

August 1, 2014 through
December 31, 2015

MDHR EQUAL PAY CERTIFICATE OF COMPLIANCE REPORT



Minnesota Department of
HUMAN RIGHTS

April 7, 2016

Elizabeth Lincoln, Director
Minnesota Legislative Reference Library
645 State Office Building
100 Rev. Dr. Martin Luther King Jr. Blvd.
St. Paul, MN 55155-1050

Dear Director Lincoln:

The Minnesota Department of Human Rights (Department) submits its first biennial report summarizing its efforts to ensure state contractors provide equal pay to their female employees consistent with Minn. Stat. §363A.44. This report addresses activity from August 1, 2014 through December 31, 2015. In preparing this report, the Department consulted with the Legislative Coordinating Commission Office on the Economic Status of Women.

According to American Community Survey data released by the United States Census Bureau, women in Minnesota make 81.5 cents to every dollar made by white male workers. The difference in wages is more pronounced for women of color in Minnesota – Asian-American women make, 70.6 cents, African-American women make, 61.5 cents, Native American women make 58.5 cents, and Latina women make, 51.1 cents, to every dollar made by white male workers. Because the wages of women play an increasingly prominent role in the income of families, equal pay for women has a significant impact across all of Minnesota's society.

Governor Mark Dayton and the Minnesota Legislature, cognizant of the impact to Minnesota society in addressing equal pay for women, amended the Minnesota Human Rights Act (Act) as part of the 2014 Women's Economic Security Act (WESA). Minnesota law now requires that certain contractors of the State of Minnesota and metropolitan agencies obtain an Equal Pay Certificate from the Department and ensure their compensation practices have no disparate impact upon their female workers. The Department is now responsible under Minn. Stat. §363A.44 for processing equal pay certificate applications, issuing equal pay certificates and auditing state contractors.

Sincerely,



Kevin M. Lindsey, Commissioner
Minnesota Department of Human Rights

cc: Governor Mark Dayton
Senator Ron Latz
Senator Warren Limmer
Representative Sarah Anderson
Representative Sheldon Johnson

Foreword

In the fall of 2015, the United States Census Bureau published data suggesting the poverty rate for African-American families in Minnesota had increased. In response to the release of the data, the Minnesota State Demographer's Office examined the poverty rate of African-Americans in Minnesota. The Demographer's Office found that while the margin error of the sample size precluded a definitive answer as to whether the poverty rate had increased over the last year; what was clear was that the estimated poverty rate for African-Americans over the last nine years was between 30-38% despite the state's overall unemployment rate dropping below 5%.¹

As a result of the high persistent poverty rate, Governor Dayton sought to convene a special session to address systemic poverty in Minnesota. Senator Bobby Joe Champion and Representative Jim Knoblach, in anticipation of a possible special session, held bipartisan hearings to receive ideas on reducing systemic poverty.

The Department believes that one of the most effective strategies to reduce systemic poverty in Minnesota would be ensure that women of color receive equal pay.

In the United States, 40% of mothers with children under the age of 18 are their families' sole or primary wage earner.² The percentage rises to 53% for African-American mothers.³ Between 1967 and 2012, the percentage of women who were responsible for at least a quarter or more of their family's earnings more than doubled rising to 63%.⁴ In 2012, almost half of African-American children lived in poverty, 38% of American Indian children, 30% of Latino children and 20% of Asian children.⁵

According to American Community Survey (ACS) data released by the United States Census Bureau, women in Minnesota make 81.5 cents to every dollar made by white male workers. The difference in wages is more pronounced for women of color in Minnesota – Asian-American women make, 70.6 cents, African-American women make, 61.5 cents, Native American women make 58.5 cents, and Latina women make, 51.1 cents, to every dollar made by white male workers.

Ensuring that women of color receive equal pay will have a significant impact on reducing poverty in Minnesota because the wages for women play an ever increasing role in providing income for themselves as well as their family and children in Minnesota.

Introduction

On May 11, 2014, Governor Mark Dayton signed into law the Women's Economic Security Act (WESA). The WESA legislation, in part, amended the Minnesota Human Rights Act (Act) to require certain contractors to obtain an equal pay certificate (certificate) from the Minnesota Department of Human Rights (Department) prior to contracting with the state of Minnesota and metropolitan agencies. The portion of WESA pertaining to certificates did not go into effect until August 1, 2014.

¹ Andi Engbert, "Black income in Minnesota: A blurry picture, but a clear conclusion"; Minnesota State Demographer Blog Post, November 2015.

