

Town of Carrboro, NC  
2025 Disparity Study Report

January 2025

CARRBORO TOWN HALL



TOWN OF CARRBORO • NC

**GRIFFIN &  
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## I. INTRODUCTION

### A. Scope of Work

In 2023, the Town of Carrboro, North Carolina (“the Town”) contracted with Griffin & Strong (“G&S”) to perform a comprehensive Disparity Study (“Study”), to determine whether a disparity exists between the number of available Minority- and Women-owned firms (sometimes referred to as “MBE” or “WBE” respectively or collectively, “M/WBE”) within the market and the number of these firms utilized by the Town in its procurement process.

Governmental entities across the country authorize Disparity Studies in response to City of Richmond v. J.A. Croson Co., 488 U.S. 469 (1989) and subsequent cases in order to determine whether there is a compelling interest for the creation or continuation of remedial procurement programs, based upon race, gender, and ethnicity. For the legal requirements of Croson and its progeny to be satisfied for any race or gender-based activities, G&S must determine whether the Town has been a passive or active participant in any identified discrimination.

Toward achievement of these ends, G&S has analyzed the prime contractor contracting and subcontracting activities for the Town’s purchases in the Industry Categories of Construction, Architecture & Engineering (“A&E”), Professional Services, Other Services, and Goods during the five (5) year period from July 1, 2017, through June 30, 2022 (FY2018-FY2022) (“Study Period”).

### B. Objectives

The principal questions of this Study were:

1. Is there a statistically significant disparity within the Relevant Geographic Market between the percentage of certified Minority- and Women-owned businesses willing and able to provide goods or services to the Town in each of the categories of contracts and the percentage of dollars spent by the Town or Town contractors with such firms?
2. If a statistically significant disparity exists, have factors other than race and gender been ruled out as the cause of the disparity?
3. Can the disparity be adequately remedied with race- and gender-neutral remedies?
4. If race- and gender-neutral remedies are not sufficient, does the evidence from the Study legally support race- and/or gender-conscious remedial program elements?
5. Are the proposed remedies narrowly tailored to the findings of the Study?

### C. Technical Approach

In conducting this Study and preparing its recommendations, G&S followed a carefully designed work plan that allowed Study team members to fully analyze Availability, Utilization, and Disparity with regard to participation. The final work plan consisted of, but was not limited to, the following major tasks:

1. Establishing data parameters and finalizing a work plan;
2. Legal analysis;
3. Reviewing policy and procurement processes;
4. Collecting electronic data, inputting manual data, organizing and cleaning data, and filling any data gaps;
5. Conducting geographic and product market area analyses;
6. Conducting Utilization analyses;
7. Determining the Availability of qualified firms;
8. Analyzing the Utilization and Availability data for disparity and statistical significance;
9. Conducting private sector analysis including credit and self-employment analysis;
10. Collecting and analyzing anecdotal evidence;
11. Establishing findings of fact regarding the existence and nature of marketplace discrimination and/or other barriers to minority- and women-owned business participation in the Town's contracts; and
12. Preparing a final report that identifies and assesses the efficacy of various race- and gender-neutral and narrowly tailored race- and gender-based remedies if indicated by the findings.

### D. Report Organization

This report is organized into the following sections, which provide the results of G&S's analytical findings and offer recommendations for the Town. In addition to this introductory chapter, this report includes:

- Chapter II, which presents the Executive Summary of Findings and Recommendations;
- Chapter III, which is an overview of the legal framework and basis for the Study;
- Chapter IV, which provides a review of the Town's purchasing policies, practices, and programs;
- Chapter V, which presents the methodology used in the collection of statistical data from the Town and the analyses of the data regarding relative M/WBE Availability and Utilization analyses, and includes a discussion on levels of disparity for the Town's prime contractors and subcontractors;
- Chapter VI, which analyzes whether present or ongoing effects of past discrimination are affecting the Town's marketplace; and
- Chapter VII outlines the qualitative analyses: the analysis of anecdotal data collected from the online survey, anecdotal interviews, focus groups and public meetings.

## II. EXECUTIVE SUMMARY OF FINDINGS AND RECOMMENDATIONS

This chapter presents the findings and recommendations resulting from the Disparity Study for the Town of Carrboro, North Carolina (hereafter the “Town”) related to Construction, Architecture & Engineering (“A&E”), Professional Services, Other Services, and Goods for July 1, 2017–June 30, 2022 (FY2018-FY 2022).

As outlined in the Legal Analysis, the courts have indicated that for race-based or gender-based preference programs to be maintained there must be a strong basis in the evidence for the establishment of such programs or the continuation of existing programs. As the detailed findings below will demonstrate, the Town has a basis to introduce more robust race- and gender-neutral remedies. The Town also has a legal basis, under applicable law, to continue and/or introduce narrowly tailored race and gender-conscious remedies for some groups toward the goal of eliminating the identified disparities. This will be discussed further in the findings below.

Disparity and regression analyses were performed and G&S found that there was evidence to indicate certain disparities by race, ethnicity, or gender status of the firm owners even after controlling for capacity and other race- and gender-neutral factors. This statistical evidence found support in the anecdotal evidence of the experiences of firms in the Town of Carrboro’s marketplace as well as in the policy, practices, and procedures findings. These findings support the Town’s continuation of inclusion efforts for M/WBE firms.

### A. FINDINGS

#### 1. Policy Findings

##### ***FINDING 1: PROCUREMENT STAFFING***

By Town Code, the Town Manager is designated as the primary purchasing agent, but the duties have been delegated to a Purchasing Officer/Agent (as permitted). Accordingly, procurement of goods and services with the Town of Carrboro is centered with the Procurement Coordinator (in the Finance Department), with oversight by the Town Manager and the Town Council.

The Procurement Coordinator is a single employee/officer, and there is no staff specifically assigned to encourage M/WBE participation through outreach or otherwise.

##### ***FINDING 2: INFORMAL & FORMAL PROCURMENT***

For smaller purchases, Carrboro procurement is more decentralized to allow flexibility for the buying departments. The Purchasing Office plays the central role in formal procurement, however, with some approval and contract execution responsibilities designated to the Town Manager and the Town Council.

***FINDING 3: PURCHASING POLICY MANUAL***

The Town has produced a comprehensive purchasing policy manual, which notably also includes a non-discrimination provision and commitment to equitable/fair competition in procurement.

