMENTO
CALIFORNIA

June 30, 1989

5730 - 24TH STREET
BUILDING FOUR
SACRAMENTO, CA
95822-3699

916-49-8505

City Council
Sacramento, California

Honorable Members in Session:

Subject: 1988-89 Minority/Women Business Enterprise Program -
Fourth Progress Report / 1988-89 Fiscal Year Statistics

SUMMARY

The attached report summarizes fourth quarter activities of the City's Minority/Women Business Enterprise (M/WBE) Program. The analysis contains purchasing statistics as well as an overview of M/WBE Program activities conducted during the last ninety days. The statistics presented are cumulative year-to-date totals from July 1, 1988 through June 30, 1989, and they therefore represent the overall M/WBE participation in City operating budget transactions for the 1988-89 fiscal year.

BACKGROUND

In June 1988, the City Council established a formal M/WBE Program and directed staff to prepare reports on a quarterly basis in order to keep the Council apprised of progress toward meeting established M/WBE goals. The City's goals are 20% minority and 5% woman business enterprise participation in City operating budget transactions. This report covers work activities conducted during the period from April 1, 1989 through June 30, 1989, with statistics for the fiscal year.

ANALYSIS

A. SPECIAL ACTIVITIES

1. Supreme Court Decision

The United States Supreme Court decision in the case of City



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MINORITY AND WOMEN
BUSINESS ENTERPRISE PROGRAM

September 8, 1989
MWBE90:012

916-449-8505

Budget and Finance Committee
Transportation and Community Development Committee

Honorable Members in Session:

Subject: 1988-89 Minority/Women Business Enterprise Program -
Fourth Progress Report / 1988-89 Fiscal Year Statistics

SUMMARY

The attached report is the Fourth Quarterly Progress Report for the Minority/Women Business Enterprise (M/WBE) Program for the period ended June 30, 1989. As the final report for the 1989 fiscal year, it includes the statistical totals for the FY89.

RECOMMENDATION

It is requested that the Joint Committees review this report and forward it to the full Council for its information.

Respectfully submitted,

ROBBIN DESHIELDS RANDOLPH
Purchasing Manager/
M/WBE Program Manager

Approved:

SOLON WISHAM, JR.,
Assistant City Manager

All Districts
September 19, 1989

of Richmond v. J. A. Croson Co. has continued to require a major amount of staff time in the study of its ramifications and impact on the City's M/WBE Program. This case involved a contract set-aside program in the City of Richmond, Virginia, which the Court held to be unconstitutional. The City Attorney's Office has advised that the decision affects the City's M/WBE Program as currently structured. A synopsis of the decision and its impact on the City's M/WBE program is attached to this report as Exhibit "C".

In an effort to evaluate how other entities are responding to the Supreme Court decision and to gather community input, staff has met with the following groups/agencies:

- State of California Office of Small and Minority Business
- American Bar Association Conference on "Public Contracts and Minority Business Programs: New Limits and Practical Guidelines after City of Richmond v. J.A. Croson"
- Sacramento Housing and Redevelopment Agency (SHRA)
- Bay Area Contract Compliance Officers Association (BACCOA)
- Sacramento Hispanic Chamber of Commerce
- State of California Department of Finance Demographic Research
- Sacramento Regional Purchasing Council

Meetings with other groups, including the Sacramento Black Chamber of Commerce and Filipino Chamber of Commerce are pending. Staff is also in the process of collecting the most current business demographics information available. As soon as all of this information has been compiled, staff will return to Council with a report on proposed program modifications. Staff anticipates being ready to present that report before the end of August.

2. Capital Improvement Projects M/WBE Reporting

Prior to issuance of the Supreme Court decision cited above, staff was working on development of administrative procedures for monitoring of M/WBE utilization in Capital Improvement Projects (CIP's). On the advice of the City Attorney's Office, that effort was suspended pending a determination of the effect of the Court decision on the M/WBE Program.

3. Commodity-Code/Bid List Update

A new commodity/service code system was purchased through the National Institute for Governmental Purchasing (NIGP) for use in

conjunction with the City's computerized Local Government Financial System (LGFS). The new codes were installed in the LGFS system in mid-June and are now in use. In conjunction with a new bidder's list application which is being developed, the new codes will allow for a more precise definition of the products and/or services that vendors would propose to provide to the City, as well as allowing City staff to better identify prospective new vendors when issuing bids or otherwise seeking to expand the supplier base for fulfilling the City's needs.