² Wendy Wang, Kim Parker, and Paul Taylor, "Breadwinner Moms"; Pew Research Center, May 29, 2013.

³ Sophia King, "How Pay Inequity Hurts Women of Color"; Center for American Progress, 2013.

⁴ Sarah Glynn, "Breadwinning Mothers, Then and Now"; Center for American Progress, 2014.

⁵ Minnesota State Demographer Website, Key Findings – Income and Poverty, March 20, 2016.

Prior to submitting this report, the Department met with the Legislative Coordinating Commission Office on the Economic Status of Women (OESW) and several Minnesota legislators. The Department incorporated the feedback it received and appreciates the suggestions and ideas that were offered.

Background

The following section is meant to provide information about which contractors are required to obtain a certificate, what information must be provided by a contractor when submitting its application to the Department, and what action that can be taken by the Department if a contractor is not in compliance.

A. Equal Pay Certificate

Any contractor that has 40 or more employees in the state of its principal place of business must have an equal pay certificate whenever it enters an agreement that is likely to exceed \$500,000 with a department or agency of the State of Minnesota, the Metropolitan Council, the Minnesota Sports Facility Authority, the Metropolitan Airports Commission, or the Metropolitan Mosquito Control Commission⁶. Equal pay certificates are valid for four years.⁷

There are two exceptions to the general rule for a contractor to have an equal pay certificate. The first exception is when the contractor has a license, certification, registration, provider agreement or provider enrollment contract and is *only* providing goods and services to individuals under one of the following chapters: 43A, 62A, 62C, 62D, 62E, 256I, 256L or 268A.⁸ The second exception is when the contractor has entered into a contract with the State Board of Investment for investment options under Minn. Stat. 352.965, Subd. 4.⁹

The commissioner of administration, with respect to a specific contract, may grant an undue hardship exemption to a contractor.¹⁰

B. Equal Pay Certificate Application

An entity may obtain an equal pay certificate by paying a \$150 filing fee and submitting an equal pay compliance statement with the commissioner.¹¹ The equal pay compliance statement must be signed by the chief executive officer or chairperson of the board.¹² The Department has published, on its website, an equal pay compliance statement for entities to use. However, there is no obligation for an entity to use the sample equal pay compliance statement. The commissioner must issue an equal pay certificate or state why the application was denied within 15 days of submission of the application.¹³

The equal pay compliance statement, in part, requires the contractor to identify or state that it:

⁶ Minn. Stat. §363A.44, Subd. 1(a).

⁷ Id.

⁸ Minn. Stat. §363A.44, Subd. 1(b).

⁹ Id.

¹⁰ Id.

¹¹ Minn. Stat. §363A.44, Subd. 2(a).

¹² Id.

¹³ Minn. Stat. §363A.44, Subd. 3.

- Complies with Title VII of the Civil Rights Act of 1964, Equal Pay Act of 1963, the Minnesota Human Rights Act and Minnesota Equal Pay of Equal Work Law
- Does not segregate women into certain job classifications
- Makes retention and promotion decisions without regard to sex
- Promptly corrects compensation and benefits disparities
- Identify how often it evaluates its compensation practices and
- Identify how it sets compensation and benefits¹⁴

In identifying how it sets compensation and benefits, the sample equal pay compliance statement prepared by the Department provides the following options: market pricing, state prevailing wage or union contract, performance pay, internal analysis, or other.¹⁵ If the contractor selects other, the contractor must provide a description of the approach adopted by the contractor.

C. Equal Pay Certificate Compliance

The commissioner may void a contract awarded by a department or agency of the State of Minnesota, the Metropolitan Council, the Minnesota Sports Facility Authority, the Metropolitan Airports Commission, or the Metropolitan Mosquito Control Commission if the contractor does not have an equal pay certificate or the contractor has not submitted the \$150 application fee and equal pay compliance statement to the commissioner.¹⁶

The commissioner may suspend or revoke an equal pay certificate of an entity when the entity fails to make a good faith effort to comply with Minn. Stat. §363A.44, has failed to make a good faith effort to comply with the laws identified in Minn. Stat. §363A.44, Subd. 2(a)(1), or has multiple violations of the laws identified in Minn. Stat. §363A.44, Subd. 2(a)(1).¹⁷ Prior to suspending or revoking a certificate, the commissioner must first work with the contractor to correct wages and benefits due to employees.¹⁸ A contract may be abridged or terminated when the commissioner suspends or revokes the certificate of a contractor.¹⁹

Discussion

Below please find information concerning the certificates issued by the Department, information provided to the Department by contractors in their equal pay compliance statement and the aggregate information from the Department concerning its initial auditing efforts.