***FINDING 4: VENDOR INFORMATION***

The Finance Department keeps an updated list of vendors that are doing business with the Town. The Purchasing Office serves as a liaison between vendors and the various user departments, providing departments with useful information obtained from or about vendors or potential vendors.

***FINDING 5: BEST VALUE***

The Town is committed to “Best Value” procurement by Code: “The Department’s objective is to acquire the product or services meeting the needs of the end user while ensuring that the procurement achieves: (1) Compliance with the specification and departmental needs; and (2) ‘Best Value.’”

***FINDING 6: INFORMAL PROCUREMENT PROCESS & NONCOMPETITIVE BIDS***

During the Study Period, an informal procurement process was used by the Town for purchases of goods and non-professional services costing between \$500<sup>1</sup> and \$89,999, and for Construction contracts under \$300,000.

Non-competitive informal bids are obtained for purchases between \$500/\$1,000 and \$4,999.99 (with solicitation of at least one quote); purchases between \$5,000 and \$29,999.99 require three (3) price quotes to be solicited and submitted by the user department.

Small purchases, those under \$500/\$1,000, could be made directly by a Town department without the need for bids or a requisition by using P-Cards (Purchasing Cards).

***FINDING 7: COMPETITIVE INFORMAL BIDS***

Competitive *informal* bidding is required for purchases of supplies, materials, equipment, and non-professional services valued at \$30,000 or more but less than \$90,000, and for construction or building repair contracts valued at \$30,000 or more but less than \$300,000.

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<sup>1</sup> The lower threshold for informal procurement was increased from \$500 to \$1,000 near the close of the Study Period.

***FINDING 8: FORMAL PROCUREMENT FOR CONSTRUCTION***

Formal procurement/competitive bidding is required for Construction projects valued over \$300,000 and purchases of goods (supplies, equipment, etc.) and services valued at more than \$90,000, consistent with the Town policy and State law. At least three (3) bids are required for construction contracts.

***FINDING 9: EXEMPTIONS***

The Town exempts purchases off of state contracts and contracts formally bid by other municipalities, counties, or other governmental entities in the state.

***FINDING 10: QUALIFICATION-BASED AWARDS***

Contracts for construction-related professional services in the Town of Carrboro are bid for and evaluated against applicable State law (N.C.G.S. § 143-64.31, the Mini-Brooks Act). These are qualifications-based awards; specifically, selection is made based on “demonstrated competence and qualification for the type of professional services rendered.”

Non-construction professional services procured by the Town also use qualifications-based evaluation/award, as provided in the Purchasing Policy.

Interviews indicated that the Town does not generally prequalify firms for professional services opportunities.

***FINDING 11: BONDING***

The Town’s Purchasing Policy provides that performance and payment bonds for 100% of the contract value are required when a construction contract exceeds \$50,000 on an overall project that exceeds \$300,000. This is consistent with North Carolina law, which requires performance and payment bonds for construction contracts worth more than \$50,000 that are part of a larger project that is worth more than \$300,000.

Performance and payment bonds are also required under State law for construction and repair contracts over \$300,000, but not for purchase contracts.

Bid bonds are required on contracts for construction or repair work in excess of \$300,000. State law requires bid bonds of 5% of the bid price for formal construction and repair contracts, but not for purchase (supplies/goods) contracts.

Each of these bonds can be waived by the Purchasing Office.

In the G&S Survey of Business Owners (“Survey”), 16.2% of respondents selected performance bond requirements and 15.7% selected bid bond requirements as barriers preventing them from bidding or obtaining work for the Town of Carrboro.

***FINDING 12: INSURANCE***

Insurance requirements for Town contracts are set forth in the standard contract templates approved by the Town Attorney (minimum coverage of \$1 million for General Liability coverage and for Products and Completed Operations coverage).

In the G&S Survey of Business Owners (“Survey”), 4.7% of respondents cited insurance requirements as a barrier preventing them from bidding or obtaining work for the Town of Carrboro.

***FINDING 13: CONSTRUCTION M/WBE GOAL***

Consistent with North Carolina State Statute §143-128, the Town of Carrboro has established a 10% M/WBE goal for construction projects valued at or above \$500,000. Also, when a construction project is valued at \$300,000 or more and is solicited for single-prime bidding, separate-prime bidding, CMAR, or other alternative contracting methods, the Town attaches a 10% M/WBE goal to such projects.

M/WBE goals are not set on Town contracts or projects outside of construction.

***FINDING 14: OUTREACH PLAN & ASPIRATIONAL M/WBE GOALS***

The Town of Carrboro has implemented the “Outreach Plan and Guidelines for Recruitment and Selection of Minority Businesses for Participation in Town Building Construction Contracts,” which references the State 10% goal. The Outreach Plan provides bidders and the Town’s administration with detailed requirements for outreach, utilization, documentation, and Good Faith Efforts (GFEs) toward M/WBE participation in Town contracts/projects.

The M/WBE goals are essentially aspirational with the Town, however, as bids are not rejected for lack of goal achievement and there is no meaningful contract compliance that tracks utilization throughout the project.

***FINDING 15: CERTIFICATION***

The Town does not certify M/WBE firms but accepts certifications from the North Carolina Historically Underutilized Business (HUB) Program, certifications from North Carolina DOT (DBE and M/WBE), the Small Business Administration (SBA) 8(a) Program, and will consider certifications from other governmental entities on a case-by-case basis.

***FINDING 16: PARTNERSHIPS***

Through various informal partnerships, the Town provides small businesses and start-ups with resources and information on a race- and gender-neutral basis. These programs are housed in the Economic Development Office.

- Entrepreneurship & Small Business Guidance and Training
- The New Business Resource Center (website includes links and assistance for various stages of business development)
- The Revolving Loan Program intended to assist small businesses (including M/WBE firms)

***FINDING 17: LOCAL INITIATIVE***

In its Purchasing Policy, the Town of Carrboro also outlines its efforts to expand the participation of local firms in Town procurement (a “Local initiative”). This is an additional race and gender-neutral procurement policy.

**2. Quantitative Analysis Findings*****FINDING 18: RELEVANT GEOGRAPHIC MARKET***

The Study compared the Availability and Utilization of firms in a common area, the Relevant Geographic Market, which is the geographic firm location where the Town spends at least 75% of its payments. The Relevant Geographic Market area was determined to be the ten-county area around Carrboro,<sup>2</sup> based on the following percentages of spending.