4. Sacramento Regional Purchasing Council

M/WBE Program staff has been actively involved with the development of the Sacramento Regional Purchasing Council. This newly-formed, not-for-profit organization has been established to bring the private and public sectors together with the minority business community in order to help increase minority purchasing opportunities in the greater Sacramento area. It currently has over 26 member companies/agencies, including the City, which contributed \$10,000 to its formation. City Council member Joe Serna is on the Purchasing Council Board of Directors. M/WBE Program staff hold committee positions on the Steering Committee and the Training and Development Committee and intend to remain active in the organization.

B. CONTINUING ACTIVITIES

1. Participant Certification

M/WBE certification under the new program began on October 10, 1988. In this reporting period, more than 109 new vendors have been added to the City's list of certified M/WBE vendors. The City's centralized LGFS computer system now contains a total of 701 certified M/WBE vendors.

2. Mayor's M/WBE Task Force

The fourth meeting of the Mayor's Special Task Force on M/WBE was held on April 10, 1989. Minutes of that meeting are attached to this report as Exhibit "D". In addition to reviewing the Third Progress Report, the Task Force was presented with a brief review of the Supreme Court decision and an overview of the City's initial analysis of the impact of the decision on the City M/WBE Program.

3. Outreach

M/WBE Program staff have been involved in various outreach activities relating to the program during this reporting period, among which have been the following:

- ◆ Trade Fair at University of California, Davis.
- ◆ Meetings of United Minority Business Entrepreneurs (UMBE)
- ◆ Organizational meetings with the U.S. Small Business Administration (SBA) for "Meet the Lenders" conference
- ◆ Sacramento Women's Network Third Annual Trade Faire
- ◆ Capital City Purchasing Association meetings

4. Certification

The issue of certification remains prominent in M/WBE programs. The City M/WBE Program uses a "self-certification" process whereby applicants provide information, under penalty of perjury, which is used to determine whether or not a business qualifies for the program. The City also accepts certification by CalTrans and Sacramento Housing and Redevelopment Agency (SHRA) as sufficient evidence of M/WBE qualification for certification under the City's program.

Various entities have proposed "universal" certification, whereby certification by one agency would automatically be accepted by all other agencies. A certification system of this nature was proposed in SB-737 (Marks), which would mandate that all state and local agencies use CalTrans certification. After reviewing the proposed legislation, staff recommended to the Law and Legislation Committee that this bill be opposed, due to its lack of responsiveness to the needs of local agencies such as the City. While the concept of centralized certification has merits, the individual needs of agencies (including the City) for gathering particular information outweigh any such process yet proposed. Staff will continue to monitor this area.

5. Minority Business Opportunity Committee (MBOC) of Sacramento

The Minority Business Opportunity Committee (MBOC) of Sacramento is comprised of representatives from both the public and private sectors, working to educate and assist minority businesses. City M/WBE staff participates in MBOC meetings on a regular basis.

The group's major endeavor is the organization of the annual Minority Enterprise Development Week (MED Week) Conference in the fall of the year. This year, City M/WBE staff will be handling the registration for the Conference, which is scheduled for September 28, 1989 at the Holiday Inn Downtown Plaza.

The MBOC recently began publication of BIDWATCH to advertise construction and procurement opportunities to the minority business community. City M/WBE staff regularly provides information on City bids for inclusion in the publication.

C. FUTURE ACTIVITIES

1. M/WBE Vendor Directory

In order to make it easier to locate City-certified M/WBE vendors, staff is continuing to work on a M/WBE Vendor Directory. While it still needs refinement, when completed this directory will be a ready-reference document for City employees to use whenever they need to find someone to supply a particular product or perform a specific service. The directory may require modification prior to initial issue depending upon the nature of revisions to the program. Until this "hard copy" directory is available, the new commodity-code system provides a similar facility in computerized format, which City employees can access on-line through the LGFS computerized financial system.

2. Certification Application/Bid List Application Revisions

With the installation of the new commodity/service code system in the City's LGFS computerized financial system, a new bidder's list application is being developed to permit collection of more detailed information from vendors who apply to do business with the City. As soon as program revisions are finalized, the M/WBE Certification Application will also be revised in order to address any program-change requirements and to provide a clearer, easier-to-understand document for vendors to fill out.