A. Equal Pay Certificates Issued

During the reporting period, the Department issued 679 equal pay certificates. The number of contractors that have certificates and that call Minnesota home as their principal place of business are 419. The number of contractors that have their principal place of businesses outside of Minnesota are 260. Minnesota contractors represent 62% of the contractors with an equal pay certificate. Attached as Exhibit

¹⁴ Minn. Stat. §363A.44, Subd. 2.

¹⁵ Minn. Stat. §363A.44, Subd. 2(5)(b).

¹⁶ Minn. Stat. §363A.44, Subd. 5(a).

¹⁷ Minn. Stat. §363A.44, Subd. 4.

¹⁸ Id.

¹⁹ Minn. Stat. §363A.44, Subd. 5(b).

A is a list of all of the contractors that have been issued an equal pay certificate during the reporting period.

In 43 instances during the reporting period, contractors submitted an equal pay application but ultimately were not issued an equal pay certificate. The most common reasons for why the Department did not issue an equal pay certificate, in order of occurrence, were: (1) contractor was determined to be exempt because they were performing work under a exempt contract identified within the statute, (2) contractor determined that they did not need an equal pay certificate as it was not responding to a bid that was likely to exceed \$500,000, or (3) contractor was determined to be exempt because they had 39 or fewer employees. The Department has amended the technical assistance provided on its website to minimize the number of instances that exempt contractors apply for equal pay certificates.

OESW requested that the Department report on how many equal pay certificate exemptions were granted to contractors by the commissioner of Administration. The commissioner of Administration informed the Department that no equal pay certificate exemptions were granted to contractors during the reporting period. OESW has requested going forward that the Department identify exemptions granted by the Department of Administration in future reports.

B. Aggregate Contractor Information

The equal pay compliance statement submitted by contractors requires them to identify their compensation and benefits practices and how often they evaluate the compensation and benefits provided to their employees. The five identified practices in the Department's sample equal pay compliance statement are – market pricing, state prevailing wage or union contract, performance pay, internal analysis or other.

The Department, in reviewing the equal pay compliance statements that were submitted by contractors, appreciates that setting employee compensation and benefit practices is a complex process given the variety of responses submitted by contractors. More than 65% of the entities with equal pay certificates use multiple approaches in determining employee compensation and benefits. For example, some contractors use market pricing for their management employees but compensation and benefits for non-management employees is calculated by a union contract. Among the contractors that utilize only one type of compensation methodology, the two most common are market pricing (11.8%) and state prevailing wage/union contract (10.6%).

The vast majority, 74% of contractors, reviews and evaluates their compensation and benefit practices on an annual basis. The data reviewed by the Department indicates that 5% of contractors review and evaluate their compensation and benefits practices every two years and 4% of contractors review and evaluate beyond two years. 17% of the remaining contractors review and evaluate compensation and benefits using different time periods for different groups of workers. For example, some contractors have policies in which they review the compensation and benefits provided to non-exempt workers every two years and exempt workers every year.

C. Auditing Efforts

In auditing the compliance of a contractor with the four laws identified within Minn. Stat. §363A.44, the Department relies upon the most recent relevant court decisions such as *Ewald v. Royal Norwegian Embassy*, 82 F. Supp.3d 871 (D. Minn. 2014)(Interpreting Title VII, MHRA and Equal Pay Act) and *Karl v. Uptown Drink, LLC.*, 835 N.W.2d 14 (Minn. 2013)(Interpreting Minnesota Equal Pay for Equal Work law).

The Department initiated 21 equal pay compliance audits during the relevant time period. The Department, in determining which contractors to audit, strives to select contractors that are representative of the types of contractors that are performing work for the State of Minnesota.

Contractors identified for audit are asked by the Department to provide information about the compensation provided to employees working on state contracts. Compensation includes salary, incentive pay, bonuses and benefits paid.

In analyzing the compensation practices of a state contractor, the contractor is asked to provide information on the criteria it uses to determine starting wages. For example, how much is prior experience taken into account by the contractor and what is the possible range of starting wages for the position in question. The Department then assesses whether the identified criteria are consistently applied by the contractor and whether any systemic practices result in lower starting wages for female employees than male employees.