- In Construction, 83.70%
- In A&E, 89.04%
- In Professional Services, 92.75%
- In Other Services, 75.01%
- In Goods, 47.01%
- In Total, 84.05%

Given that 84.05% of all the Town of Carrboro spending was with firms located in this Relevant Geographic Market, G&S determined that one consistent Relevant Geographic Market across all Industry Categories was appropriate.

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<sup>2</sup> The ten-county area is composed of Alamance County, NC; Caswell County, NC; Chatham County, NC; Durham County, NC; Granville County, NC; Orange County, NC; Person County, NC; Wake County, NC; Johnston County, NC; and Guilford County, NC.

**FINDING 19: AVAILABILITY**

The measures of Availability utilized in this Study incorporate all the criteria of Availability required by City of Richmond v. J.A. Croson Co., 488 U.S. 469 (1989).

- The firm does business within an industry group from which Town of Carrboro makes certain purchases.
- The firm's owner has taken steps to demonstrate interest in doing business with the government.
- The firm is located within the Relevant Geographic Market such that it can do business with the Town.

The firms used to calculate Availability came from the Master Vendor File in the Relevant Geographic Market Area. G&S found that firms were available to provide goods and services to the Town as reflected in the following percentages by each race, ethnicity, and gender group (Table 1).

**Table 1: Availability Estimates by Work Category**  
*In the Relevant Geographic Market  
 (Based upon the Master Vendor File)  
 Town of Carrboro Disparity Study*

Business Owner Classification	Construction	A&E	Professional Services	Other Services	Goods
African American	17.07%	10.31%	15.36%	11.37%	6.46%
Asian American	0.99%	4.67%	1.84%	0.70%	0.92%
Hispanic American	4.51%	3.54%	0.67%	0.86%	0.56%
Native American	0.45%	0.64%	0.36%	0.24%	0.08%
<b>TOTAL MINORITY</b>	<b>23.03%</b>	<b>19.16%</b>	<b>18.23%</b>	<b>13.16%</b>	<b>8.01%</b>
Non-Minority Woman	9.80%	13.20%	4.86%	3.50%	5.18%
<b>TOTAL MWBE</b>	<b>32.82%</b>	<b>32.37%</b>	<b>23.09%</b>	<b>16.66%</b>	<b>13.19%</b>
Non-MWBE	67.18%	67.63%	76.91%	83.34%	86.81%
<b>TOTAL</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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**FINDING 20: M/WBE PRIME UTILIZATION**

As Table 2 below shows, the Town of Carrboro paid a total of \$8.14 million in prime construction spending in the Relevant Geographic Market during the Study Period and \$1.43 million of this amount, or 17.59% was paid to M/WBE firms as prime contractors. M/WBEs were paid 13.12% of A&E, 0.24% of Professional Services, 7.83% of Other Services, and 2.67% of Goods. M/WBEs received 10.50% of prime payments across all purchasing categories (\$2.41 million).

**Table 2: Summary of Prime Utilization by Work Category**  
*In the Relevant Geographic Market (Based upon Payments FY 2018-2022)*  
 Town of Carrboro Disparity Study

Business Ownership Classification	Construction	Architecture and Engineering	Professional Service	Other Services	Goods	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
African American	\$ 70,632	\$ -	\$ 4,000	\$ 1,100	\$ 484	\$ 76,216
Asian American	\$ -	\$ -	\$ -	\$ 256,048	\$ 16,758	\$ 272,806
Hispanic American	\$ 101,156	\$ 191,415	\$ -	\$ 73,809	\$ -	\$ 366,381
American Indian	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL MINORITY</b>	<b>\$ 171,788</b>	<b>\$ 191,415</b>	<b>\$ 4,000</b>	<b>\$ 330,957</b>	<b>\$ 17,242</b>	<b>\$ 715,403</b>
Non-Minority Woman	\$ 1,260,681	\$ 311,571	\$ -	\$ 7,610	\$ 117,132	\$ 1,696,995
<b>TOTAL MWBE</b>	<b>\$ 1,432,470</b>	<b>\$ 502,986</b>	<b>\$ 4,000</b>	<b>\$ 338,567</b>	<b>\$ 134,375</b>	<b>\$ 2,412,398</b>
Non-MWBE	\$ 6,710,053	\$ 3,331,092	\$ 1,633,673	\$ 3,983,761	\$ 4,895,274	\$ 20,553,852
<b>TOTAL FIRMS</b>	<b>\$ 8,142,522</b>	<b>\$ 3,834,078</b>	<b>\$ 1,637,673</b>	<b>\$ 4,322,328</b>	<b>\$ 5,029,649</b>	<b>\$ 22,966,250</b>
Business Ownership Classification	Construction	Architecture and Engineering	Professional Service	Other Services	Goods	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
African American	0.87%	0.00%	0.24%	0.03%	0.01%	0.33%
Asian American	0.00%	0.00%	0.00%	5.92%	0.33%	1.19%
Hispanic American	1.24%	4.99%	0.00%	1.71%	0.00%	1.60%
American Indian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>2.11%</b>	<b>4.99%</b>	<b>0.24%</b>	<b>7.66%</b>	<b>0.34%</b>	<b>3.12%</b>
Non-Minority Woman	15.48%	8.13%	0.00%	0.18%	2.33%	7.39%
<b>TOTAL MWBE</b>	<b>17.59%</b>	<b>13.12%</b>	<b>0.24%</b>	<b>7.83%</b>	<b>2.67%</b>	<b>10.50%</b>
Non-MWBE	82.41%	86.88%	99.76%	92.17%	97.33%	89.50%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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***FINDING 21: M/WBE SUBCONTRACTOR UTILIZATION***

The Town of Carrboro does not track subcontracting dollars across all projects. Consequently, G&S conducted a Prime Vendor Questionnaire. The survey results were quite limited, resulting in only \$182,017 in reported subcontract dollars despite G&S conducting a telephone campaign to request that prime contractors provide payment information about their subcontractors. Of those reported subcontracting dollars, 76.85% were in A&E and most of those dollars went to firms owned by Non-Minority Woman (75.81%). Overall M/WBEs received 90.06% of reported subcontract dollars. Because of this limited subcontract data no disparity analysis was reported for subcontracting and there were no reported subcontracting dollars in Professional Services or Goods.

***FINDING 22: SUMMARY OF DISPARITY ANALYSIS FOR FY2018-FY2022***

Table 3 below indicates those M/WBE groups where a statistically significant disparity (X) was found in Prime Utilization for Construction, A&E, Professional Services, Other Services, or Goods. There was Underutilization in prime contracts for all available M/WBE groups, except

- Non-Minority Women owned firms in Construction
- Asian American owned firms in Other Services
- Hispanic American Owned firms in A&E and Other Services.