3. Program Revisions

As noted earlier in this report, M/WBE Program revisions are requiring a large portion of staff time. It is expected that this will continue to be the case as revision development continues and restructuring is implemented.

D. STATISTICS FOR THE 1988-89 FISCAL YEAR

During the first year of enhanced M/WBE monitoring, the City spent a total of \$24,694,494.10 in "baseline" purchases for goods and services from the operating budget. Of this total, the amount spent with M/WBE firms is \$1,829,571.37. This represents 7.4% of the total "baseline" City purchases in the operating budget for the 1988-89 fiscal year, from July 1, 1988 through June 30, 1989.

The level of participation by M/WBE firms during this

reporting period increased slightly from the level reported at the end of the third quarter. Because the Supreme Court decision required that certain elements of the M/WBE program be suspended, the overall level of progress has been less positive than might have otherwise been the case. In addition, the majority of M/WBE staff effort has been devoted to analysis of the Court decision and development of proposed program revisions.

The year's statistics are presented in three ways: 1) Total Purchases; 2) Decentralized Purchases; and 3) Centralized Purchases. Within each of these sections, the purchases have been broken down by group to show dollar amounts and percentages.

TABLE 1
1988-89 Fiscal Year M/WBE Purchases
OVERALL TOTALS

<u>Classification</u>	<u>Amount</u>	<u>Percentage</u>
Total Baseline Purchases	\$24,694,494	100.0%
Total M/WBE	1,829,571	7.4%
Total Minority Male	1,053,800	4.3%
Total Minority Female	304,086	1.2%
Total Non-Minority Female	471,686	1.9%
- - - - -	- - - - -	- - - - -
Total Minority-Owned*	1,357,886	5.5%
Total Woman-Owned**	775,771	3.1%

* Includes Minority Male and Female

** Includes Minority and Non-minority Women

(Statistical Tables Continued Next Page)

TABLE 2
 1988-89 Fiscal Year M/WBE Purchases
 DECENTRALIZED PURCHASES

<u>Classification</u>	<u>Amount</u>	<u>Percentage</u>
Total Decentralized Purchases	\$10,911,530	100.0%
Total M/WBE	980,340	9.0%
Total Minority Male	372,480	3.4%
Total Minority Female	271,001	2.5%
Total Non-Minority Female	336,859	3.1%
- - - - -	- - - - -	- - - - -
Total Minority-Owned*	643,481	5.9%
Total Woman-Owned**	607,860	5.6%

* Includes Minority Male and Female
 ** Includes Minority and Non-minority Women

TABLE 3
 1988-89 Fiscal Year M/WBE Purchases
 CENTRALIZED PURCHASES

<u>Classification</u>	<u>Amount</u>	<u>Percentage</u>
Total Centralized Purchases	\$13,782,964	100.0%
Total M/WBE	849,231	6.1%
Total Minority Male	681,320	4.9%
Total Minority Female	33,085	0.2%
Total Non-Minority Female	134,826	1.0%
- - - - -	- - - - -	- - - - -
Total Minority-Owned*	714,405	5.1%
Total Woman-Owned**	167,911	1.2%

* Includes Minority Male and Female
 ** Includes Minority and Non-minority Women

CITY OF SACRAMENTO

M/WBE EXPENDITURE SUMMARY for DECENTRALIZED CATEGORY

Fiscal Year 1989

Responsible Activity	FY 88-89 TOTAL Purchases	FY 88-89 Total MBE	FY 88-89 Total WBE	M/WBE use Percents
Mayor/Council	13,061	0	4,653	35.63%
City Manager	83,643	35	0	.04%
City Attorney	30,504	0	0	.00%
City Clerk	244,198	204	0	.08%
City Treasurer	42,359	0	200	.47%
Finance	537,810	2,064	5,443	1.40%
Data Management	555,928	20,590	2,277	4.11%
Personnel	298,180	91	3,896	1.34%
Employee Relations	3,317	0	0	.00%
General Services	1,515,016	20,418	145,634	10.96%
Police	882,766	445	29,980	3.45%
Fire	229,062	0	1,718	.75%
Public Works	3,008,008	89,946	148,347	7.92%
Planning & Development	868,280	46,840	1,047	5.52%
Library	758,728	303	27,694	3.69%
Community Center	213,127	0	6,240	2.93%
Parks & Community Services	1,627,546	191,543	230,526	25.93%
TOTAL DECENTRALIZED	10,911,533	372,479	607,655	8.98%