The Department also analyzes during the audit whether horizontal and vertical job segregation exists in the workforce of the contractor. Horizontal job segregation by a contractor is defined as female employees being disproportionately assigned to work in low wage occupations. The Department examines the recruiting practices of the contractor to determine if women are considered for high paying jobs within the organization. Vertical job segregation by a contractor is defined as female employees being disproportionately paid less than the median wage paid to employees within a particular job or occupation.

The Department also requests information from the contractor on its promotion decisions. For example, the Department will examine the contractor's criteria for promotion such as whether assignments must be taken before an employee is eligible for promotion. The Department will then seek to verify that the identified criteria of the contractor is consistently applied by the contractor.

Two audits have been completed during the reporting period without the Department taking any adverse action against the contractor. While the sample size is too small to draw conclusions about best practices, the Department notes that the contractors reviewed their compensation practices on an annual basis and provided little discretion to managers when making initial salary offers to job applicants.

Two additional audits were suspended upon the Department determining that the contractor had no female job incumbents in the positions that were performing work for the State of Minnesota. In both instances, the contractor had more than twenty incumbents in the identified positions. The Department is currently examining the hiring practices of these contractors to ensure that no hiring bias is present and that the contractors are making good-faith efforts to recruit, hire and promote women.

EXHIBIT A

180 Degrees, Inc
21CT Inc
3D Specialties
3M
A Chance To Grow Inc.
Aafedt Forde Gray Monson & Hager
AASHTO
Aberdeen Asset Management Inc
Abhe & Svoboda Inc
ABM Parking
ABM Security Services Inc
Acadian Asset Management LLC
Access Ability Inc
Ace Parking
ACS Group
Actavis Pharma Inc.
Adolfson & Peterson Construction (AP Midwest)
AECOM Technical Services Inc
AEI
Agile Assets Inc
Air Serv Corporation
Airgas North Central Region Airgas USA LLC
Airport Taxi Services Inc dba Taxi Services Inc.
Albin Acquisition Corporation
All Metro Glass dba Architectural Glass and Glazing
All State Communications
Alliant Engineering Inc
Allied Waste Services of North America LLC
Allstate Sales and Leasing Corp
Alternative Business Furniture Inc
Alvin E. Benike Inc
Ameresco Inc
American Engineering Testing Inc
Ames Construction Inc
Amherst H. Wilder Foundation
Anderson Brothers Construction Company of Brainerd LLC
Anderson Engineering of Minnesota LLC
Anoka County Community Action Program Inc
Aon Risk Solutions
Appriss Inc
AQR Capital Management
Architectural Testing Inc
Arrowhead Economic Opportunity Agency Inc
Aspen Equipment Co
Asphalt Surface Technologies Corporations aka Astech Corp
Asset Works LLC
Associated Clinic of Psychology
Atlas Foundation Co LLC
Atomic Learning Inc

A'viands
AWP Inc
Baker and Taylor Inc
Bald Eagle Erectors Inc
Bank of America
Barclays Capital Inc
Barr Engineering Co
Barrow Hanley Mewhinney & Strauss LLC
Bay West LLC
BBDO Advertising
Bear Creek Services
Belair Builders Inc dba Belair Sitework Services
Bentley Systems Incorporated
Berry Plastics
Berwald Roofing Co Inc
Bituminous Paving Inc
Bituminous Roadways Inc
Black Rock Institutional Trust Company NA
BMC Software Inc
BMO Capital Markets GKST
Boarman Kroos Vogel Group Inc
Bobcat Company
Bolton & Menk Inc
Boston Scientific Corporation
Boyer Ford Trucks
Brasco International Inc
Braun Intertec Inc
Bremer Financial Services
Brin Northwestern Glass
Broadhead and Co Inc
Brock White Company LLC
Brown traffic Products Inc
Building Restoration Corporation
Burns & McDonnell
BWBR Inc
C S McCrossan
C3/Customer Contact Channels Inc
Caledonia Care & Rehab
Cambridge Systematics Inc
Campbell Mithun
Campus Management Corporation
Canvas Health Inc
Career Step LLC
Carl Bolander & Sons
Carleton College
Carlson McCain Inc
Castrejon Incorporated
Catholic Charities of the Archdiocese of Saint Paul and Minneapolis
CBIZ Accounting Tax and Advisory of Minnesota LLC
CBN Secure Technologies
CDM Smith Inc