G&S also conducted a Disparity Analysis for contracts under \$500,000 and under \$1 million. There was Underutilization in prime contracts for all available M/WBE groups, except

For contracts under \$500,000:

- Non-Minority Women owned firms in A&E and Goods
- Asian American owned firms in Other Services and Goods
- Hispanic American Owned firms in Construction, A&E and Other Services.

For contracts under \$1 million:

- Non-Minority Women owned firms in A&E and Goods
- Asian American owned firms in Other Services and Goods
- Hispanic American Owned firms in A&E and Other Services.
- In Construction, Hispanic American owned firms were in Parity

**Table 3: Summary of Statistically Significant Underutilization of M/WBEs in Prime Contracting**  
*Town of Carrboro Disparity Study*

Business Owner Classification	Construction	A&E	Professional Service	Other Services	Goods
African American	X	X	X	X	X
Asian American	X	X	X		X
Hispanic American	X		X		X
American Indian	X	X	X	X	X
Non-Minority Woman		X	X	X	X

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### 3. Marketplace Contracting Disparities Analysis Findings

***FINDING 23: M/WBE FIRMS HAVE SMALLER REVENUE SHARE***

For the Town of Carrboro relative to White American owned firms, the estimated revenue shares of each M/WBE owned firm never exceeds 7.6% (all Women). All M/WBEs have estimated revenue shares far smaller than their firm representation shares. Relative to firms owned by White Americans in the Town of Carrboro Market Area<sup>3</sup>, the MBE revenue shares exclusive of Women owned firms—some of whom are White American—are well below their total implied 18% (approximately) of firm representation shares. This is consistent with and suggestive of, but not necessarily causal evidence for, M/WBEs facing discriminatory barriers in the private sector of the Town of Carrboro Market Area.

Lower revenues for M/WBEs in the Town of Carrboro Market Area are suggestive, but do not necessarily prove, the existence of private discrimination that undermines their capacity to compete with Non-M/WBEs for public contracting opportunities. This could motivate private discrimination justification for Affirmative Action in Town procurement policies. Otherwise this is potentially a passive participant in private discrimination against M/WBEs firms with respect to its procurement practices.

<sup>3</sup> For purposes of the Town of Carrboro Marketplace Contracting Disparities Analysis, publicly available data defines the Town of Carrboro Market Area as the Raleigh-Durham-Chapel Hill Combined Statistical Area (“CSA”) from the US Census Bureau.

***FINDING 24: AFRICAN AMERICAN AND PACIFIC ISLANDER HOUSEHOLDS ARE LESS LIKELY TO BE SELF-EMPLOYED***

Relative to White Americans, African Americans and Pacific Islanders are less likely to be self-employed. This suggests that these types of firms face barriers to self-employment in the Town of Carrboro Market Area. The lower self-employment could reflect disparities in public contracting as there is research evidence that the self-employment rate of African Americans is increasing with respect to the provisioning and establishment of M/WBE public procurement programs. (Source: G&S Survey of Business Owners)

***FINDING 25: AFRICAN AMERICAN, AMERICAN INDIAN, PACIFIC ISLANDER, AND WOMEN HOUSEHOLDS ARE LESS LIKELY TO BE SELF EMPLOYED IN CONSTRUCTION***

Relative to firms owned by White Americans, African Americans, American Indians, Pacific Islanders, and Women are less likely to be self-employed in the Town of Carrboro Market Area Construction sector. This suggests that these firms face barriers to self-employment in the Town of Carrboro Market Area construction sector. The lower likelihood could reflect disparities in public contracting, as there is research evidence that the self-employment rate of African Americans in construction is increasing with respect to the provisioning and establishment of M/WBE public construction procurement programs. (Source: G&S Survey of Business Owners)

***FINDING 26: M/WBE BUILDING PERMIT SHARES LOWER RELATIVE TO NON-M/WBE***

Non-M/WBEs accounted for approximately 98% of building permits in the Town of Carrboro. To the extent that experience acquired by participating in the private sector translates into an enhanced capacity to compete in the market for public sector contracts and subcontracts, the almost complete dominance of Non-M/WBEs in securing building permits suggests the presence of private sector barriers faced by M/WBEs. In this context, if there are any public contracting/subcontracting disparities between M/WBEs and Non-M/WBEs in the Town of Carrboro, it could constitute passive discrimination against M/WBEs, as the disparities could reflect barriers, possibly discriminatory, that M/WBEs face in the private sector that serve to undermine their capacity to compete for contracts and subcontracts with the Town of Carrboro. (Source: G&S Survey of Business Owners)

***FINDING 27: AFRICAN AMERICAN, HISPANIC AMERICAN, AND BI/MULTIRACIAL AMERICAN OWNED BUSINESSES REPORTED TO HAVE MORE BUSINESS LOAN DENIALS***

Relative to Non-M/WBEs, firms owned by African Americans, Hispanic American, and Bi/Multiracial Americans are more likely to have been denied commercial bank loans. This suggests that in the Town of Carrboro any public procurement disparities between M/WBEs and firms owned by African Americans, Hispanic American, and Bi/Multiracial Americans can be explained, at least in part, by differential access to private credit (e.g., race-based credit market discrimination) that enables financing a capacity for success in public procurement. (G&S Survey of Business Owners)

***FINDING 28: AFRICAN AMERICAN, ASIAN AMERICAN, AND BI/MULTIRACIAL AMERICAN FIRMS ARE MORE LIKELY TO BE NEW FIRMS***

Relative to firms owned by Whites, firms owned by African Americans, Asian Americans, and Bi/Multiracial Americans are more likely to be new firms. This suggests that any public contracting disparities between Non-M/WBEs and firms owned by these types of M/WBEs can possibly be explained by differential rates of market experience. (G&S Survey of Business Owners)

***FINDING 29: WBEs MORE LIKELY TO SUBMIT PRIME BIDS***

Relative to Non-M/WBEs, firms owned by Women are more likely to submit prime bids. This suggests that any disparities in public procurement outcomes between firms owned by Women and Non-M/WBEs in the Town of Carrboro cannot possibly be explained by the relatively lower prime bid submissions rates of firms owned by women. (G&S Survey of Business Owners)