CITY OF SACRAMENTO

M/WBE EXPENDITURE SUMMARY for CENTRALIZED CATEGORY

Fiscal Year 1989

<u>Responsible Activity</u>	<u>FY 88-89 TOTAL PURCHASES</u>	<u>FY 88-89 Total MBE</u>	<u>FY 88-89 Total WBE</u>	<u>M/WBE USE PERCENTS</u>
Central Services	1,024,680	13,899	5,662	1.91%
Communications	1,050,532	7,158	299	.71%
Data Management	245,051	0	0	.00%
Finance	255,369	0	64,505	25.26%
Fleet Management	4,967,029	386,009	2,480	7.82%
Multi-Departmental	110,640	0	0	.00%
Personnel	132,740	0	4,957	3.73%
Procurement Services	5,996,923	274,255	90,009	6.07%
TOTAL CENTRALIZED	13,782,964	681,321	167,912	6.16%

SUMMARY AND COMMENT
on the
U.S. Supreme Court Decision
in the case of
City of Richmond v. J.A. Croson Co.

On January 23, 1989, the U.S. Supreme Court made a decision in the case of City of Richmond v. J.A. Croson Co., overturning the minority business enterprise program of the City of Richmond, Virginia. Richmond had a minority set-aside program that required 30% of its contracts to be sub-contracted to minority suppliers. The Court found that the program violated the Equal Protection Clause of the Fourteenth Amendment to the Constitution.

The Court based its decision on some particular parts of the Richmond program and on the reasons the program was established in the first place. The Richmond City Council started the program because, while the population was 50% black, they found that only 0.67% of City contracts had been given to minority owned firms. Also, a Council member testified that there was "widespread" discrimination in the Richmond-area construction industry. Investigations also revealed that there was virtually no participation by minorities in the local trade associations.

Since the City Council felt that it had sufficient evidence that discrimination had kept minority businesses from receiving City contracts, it decided to develop the set-aside program. A law was passed requiring 30% of City contracts to be sub-contracted to minority suppliers. The minority groups that could qualify for preference under the program were Blacks, Hispanics, Asian/Pacific Islanders, and Native Americans/Aleuts.

The Croson case began when J.A. Croson Co. submitted the low bid for some fixtures for a jail the City was building, but the bid did not have the required 30% minority participation. Croson, the sole bidder on the contract, asked the City for a waiver because they had been unable to obtain bids from minority suppliers prior to the bid due-date. During the appeal process, Croson received a bid from a MBE that would have resulted in Croson's project-cost increasing by \$7,663.16. The appeal was amended to ask for either a waiver from the requirement to use the MBE's bid, or permission to raise the contract price by the amount of the increased costs. The City rejected the appeal and sent the project to re-bid. The Croson Co. then filed suit against the City, charging that the minority program was unfair to them.

Using the standard of review called "strict scrutiny", the Supreme Court found the Richmond program un-Constitutional. The strict scrutiny process involves a close examination of the basis for the program and how the program affects the people who can participate in it (in this case the minority groups mentioned

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above) as well as how it affects the people who cannot participate (non-minorities)..

The Court found the following problems with Richmond's program:

- ◆ It found the evidence used to show discrimination was flawed. The City had determined that while the City's population was 50% black, only 0.67% of City contracts had been awarded to minority contractors; the court said, however, that the fact that the City was 50% black did not necessarily mean that 50% of contractors would also be black.
- ◆ General societal discrimination is not sufficient to justify a racially-preferential program. Instead, the City would have to find specific evidence of discrimination in the award of contracts either by the City itself or in the private sector.
- ◆ The Richmond program was not "narrowly tailored". Once the evidence is established, a program must be designed to help only those groups identified by the evidence as having been discriminated against, and it must have a method for review to provide for program termination when a level of remedy proportionate to the demonstrated discrimination has been reached.
- ◆ The City had not attempted to use race-neutral remedies prior to implementing the preferential set-aside system. The Court indicated that race-conscious remedies should be used only as a last resort, after other methods such as bond waivers, insurance assistance, and small business assistance have been tried and found to be deficient in their remedial effects.