Cemstone
Center for the Study of Services
CentraCare Health
CentraCare Health – Paynesville
Central Minnesota Credit Union
Central Roofing Company
Central Specialties Inc
CenturyLink
CGI Technologies and Solutions
Chappel Central Inc
Chard Tiling & Excavating Inc
Children’s Health Care d/b/a Children’s Hospital and Clinics of Minnesota
Children’s Theatre Company
CHS Inc
Cirrus Design Corporation
Citigroup Global Markets Inc
Clay County
Clean Harbors
Climate Makers Inc
CLUES – Comunidades Latinas Unidas En Servicio Inc
CNH Industrial America LLC
Cofiroute USA LLC
Cokato Charitable Trust
Collins Electrical Construction Co
Columbia Management Investment Advisers LLC
Comfort Health
Commercial Roofing Inc
Community Action Partnership of Ramsey and Washington Counties
Community Action Partnership of Suburban Hennepin
Compunnel Software Group Inc
Comstock Construction Inc of Minnesota
Concrete Foundations Inc
Connecture Inc
Consolidated Edison Solutions
Consolidated Telephone Company
Contech Engineered Solutions
Continental Mapping Consultants
Convergint Technologies LLC
Cool Air Mechanical Inc
Cornerstone Advocacy Service
Corporate Mechanical Inc
Corval Group
CRW Systems Inc
Cubic Transportation Systems Inc
Cuningham Group Architecture
Custom Drywall Inc
Customer Elation Inc
D & J Printing d/b/a Bang Printing
Dakota Electric Association
Dalco Enterprises Inc
Data Listing Services LLC d/b/a The Connection

Data Works Plus LLC
Davidson Construction Inc
Deere & Company
Dell – Comm Inc
Deloitte LLP
Dennis Environmental Operations
Design Electrical Contractors Inc
Diamond Surface Inc
Digital Data Voice Corp
Diversified Maintenance
DLR Group Inc
Dodge & Cox
Dodge of Burnsville
Donlar Construction Company
Draeger Safety Diagnostics Inc
Driessen Water Inc
DTZ
Duininck Inc
Dunham Associates Inc
Duo-Gard Industries Inc
Earnest Partners LLC
Eastwood Financial Corporation
Ebert Construction Inc
ECCO Midwest Inc
Ecolab Inc
Ecology and Environment Inc
Educational Testing Service
Edward Kraemer & Sons Inc
Egan Company
Eide Bailly LLP
El Dorado National – California Inc
Elcor Construction Inc
Eldercare of Bemidji d/b/a Havenwood Care Center
Eli Lilly and Company
Elite Line Services
El-Jay Plumbing & Heating Inc
Elness Swenson Graham Architects Inc
Elsevier Inc
Emerge Community Development
Emergency Physicians PA
Empirehouse Inc
EngagePoint Inc
Engineering & Construction Innovations Inc
Eventis Corporation
Environmental Plant Services Inc
Environmental Systems Research Institute Inc
Essentia Health
EVOQUA Water Technologies LLC
Excel Engineering Inc
Explore Information Services LLC
Fahrner Asphalt Sealers

Fairview Health Services
Falcon Road Maintenance Equipment LLC
Faneuil
Favorite Healthcare Staffing Inc
FedEx Freight Inc
Felling Trailers
Financial Recovery Services Inc
First National Bank of Bemidji
First Transit Inc
Flannery Construction Inc
Flexion Inc
Flint Group
Flint Hills Resources
Forest Lake Contracting
Foth & Van Dyke LLC
Four Star Construction Inc
Fowler & Hammer Inc
Frattalone Companies Inc
Freemont Industries Inc
Frerichs Construction Company
GATR of Sauk Rapids
General Atomics International Services Corporation d/b/a Cryotech Deicing Technology
General Office Products Company
General Security Services Corporation
General Sheet Metal LLC
Genesis 10
Gephart Electric
Global Specialty Contractors Inc
Goldman Sachs Asset Management LP
Gordon Construction of Mahnomen Inc
Granite City Roofing Inc
Graybar Electric Company
Grazzini Brothers & Company
Great Lakes Management Company
Great Rivers Homes Inc
Greater Twin Cities United Way
Gregory Industries
Guild Incorporated
Haldeman – Homme Inc
Hammel Green and Abrahamson
Hammer Residences Inc
Hammerlund Construction
Hammerlunds Champion Steel d/b/a Champion Steel Inc
Harbinger Partners Inc
Hardrives Inc
Harris Contracting Companies
Hartland Fuel Products Inc
Hawk Construction Inc
Hawkinson Construction Co Inc
HcPCi A Partnership
HDR Engineering Inc