***FINDING 30: AFRICAN AMERICAN AND OTHER RACE FIRMS LESS LIKELY TO WIN PRIME CONTRACT AWARDS***

Relative to Non-M/WBEs, firms owned by African Americans and Other Race are less likely to win a prime contract award from the Town of Carrboro. This suggests that at least for these types of M/WBEs, there are contracting award disparities between them and Non-M/WBEs. (G&S Survey of Business Owners)

***FINDING 31: AFRICAN AMERICAN, BI/MULTIRACIAL, AND OTHER RACE FIRMS LESS LIKELY TO WIN SUBCONTRACT AWARDS***

Relative to Non-M/WBEs, firms owned by African Americans, Bi/Multiracial, and Other Race are less likely to win a subcontract award from the Town of Carrboro. This suggests that, at least for these types of M/WBEs, any disparities between them and Non-M/WBEs in public contracting awards can be explained, at least in part, by differential experiences acquired through subcontracting. (G&S Survey of Business Owners)

***FINDING 32: HUBs AND MBE OWNED FIRMS MORE LIKELY TO HAVE NEVER BEEN A PRIME OR SUB WITH THE TOWN***

Relative to Non-M/WBEs, firms certified as Historically Underutilized Businesses, and those identified as owned by African Americans, Hispanic Americans, Asian Americans, and American Indians are more likely to have “never” been a prime contractor or subcontractor with the Town of Carrboro. To the extent that success in public contracting is proportional to having prior prime contracts or subcontracts, this suggests that any contracting disparities between these types of M/WBEs and Non-M/WBEs can possibly be explained by their relative disadvantage in having secured prior prime contracts or subcontracts from the Town of Carrboro. (G&S Survey of Business Owners)

***FINDING 33: AFRICAN AMERICAN, ASIAN AMERICAN, AMERICAN INDIAN, AND WOMEN MORE LIKELY TO EXPERIENCE DISCRIMINATION IN PRIVATE SECTOR***

Relative to Non-M/WBEs, firms owned by African Americans, Asian Americans, American Indians, and Women are more likely to experience discrimination in the private sector of the Carrboro, NC, Market Area. To the extent that private sector discrimination can undermine the capacity of M/WBEs to compete for public sector procurement, this suggests that private sector discrimination may explain, at least in part, public contracting disparities between these types of M/WBEs and Non-M/WBEs. (G&S Survey of Business Owners)

***FINDING 34: AFRICAN AMERICAN, ASIAN AMERICAN, AMERICAN INDIAN, BI/MULTIRACIAL AND OTHER RACE MORE LIKELY TO EXPERIENCE DISCRIMINATION AT THE TOWN OF CARRBORO***

Relative to Non-M/WBEs, firms certified as Minority-owned, and those owned by African Americans, Asian Americans, American Indians, Bi/Multiracial, and Other Race are more likely to experience discrimination by the Town of Carrboro. To the extent that discrimination in the Town of Carrboro can undermine the capacity of M/WBEs to compete for public sector procurement, this suggests that discrimination at the Town of Carrboro, NC, may explain, at least in part, public contracting disparities between Non-M/WBEs and Non-M/WBEs. (G&S Survey of Business Owners)

***FINDING 35: INFORMAL NETWORKS***

Relative to Non-M/WBEs, firms certified as Minority-owned, Historically Underutilized, Woman-owned, and those owned by African Americans and, Bi/Multiracial, are more likely to agree informal networks are important for public contracting success with the Town of Carrboro. This suggests that, at least for these types of M/WBEs, contracting disparities between them and Non-M/WBEs can explained, at least in part, by their exclusion from Town of Carrboro public contracting networks that reduces their ability to secure prime contracts and subcontracts. (G&S Survey of Business Owners)

***FINDING 36: M/WBE PARTICIPATION REQUIREMENTS***

Relative to Non-M/WBEs, firms certified as Minority-owned, and those owned by African Americans, American Indians, and Bi/Multiracial are more likely to agree that Non-M/WBE prime contractor firms only use M/WBEs when required to in the Town of Carrboro. This suggests that, at least for these types of M/WBEs, contracting disparities between them and Non-M/WBEs can explained, at least in part, by the lack of enforcing M/WBE participation requirements on the Town of Carrboro public contracting awards to Non-M/WBEs. (G&S Survey of Business Owners)

**4. Anecdotal Findings*****FINDING 37: LACK OF PARTICIPATION***

G&S experienced challenges gathering anecdotal evidence for this Study. Despite extensive efforts to connect with the Town's business community, providing longer-than-normal public response periods, making direct phone calls to firms seeking involvement, adding an additional public input session, and

placing multiple advertisements on LinkedIn, participation in this Study remained limited. Focus groups and public input sessions were also poorly attended. Given Finding 38, this may be indicative of an apathetic business community, or a business community that may not support the efforts of the Town.

***FINDING 38: PERCEPTION THAT TOWN IS NOT BUSINESS FRIENDLY***

A business organization leader stated that while the Town purports to welcome businesses, the actions of its officials do not reflect an inviting atmosphere. The leader stated, “I don’t think they (the Town) are as welcoming as they would like to be thought of as.” A business owner said a Town leader threatened to give her company unfavorable reporting after he unexpectedly canceled a project. Then, he got upset when she was unable to disengage from other ongoing work to restart his project on short notice.

***FINDING 39: LIMITED COMMUNICATION AND OUTREACH***

Nearly 83% of those surveyed for the Study said they have never received notification from the Town regarding bid opportunities. Among those who did not receive notification were 97% of Woman owned firm respondents and 78% of African American owned companies who responded. “I see RFPs and bids for most of the towns once you’re certified,” a business owner participating in the Study said. “But I don’t think thus far I’ve seen anything for Carrboro. We do IT and wellness, and I don’t think in the last couple of years I’ve seen anything from Carrboro out for bid.

While 88% of respondents were unable to provide an answer in the affirmative or negative, 7.3% said Town procurement staff were either “never” responsive or helpful with questions about bidding and 2.1% said the Town was “seldom” responsive or helpful. African American owned businesses responded to this question at a rate of 12%, with 9% responding in the “never” column, and 3% answering to “seldom.”

***FINDING 40: REGISTRATION***

79.6% of businesses surveyed acknowledged not being registered to do business with the Town, including 85.7% of Woman owned businesses, 75% of African American owned firms, and 70.6% of Non-M/WBE owned companies.