- While the City of Sacramento's Minority and Women Business Enterprise (M/WBE) Program is somewhat different from the Richmond program, the Croson decision has dictated that our program be re-examined. The M/WBE Program in Sacramento has consisted of goals of 20% (minority) and 5% (women) participation in City business transactions. At the time the Court issued the Croson decision, the goals were being applied only to the City's operating budget; administrative procedures were being developed for use in applying the goals to the capital improvement projects (CIP) budget.

After the Supreme Court issued the Croson decision, the City's M/WBE Program was reviewed by the City Attorney's Office. At their advice, work on development of administrative procedures for implementation of the M/WBE goals in the CIP budget was suspended. The system being developed was to consist of project performance goals and a good faith efforts "test" for those who

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failed to meet the established goals. Because failure to meet either the goals or the required good faith efforts could result in award of contracts to other than the low bidder, the program was deemed unworkable in light of the Croson decision.

While the M/WBE Program is being re-examined, the overall goals of 20% and 5% in the operating budget are still in place, and M/WBE participation in City business is still being tracked. The City Council, as a matter of policy, continues to remain committed to full and fair participation by all members of the economic community in City business transactions.

Staff is currently revising the City's program to fulfill the City Council's desire to provide equal contracting opportunities, while still meeting the legal challenges imposed by the Supreme Court decision. It is anticipated that a report outlining proposed modifications to the program will be ready for City Council action by mid-August.

Prepared by M/WBE Program Staff
City of Sacramento, CA
June, 1989

rev. 6/28

MINORITY WOMEN/BUSINESS ENTERPRISE PROGRAM
MAYOR'S SPECIAL TASK FORCE
MINUTES

MEETING DATE: April 10, 1989

MEETING TIME: 5:30 P.M.

LOCATION: City Hall, 915 I Street, Accounting Conference
Room

PRESENT:

Task Force Members:

Gloria Apolinario, Filipino Chamber of Commerce
Gene Fong, Private Corporation
Pauline Marzette, Metropolitan Chamber of Commerce
Maureen O'Connor, Banking
Bud Rodgers, Construction
Janet Ruiz-Anderson, U.S. Department of Commerce
Dennis Tootelian, Calif. State Univ., Sacramento
Maureen White, Sacramento Women's Network

Guests:

Rudolfo C. Aros, Attorney at Law
Kenneth M. Fleming, Affirmative Action Manager, SMUD

Staff:

Diane Balter, Deputy City Attorney
Robert Holbrook, Admin. Assistant, M/WBE Program
Mina Minkler, M/WBE Technician
Laurie Piazza, M/WBE Student Trainee
Robbin DeShields Randolph, M/WBE Program Manager

CALL TO ORDER AND APPROVAL OF MINUTES OF JANUARY 9, 1989 MEETING

The meeting was called to order by Robbin Randolph at 5:35 p.m. and introductions were made.

The minutes of the meeting of January 9, 1989 were corrected to include Gene Fong among Task Force Members present at the meeting. The minutes were approved as corrected.

Following approval of minutes, Robbin turned the meeting over to Bob Holbrook for review of the Third Quarterly Progress Report.

REVIEW OF THIRD QUARTER PROGRESS REPORT

Special Activities

Bob noted that Robbin DeShields Randolph joined the City as the new M/WBE Program Manager on February 6, 1989. She is also the City's Purchasing Manager.

A brief recap of the Third Annual Minority/Women Business Enterprise Conference was provided, noting that based on feedback from participants it was felt that the conference was a success. Dennis Tootelian suggested that staff conduct a survey in six months to determine whether conference attendees not previously participating in the City's bidding process had begun to participate.

Members were advised that the U.S. Supreme Court decision in the case of City of Richmond v. J. A. Croson Co. will require that modifications be made to the City's M/WBE Program. Discussion on this item was deferred to the end of the agenda.

Due to the changes required by the Supreme Court decision, members were told that staff has suspended work on development of administrative procedures for implementation of the M/WBE Program goals in capital improvement projects (CIP). It is anticipated that those efforts will resume when program revisions are completed.

Staff is continuing work on a new commodity code system which will allow for better definition of the commodities or services that vendors would propose to sell to the City. It is anticipated that the new system will be in place for the new fiscal year, which begins on July 1.