Headway
Health Information Designs LLC
Health Services Advisory Group Inc
Health Partners
Heartland Community Action Agency Inc
Heartland Ranch Inc
Hiawatha Homes Inc
HIRED
Hmong American Partnership
HNTB Corporation
Hoffman Construction Company
Hoglund Bus Co Inc
Hollstadt & Associates Inc
Home Federal Savings Bank
Honeywell Energy Services Group
Hoover Construction Company
Horizontal Integration
H-R Const Co
HR Green Inc
Hunt Electric Corporation
Hydro-Klean LLC
Hy-Tec Construction of Brainerd Inc
I & S Group
IBM Corporation
Ideacom Mid-America
ImageTrend Inc
IMS Inc
Industrial Builders Inc
Infor (US) Inc
Innovative Office Solutions
Inside Track Inc
Insituform Technologies USA LLC
Inspec Inc
Instrument Control Systems d/b/a ICS Healy-Ruff
Intech Investment Management LLC
Inter County Community Council
Interstate Improvement Inc
Interstate Power Systems Inc
Intertech Inc
Intoximeters Inc
Inner Grove Ford
Iron Data Solutions
I-State Truck Inc
ITR Group Inc
J F Ahern Co
JP Morgan Investment Management Inc
Jacobs Levy Equity Management Inc
Jaguar Communications
Javens Electric Inc
JB Holland Construction Inc
J-Craft a TBEI Company

JE Dunn Construction
Jeffries LLC
Jennie–O Turkey Store Inc
JH Larson Company
JLG Architects
John A Dalsin & Son Inc
Johnson Controls Inc
Johnson Wilson Construction Inc
Jorgenson Construction Inc
JP Morgan Securities LLC
JR Ferche Inc
Kandi Kountry Express d/b/a Towmaster Inc
Karges-Faulconbridge Inc
Kelleher Construction Inc
Kellington Construction Inc
Kelmar Associates Inc
Kern & Tabery Inc
Key Contracting Inc
Keystone Peer Review Organization Inc
KGM Contractors Inc
Kiewit Infrastructure Co
Killmer Electric Co Inc
Kimley–Horn & Associates Inc
Klamm Mechanical Contractors Inc
KLJ Solutions
Knife River Corporation – North Central
Knife River Midwest LLC
Knutson Construction
Kraus-Anderson Construction Co
Kutak Rock LLP
Lakehead Constructors Inc
Lakes & Pines Community Action Council Inc
Lakes and Prairies Community Action
Lametti & Sons Inc
Landwehr Construction Inc
LAZ Parking (LAZ Karp Associates LLC)
LCI–Lawinger Consulting Inc
LeJeune Steel Company
Leo A Daly
Lifetrack Resources
Lifeworks Services Inc
Limno-Tech Inc d/b/a LimnoTech
Lincare
Lindstrom Environmental Inc
LogiSolve LLC
Low Voltage Contractors Inc
LS Black Constructors Inc
LTK Engineering Services
Lunda Construction Company
Lutheran Social Service of Minnesota
Mackin Book Company

Maertens Brenny Construction Co
Magney Construction Inc
Mahube–Otwa Community Action Partnership Inc
Mains’l Services Inc
Manatt Phelps and Phillips LLC
Manpower Group Experis
Mansfield Old Company of Burnsville Inc
Marine Tech LLC
Mark Rite Lines Equipment Co Inc
Mark Sand & Gravel Co
Master Electric Company Inc
Master Mechanical Inc
Masterson Staffing Solutions
Mathy Construction Co
Mattison Contractors Inc
Mavo Systems Inc
Max Gray Construction Inc
Max Steininger Inc
Maximus
McDowall Company
McGladrey LLP
McGough Construction
McKinley Capital Management LLC
McKinstry Essention LLC
McLaughlin and Schulz Inc
McNamara Contracting Inc
MD Helicopters Inc
Medical Transportation Management
Medtronic
Meinecke Johnson Company
Merchants Financial Group
Meridian Services
Met–Con Companies
Metro Sales Inc
Metropolitan Center for Independent Living
Meyer Scherer & Rockcastle LTD
Meyer Contracting Inc
MG McGrath Inc
MGC Diagnostics Corporation
Michaud Cooley Erickson & Associates
Mid Minnesota Legal Assistance
Mid–America Business Systems
Midway Ford Co
Midwest Asphalt Corporation
Midwest Contracting LLC
Midwest Paratransit Services Inc
Miller Dunwiddie Architecture
Milliman
Minger Construction Co Inc
Minn–Dak Asphalt Inc
Minneapolis Marriot Northwest