In comparison, only 15.7% of respondents said they were not registered to do business with any other government entity, including, but not limited to the North Carolina Department of Transportation, the State of North Carolina, Chatham County, Durham County, and the Town of Chapel Hill. 23.5% of Non-M/WBE owned businesses, 15% of African American owned companies, and 11.9% of Woman owned firms said they were not registered to do businesses with those other government agencies.

Of those respondents who claimed not to be registered to do business with the Town of Carrboro, 29.6% responded that did not know how to register.

From that same pool of survey participants, 63.2% said they did not know that there was a registry. “I was taken aback to discover that I could register with Carrboro,” one Study focus group participant said.

#### ***FINDING 41: PROCUREMENT PROCESS***

25.1% of the business owners polled for the Study stated that limited knowledge of purchasing or contracting policies and procedures prevented them from bidding on or obtaining work on a Town project. That includes 29% of African American owned businesses and 23.8% of Woman owned firms. A business owner told G&S that Town staff were not responsive. “We have encountered difficulties in finding knowledgeable individuals who understand our business and can provide guidance on identifying relevant opportunities,” she said. “This lack of tailored support hinders our ability to explore potential avenues for growth and funding.”

#### ***FINDING 42: BIDS AND AWARDS***

According to the G&S Survey of Business Owners, 83.2% of the participants said their company had never submitted a bid as a prime contractor for a Town of Carrboro project. That includes 84% of African American owned businesses, 82.4% of Non-M/WBE owned firms, and 78.6% of Woman owned companies. Comparatively, only 59.2% said they had not bid on prime work in the private sector and 55.5% with other public sector entities.

86.9% of survey respondents said they had never been awarded prime vendor contracts for Town of Carrboro public contracts, versus 62.8% who had not won prime bids in the private sector and 68.1% who never won awards as prime contractors with other public sector entities.

92.1% of respondents said they had never worked as a subcontractor in the Town of Carrboro, including 96% of African American owned businesses, 90.5% of Woman owned firms, and 64.7% of Non-M/WBE owned companies.

#### ***FINDING 43: LIMITED ACCESS TO CAPITAL***

19.4% of respondents said they were denied a commercial or business bank loan between one (1) and ten (10) times from July 1, 2017, and June 30. That includes 28% of African American owned firms and 14.3% of Woman owned businesses. One business participating in the Study suggested that there be programs to help HUB certified businesses get loans. “How does one get collateral without money and how can you get money without work?” he asked.

#### ***FINDING 44: BONDING REQUIREMENTS***

In the G&S Survey of Business Owners, 16.2% of respondents selected performance bond requirements and 15.7% selected bid bond requirements as barriers preventing them from bidding or obtaining work for the Town of Carrboro.

***FINDING 45: ISSUES WITH PROMPT PAYMENT***

In the Survey of Business Owners, 25 out of 191 survey respondents indicated that they were paid by the Town for a project. Although small in number, it is notable and commendable that none of the respondents indicated payments made to them over 60 days.

In comparison, with regard to payments as subcontractors, 3 respondents of the 25 who responded to the question marked that payments from prime contractors on Town of Carrboro projects were received between 61-90 days from the time of invoicing. This may indicate remedies necessary at this secondary level to ensure that subcontractors are being paid as quickly as primes and highlight the disparity between the narrative and survey responses to this question. One business owner participating in the Study said she had prompt payment challenges caused by project timeline delays due to the prime contractor being late. She said her payments from the prime typically take 60 to 120 days and pointed to an instance in which it took a year to receive payment from the prime contractor.

***FINDING 46: UNFAIR COMPETITION WITH LARGER COMPANIES***

According to the G&S Survey of Business Owners, 28.7% of the participants said that they saw unfair competition with large companies as a barrier to doing business. That includes 29% of African American owned businesses, 23.8% of Woman owned firms, and 11.8% of Non-M/WBE owned companies. A business owner contributing to the Study said that large firms control pricing. “Larger companies often outbid smaller minority companies,” she said.

***FINDING 47: INFORMAL NETWORKS***

86.9% of respondents stated that they “do not know” if there is an informal network of contractors doing business with the Town of Carrboro, but 10.5% responded “yes” to an informal network of contractors monopolizing the public contracting process.

71.5% of respondents stated that they “neither agree or disagree” with exclusion from an informal network impacting their ability to win contracts with the Town, but 17.2% answered “strongly agree” and “agree” to this statement.

## **5. Legal Finding**

During the Study Period, the Town of Carrboro implemented the State’s race- and gender-conscious goal provisions for Construction contracts, and implemented race- and gender-neutral measures to try to increase utilization of M/WBE firms in Town purchasing, but the completed Study shows that those efforts were not effective in avoiding or resolving the disparities identified in the Study.<sup>4</sup> Accordingly, the Town has a basis to introduce more robust race- and gender-neutral remedies. The Town also has a legal basis,

<sup>4</sup> See generally City of Richmond v. J. A. Croson Company, 488 U.S. 469, 507-508; 109 S. Ct. 706 (1989) (discussing factual predicate for race and/or gender conscious remedies or policies).

under applicable law, to continue and/or introduce narrowly tailored race and gender-conscious remedies toward the goal of eliminating the identified disparities.<sup>5</sup>

The results of the regression analysis and the evaluation of the contracting environment in the private sector as part of this Study demonstrate that factors other than M/WBE status cannot fully account for the statistical disparities found. Stated otherwise, the Town of Carrboro can show that M/WBE status continues to have an adverse impact on a firm's ability to secure contracting opportunities with it, further supporting more aggressive remedial efforts.

Lastly, having obtained statistical and anecdotal evidence of disparities that are race, ethnicity, and gender specific for each of the studied industry categories, the Town can ensure that the more robust remedies considered as a result of this Study can be limited to minority groups for which statistically significant underutilization has been identified in a particular industry category—that is, they are narrowly tailored to address the specific disparities found.<sup>6</sup>

## B. COMMENDATIONS

### ***COMMENDATION 1: TRAINING PARTNERSHIP***

Since the Study Period, the Town began a partnership with a training facility for M/WBE firms, called “EMPOWERment, Inc.” Interviews indicate that among the activities of the facility are business “pop-up” markets for minority entrepreneurs and firms to introduce themselves and their products/services to public and private buyers. The program is not limited to firms seeking to do business with the Town.

### ***COMMENDATION 2: BUSINESS ASSISTANCE PROGRAMS THROUGH ECONOMIC DEVELOPMENT***

G&S commends the Town for providing small businesses and start-ups with resources and information on a race- and gender-neutral basis. These programs are housed in the Economic Development Office.