Continuing Activities

Members were told that M/WBE certification efforts are continuing, and that more than 150 new vendors have been added to the City's bid lists during the past three months.

The Task Force issues that had been identified at the January meeting were discussed and their status explained. While the basic issues remain viable, some modifications or clarifications may have to be made following the revision of the program.

Bob then touched on the outreach activities of the M/WBE Program during the past quarter, which included the Conference and attendance at various workshops and meetings.

It was noted that cross-certification between the City and the Sacramento Housing and Redevelopment Agency (SHRA) remains an issue and that staff changes at SHRA have necessitated a delay in improving the system. Program revisions may also affect the process.

Future Activities

Staff is working on production of an M/WBE directory which will list vendors by the commodity and/or service they provide. The first version of the directory should be completed by the end of the current fiscal year. Dissemination of the directory will depend on the nature of the revised program.

In conjunction with the new commodity-code system, staff will be revising the bid-list application. Again, this will allow vendors to more fully describe what type of business they would like to conduct with the City.

The major immediate task among future activities facing M/WBE Program staff is the revision of the program to bring it into conformance with the post-Croson law.

YEAR-TO-DATE STATISTICS FOR THE THIRD QUARTER

Bob reminded members that the statistics are year-to-date for the fiscal year (July 1, 1988 to present). He noted that the reporting format has been changed from that of previous reports in a effort to provide clearer information.

The overall performance has improved to a total of 7.1% compared with the 4.2% that was reported at the end of the second quarter. Task Force members commented that the departments showing zero m/wbe expenditures should increase their efforts to contract with such firms in the coming quarter. Task Force members also questioned the statistics for the City Clerk's Office because they showed expenditures of an amount greater than they were budgeted. (Note: Staff checked on this and found that the excess expenditure was in unanticipated elections costs due to more initiatives being qualified for the ballot than had been planned for.)

PROGRAM REDESIGN

Diane Balter, Deputy City Attorney, gave an overview of the U. S. Supreme Court decision in City of Richmond v. J. A. Croson, and described the view of the Attorney's Office of its effect on

the City of Sacramento Minority/Women Business Enterprise Program. She noted that it will require some changes and modifications to the program to bring it into conformance with the law as it is now defined. She gave a brief explanation of how "strict scrutiny" dictates the level of justification an agency must have in order to establish or maintain a legally viable racially preferential program. She also noted that it appears that bid preferences and set-asides can be used when applied in a race-neutral fashion.

Robbin then offered an outline of changes that may be made in the program to bring it into conformance with the law. It is hoped that the re-structured program will actually provide more tangible benefits than does the current one. A major change in the program will be to make it a small business equal opportunity program, based on gross business receipts. While this program would allow participation regardless of race, it would also provide for bid preferences and contract set-asides for firms that can qualify for certification. The program would continue to monitor and report the level of business transactions with m/wbe firms. It was noted that the outline for the program revisions was in its formative stages and had not yet been put before the City Council.

Guest Rudolfo Aros, esq. stated his belief that the Croson decision does not actually affect local city and county governments' m/wbe programs, because they utilize goals instead of quotas.

Task Force member Maureen White suggested that in order to achieve fair and equitable goals, the goals should be based on the number of businesses in the community. Member Bud Rodgers suggested that the revised program should include a "sunset provision" for participation by any given business, that the program maintain a subcontractor pool, and that emphasis be placed on aggressive training programs instead of preferences. Member Gene Fong questioned the demographic makeup of Sacramento and its relation to the City's M/WBE goals. Guest Ken Fleming provided information that 43.9% of the Sacramento population is female, 9% Hispanic, 4.8% Asian/Pacific Islander, and 5% black.

Robbin advised that the M/WBE Third Quarterly Report and the draft of the new program revision would be presented to City Council after first being taken before the Joint Committees of Budget and Finance/Transportation and Community Development.

NEXT MEETING

The next Mayor's Special Task Force meeting was scheduled for July 17, 1989 at 5:30 p.m.

ADJOURNMENT

The meeting was adjourned at 7:15 p.m.



Robbin DeShields Randolph
Procurement Services Manager/
M/WBE Program Manager

Attest:

Mina Minkler
Mina Minkler, Secretary