Minnesota AIDS Project
Minnesota Elevator Inc
Minnesota Equipment Inc
Minnesota Gastroenterology PA
Minnesota Roadways Co
Minnesota Utilities & Excavating LLC
Minnesota Valley Action Council
Minnesota Valley Testing Laboratories Inc
Minnowa Construction Inc
Mint Roofing Inc
Missions Inc
MNSTAR Technologies Inc
MOCA Systems Inc
Modern Piping
Modis
Molin Concrete Products Company
Morcon Construction Company Inc
MorphoTrust USA LLC
Motorola Solutions Inc Minnesota
MP Technologies LLC
MTI Distributing
Mulcahy Nickolaus LLC
Multicare Associates of the Twin Cities PA
Muska Electric Company
MV Transportation
Myers and Stauffer LC
Nachurs Alpine Solutions
National Sports Center Foundation
Nationwide Construction Group
Natus Corp d/b/a Hamernick Decorating Center
Natus Medical Inc
NCS Pearson Inc/Pearson Education
Nelson Auto Center
Netsmart
Neuberger Berman Fixed Income
New Bedford Panoramex Corp
New Brighton Ford
New Flyer of America Inc d/b/a New Flyer USA
New Look Contracting Inc
Noresco LLC
North Country Concrete Inc
North Pine Aggregate Inc
North Star International Trucks Inc d/b/a Astleford International Trucks
Northeast Bank
Northern Air Corporation d/b/a NAC Mechanical and Electrical Services
Northern Improvement Co
Northland Concrete & Masonry
Northland Constructors of Duluth LLC
Northland Mechanical Contractors
Northstar Materials d/b/a/ Knife River Materials
Northwest Asphalt Inc

Northwest Respiratory
Northwestern Mental Health Center Inc
NuAire Inc
Nuss Truck Group Inc
Office Depot
Olson & Co Inc
Olympic Companies Inc
OMG Midwest Inc d/b/a Southern Minnesota Construction
Opportunity Matters Inc
Opportunity Services
Oracle America Inc
Otter Tail Power Company
Pace Analytical Services Inc
Palmer West Construction Company Inc
Parallel Technologies Inc
Park Construction Company
Park University Enterprises Inc
Parsons Brinckerhoff Inc
Parsons Construction Group
Parsons Electric
Parsons Transportation Group Inc
Pathway Health Services
PCiRoads LLC
PCL Civil Constructors Inc
PCL Construction Services Inc
People Incorporated
Peoples Electric Co Inc
Perkin Elmer Health Sciences Inc
Perkins & Will
Perrigo Pharmaceuticals Company
Peterson Companies Inc
Peterson Sheet Metal Inc
Pictometry International Corp
Pioneer Power Inc
Piper Jaffray and Co
Plymouth Christian Youth Center
PNC Capital Markets LLC
PrairieCare Medical Group
Premier Electrical Corporation
Premier Healthcare Services
Proact Inc
Project Consulting Group
Pro-Tec Design Inc
Public Financial Management Inc
Pyramis Global Advisors
Quantum Spatial Inc
R and G Construction Co
RJ Mechanical Inc
R J Thomas Mfg Co Inc
R L Larson Excavating Inc
Rachel Contracting Inc

Rainbow Inc
RAM Construction Services of Minnesota LLC
RBC Capital Markets LLC
RBC Global Asset Management (US) Inc
RDG Planning & Design
RDO Equipment Co
RE/SPEC Inc
Red Wing Publishing Company
Redstone Construction LLC
Residential Services of Northeastern Minnesota Inc
Restoration Systems Inc
Reverence for Life and Concern for People Inc d/b/a Project Turnabout
Rice Lake Contracting Corp
Ricondo & Associates Inc
Rihm Kenworth
Riley Bros Construction Inc
Risdall Marketing Group
Road Machinery & Supplies Co
Robert W Baird and Co
Robert W Carlstrom Co Inc
Rochester Plumbing and Heating Inc
Rose International Inc
Royall & Company
RSP Architects
Ryan Electric of Rochester Inc
S M Hentges & Sons Inc
S R Weidema Inc
Safety Signs LLC
Saint Mary's University of Minnesota
Saint Paul Agency
Saint Paul Linoleum & Carpet Co
Sambatek Inc
Samuel A Ramirez and Company Inc
Sands Capital Management LLC
Sansford Health
SAS Institute Inc
Satellite Tracking of People LLC
Schadegg Mechanical Inc
Schmitt & Sons Transit Inc
Schmitt & Sons
Schwickert's Tecta America of Mankato LLC
Scott Carver Dakota CAP Agency
Sebesta Inc
Securian Financial Group Inc
Securitas Security Services USA Inc
Sellin Brothers Inc
Semcac
Shafer Contracting Co Inc
Share House
Shaw-Lundquist Associates Inc
Sheehy Construction Company Inc