- Entrepreneurship & Small Business Guidance and Training
- The New Business Resource Center (website includes links and assistance for various stages of business development)
- The Revolving Loan Program is intended to assist small businesses (including M/WBE firms)

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<sup>5</sup> Id.

<sup>6</sup> Id.; see also *H.B. Rowe Company, Inc. v. W. Lindo Tippett*, 615 F.3d 233, 256–58 (4th Cir. 2010) (finding strong basis in evidence for remedial action for African American and Native American firms, but no similar basis for inclusion of other minority groups (including women-owned businesses) in the remedial policy).

**COMMENDATION 3: TARGETED BID ADVERTISEMENT**

Staff interviews revealed that the Town advertises bids in a publication specifically targeting minority communities.

**COMMENDATION 4: RACIAL EQUITY COMMISSION**

The Town has established by legislation a Racial Equity Commission, consisting of twelve (12) Town residents appointed by the Town Council. The purpose of the Commission is “to advise and work with the Town Council, Chief Race and Equity Officer, and Town staff to educate, provide leadership, and facilitate on-going equitable engagement within the immediate and greater Carrboro community toward the goal of creating a community of inclusiveness in which political, economic, social, and cultural institutions are no longer predicated and influenced by race.”

**COMMENDATION 5: PROMPT PAYMENT TO PRIMES**

Of the twenty-five respondents to the Survey of Business Owners that indicated that they were paid by the Town for a project, it is commendable that none of the respondents indicated payments made to them over 60 days.

**COMMENDATION 6: OUTREACH PLAN**

The Town of Carrboro’s “Outreach Plan and Guidelines for Recruitment and Selection of Minority Businesses for Participation in Town Building Construction Contracts,” which provides bidders and Town administration with an outline of requirements for outreach, utilization, documentation, and Good Faith Efforts (GFEs) toward M/WBE participation in Town contracts/projects.

**COMMENDATION 7: COMPREHENSIVE PURCHASING POLICY**

G&S commends the Town for having a comprehensive purchasing policy that provides clear instructions on its purchasing processes. Even large agencies do not often have such a comprehensive document.

**COMMENDATION 8: BOND WAIVER**

G&S commends the Town on having a policy that, when indicated, bonds may be waived by the Purchasing Officer.

### C. RECOMMENDATIONS

G&S makes the following recommendations to assist the Town in remedying the disparities found to ensure that all available firms within the Relevant Geographic Market are given every chance to succeed in business with the Town.

#### ***RECOMMENDATION 1: EVALUATE NEED FOR ADDITIONAL STAFFING AND RESOURCES***

G&S's recommendations represent a possible need for increased resources and staffing. Prior to undertaking these recommendations, the Town should consider whether there is a need to allocate additional resources and potentially additional staffing. G&S is aware that additional funding would be dependent on the budgeting process and recommends that the Town have a part-time staff member who is focused on M/WBE procurement/program, especially considering that the state requires at least a part time M/WBE coordinator. The Town of Carrboro can utilize the time period before additional resources are approved and applied to:

- Accept the Study and its Recommendations;
- Plan for Implementation (Steps, Phases and Tasks);
- Determine Budget and Staffing Needs for New Policy Elements; and
- Develop a Training Protocol and Train any additional staff

#### ***RECOMMENDATION 2: INCLUDE A COMMERCIAL NON-DISCRIMINATION POLICY IN ALL VENDOR CONTRACTS***

G&S is aware that the Town currently has a non-discrimination policy in employment. G&S recommends having a detailed commercial non-discrimination policy. This is important for the Town because this policy provides authority to talk to vendors about utilizing M/WBEs. There is an obligation by the Town to make sure that it is not passively participating in the active discrimination/exclusionary actions of the prime contractor that it uses.

#### ***RECOMMENDATION 3: CREATE ELECTRONIC VENDOR DATABASE***

While G&S is aware that the Town has vendor application forms that can be found on their website, it recommends that the Town establish an online vendor registration system that allows for the creation of a vendor database that is easily accessible so that the Town can notify and build relationships with vendors.

As evidenced in many comments from the Anecdotal chapter, there is a perception by the business community of a disconnect between the Town and vendors. There was also the perception that the Town was not business friendly. Building a vendor database allows the Town to build relationships with vendors which can help provide the perception of being welcoming to vendors.

**RECOMMENDATION 4: SET ANNUAL M/WBE BENCHMARKS**

Availability is the benchmark for attainment of M/WBE participation. Using all the remedial efforts, both for prime contractors and subcontractors, annual benchmarks are an internal measure for the Town to determine if the participation of firms in each M/WBE group is what should be expected based upon their Availability in the Relevant Geographic Market. G&S will work with the Town to set the annual goals for the first year and a formula for succeeding years.

**RECOMMENDATION 5: ALIGN ASPIRATIONAL M/WBE GOALS TO DISPARITY STUDY AVAILABILITY**

The Town should not use a one-size-fits-all goal for each contract but should adjust aspirational goals as appropriate on a contract-by-contract basis. In addition, contract goals should be set separately for MBEs and WBEs based upon the various scopes of work under that contract. Because of its current limited staffing, G&S recommends that the Town employ aspirational contract-by-contract goal setting in the areas of Construction and A&E to begin for large dollar contracts and then expand based on available resources. G&S does not recommend contract by contract goal setting for Goods as a matter of course because there are typically few subcontracting opportunities there. Goals are typically set by a team, including Procurement, Finance, and the user department to assist in breaking down the scope of work and identifying the availability of firms.

These contract-by-contract aspirational goals should be communicated to prime contractors in the solicitation as a request that the prime contractors aid the Town in meeting these goals. Once the prime contractor has submitted its MBE and WBE achievement, it should become part of the contract commitment. This should be tracked by the Town to ensure the prime contractor adheres to the contractual commitment.

It is not the intention of this recommendation that a bid be rejected if a certain aspirational goal is not met, however certain failures to meet the goals may result in an investigation under the Commercial Non-Discrimination Policy.