SHI International Corp
Short Elliott Hendrickson Inc (SEH Inc)
Siebert Brandford Shank and Co LLC
Siemens Industry Inc
Simpson Gumpertz and Heger Inc
Simpson Housing Services Inc
Sirius Computer Solutions
Smith Fertilizer & Grain Company Inc
SNF POLYDYNE Inc
Snow Kreilich Architects Inc
Sodexo Inc
SolarCity Corporation
Southeastern Minnesota Center for Independent Living Inc (SEMCIL)
Southwestern Minnesota Opportunity Council Inc
SP Plus Corporation
Spee-Dee Delivery Services Inc
SRF Consulting Group Inc
St. Stephen's Human Services
St. Luke's Lutheran Care Center
Stantec
State Street Global Advisors a division of State Street Bank and Trust Co
Steak Shop Catering and Food Service Inc
Strata Corporation
Strategic Equipment Inc
Summit Fire Protection
Summit Orthopedic Ltd
Swanson and Youngdale Inc
SWAT Solutions Inc
Synergy
Systematic Financial Management LP
Systems Technology Group Inc (STG)
TAB Products Co LLC
Talent Technical Services Inc d/b/a Talent Software Services Inc
Talyst Systems LLC
TAP/QA LLC
Teaching Strategies LLC
Tech-Pro Inc
TeleCommunications Systems Inc
Telligen Inc
Tetra Tech Inc
The Alliance Inc d/b/a Architectural Alliance
The Family Partnership
The Joseph Company Inc
The Link
The Mathiowetz Construction Company
The North Highland Company
The Sanborn Map Company Inc
Thelen Heating & Roofing Inc
Thomas Allen Inc
Thomas and Sons Construction Inc
Three Rivers Community Action Inc

Tierney Brothers
Tiger Corporation
Tiller Corporation d/b/a Barton Sand & Gravel Co
Titan Environmental Inc
Titan Machinery Inc
TKDA
TMI Coatings Inc
T-Mobile USA Inc
Tonka Water
TransCore LP
TransCore ITS
Tri County Action Program Inc
Tri County Community Action Inc
Tri-City Paving Inc
Tri-Valley Opportunity Council
Truck Utilities Inc
TSP Inc
TSVC Inc (Terracon Consultants)
Tubman
Twin Cities Public Television Inc (TPT)
Twin City Security Inc
Twin City Tile and Marble Company
UHL Company Inc
Unisys Corporation
United Community Bank
United Parcel Service
Universal Protection Services
University of Massachusetts Medical School
US Bank
US Security Associates Inc
VAA LLC
Valid USA Inc
Valley Paving Inc
Veit & Company
Veolia ES Technical Solutions LLC
VideoTronix Incorporated d/b/a/ VTI Security Integrators
Viking Electric Supply
Vision Loss Resources
Voya Retirement Insurance and Annuity Company
W L Hall Company
Wagner Construction Inc
Warning Lites of Minnesota
WCEC Environmental Consultants
Weidner Plumbing and Heating co
Weis Builders Inc
Wells Fargo and Co
Wenck Associates Inc
Wenck Construction and Remediation Inc
Wenck Response Services Inc
Werner Electric Ventures LLC
Western Asset Management

Westman Freightliner Inc
Whelan Security Management Company Inc
Widseth Smith Nolting & Associates Inc
Willmar Electric Service
Winona Health
Winona Heating and Ventilating Co Inc
Winona National Bank
Wipfli LLP
Wm Mueller & Sons Inc
World Fuel Services Corporation
WSB & Associates
WSP USA Corp
Xerox Business Services LLC
Xerox State Healthcare LLC
Ziegler Inc
Zumbro Valley Health Center