G&S further recommends the Town draft a plan to encourage prime bidders to collaborate with M/WBEs by incorporating the following elements in prime contractor response requirements, which are not intended to be exhaustive:

- The firms the prime contractor contacted, when, and how contact was made, and the potential subcontractor's contact information;
- The outreach strategy used to meet the Contract's M/WBE achievement goals;
- The specific resources and resource contacts utilized to locate M/WBE firms for this Contract;
- the plan for building a connection with M/WBEs and developing a project team;
- the plan to strengthen business relationships;

- the methods that will be used to improve lines of communication;
- the approach(es) that will be taken to resolve disputes;
- detailed description of the supportive services and activities that will be established for business development and how the plan will be executed;
- the mentorship opportunities that will be made available and how those opportunities will be executed; and
- the efforts that will be made available for capacity building and how those efforts will be executed.

The Study team recognizes this may be cumbersome given current staffing and the elements can be implemented separately over time.

***RECOMMENDATION 6: ENHANCE CONTRACT COMPLIANCE***

The Town should enhance its contract compliance efforts, including robust tracking and monitoring, to make sure that prime contractors utilize firms as committed to in their bid package. The five (5) steps of Contract Compliance are:

1. **Assessment:** An initial assessment of individual firm availability and capacity for specific scopes of work.
2. **Outreach:** An on-going campaign to let the M/WBE business community know that the Town wants to do business with them and that the Town is willing to work with firms to create opportunities and assist, particularly local firms, in building capacity.
3. **Certification/Verification:** The Town should continue to encourage and assist firms in getting certified as M/WBEs through the State of North Carolina.
4. **Procurement:** All applicable solicitation packages and awarded contracts should include the M/WBE commitments as contract terms, as well as Town participation requirements, such as all firms performing commercially useful functions.
5. **Tracking and Monitoring:** It is essential that vendor performance is closely tracked and monitored. Likewise, projects should be efficiently closed out to verify that M/WBE firms are actually performing the work that they were contracted to perform. Finally, firms should be compensated in a timely manner and in the amounts committed. Monitoring vendor performance should also ensure equal and fair treatment in terms of contracts.

***RECOMMENDATION 7: ENFORCE STATE PROMPT PAY PROVISION***

Based on Anecdotal Finding 45, in which firms reported issues with prompt payment, particularly at the subcontractor/secondary payment level, G&S recommends that the Town enforce the State prompt pay provisions for prime contractors paying their subcontractors. Specifically, G&S recommends that the Town

put this prompt pay provision in as a contract term for the prime contractors in an attempt to remedy this issue and ensure that subcontractors are being paid as quickly as primes.

***RECOMMENDATION 8: SMALL BUSINESS RESERVE***

Based on Anecdotal Finding 46, in which firms referred to unfair competition from larger firms, G&S recommends the race/gender neutral remedy of creating a small business reserve to help address some of the statistical disparities from the Study. To do this, the Town would find and set a threshold under which only small businesses bid against one another (e.g., all contracts under \$25,000 or \$50,000). The Town can also determine if these contracts will be set aside where only small businesses can bid on them or alternatively only small, local businesses which can boost local firm participation. There are requirements alongside this recommendation such as making sure there are at least three firms who can bid locally on this contract so that it is not going out and awarded to one firm who can bid.

***RECOMMENDATION 9: ENCOURAGE USE OF M/WBES IN P-CARD AND INFORMAL QUOTES***

The Town should encourage its staff to utilize M/WBE businesses when using P-cards if possible. In addition, where three (3) quotes are required for an informal bid, it should be required that at least one of those bids be solicited from an M/WBE firm, if any are available.

***RECOMMENDATION 10: ENHANCE COMMUNICATIONS AND MARKETING RESOURCES***

Based on Anecdotal Findings 39 and 47, in which firms discussed a lack of outreach and indicated the belief that there is an informal network that is excluding firms from obtaining projects, G&S recommends that the Town enhances its communications with firms, particularly through early forecasting in order to dispel the perception that certain firms have access to information ahead of others due to their relationships within the Town.

G&S specifically suggests the Town does the following:

- **Forecasting:** Alerting businesses to upcoming needs even before a formal bid is issued. This will allow the Town to provide supportive services well in advance of bid issuance, if needed. G&S recommends that the Town endeavors to reach out to more firms than just those that they are already familiar with to get quotes. So, where there is no formal bid, lists of the Town's upcoming needs and types of services and goods anticipated should also be made available to firms with opportunities posted.

Knowing ahead of time what work will be presented in the coming year will give room for contract compliance to schedule networking events and encourage firms to team. It also gives more time for mandatory pre-bid conferences where potential prime contractors can meet potential subcontractors.

- **Targeted Outreach:** Along with developing a forecasting plan, identifying firms within the Relevant Geographic Market that would be eligible for projects as they emerge would aid in

providing more awareness to bid opportunities for firms to do business with the Town. This will show the Town's interest in expanding its reach and will demonstrate the Town's willingness towards inclusivity.

- **Establishing a Marketing Campaign to Increase Registration/Certification resources:** G&S recommends that the Town explore methods that improve their registration database and that allow firms to self-identify with NAICS codes so the Town can have targeted outreach in advertising work to available firms.
- **Vendor Training:** Anecdotal evidence revealed that firms lack an understanding of the Town's purchasing policies and processes. The Town should hold seminars and training sessions to provide potential vendors with information to assist them in responding to solicitations.

### ***RECOMMENDATION 11: DATA REFORM***

G&S encountered several challenges in data collection for this Study. The Study team recommends that the Town prioritize the following data reforms to effectively track and monitor the program's recommendations:

- **Vendor System/File:** Centralizing the vendor list within the Finance Department is an effective step. However, although there are 12,263 vendors, only 116 phone numbers are currently recorded. The Town should ensure that vendor contact information, including phone numbers and email addresses, is consistently captured across datasets. Additionally, vendor certifications and, where applicable, commodity codes should be recorded in the Town's vendor lists.
- **Commodity Codes:** G&S recommends the use of standardized commodity codes, such as NIGP, NAICS, or the Town's general ledger codes, across all data sources to enhance the accuracy of data analysis. Vendor applications also allow firms to self-identify and provide a description of their work. The Town should maintain these self-identified work categories within the centralized vendor list.
- **Bids:** Bid records should be maintained in a centralized electronic database, accessible to the Town. This database would enable prompt retrieval of all bidders, bid tabs, and solicitation numbers. Suggested database fields include bid number, creation date, date appended, date closed, vendor information, address, project details, and project number. A centralized database would reduce the need for manual PDF inspections. Currently, bid tabs are kept by individual project managers; a unified system for maintaining bid tabs should be established.
- **Payments:** Payment data currently provided in Excel format often contains truncated vendor names, leading to challenges in vendor identification. The Town should maintain full vendor names in the payment dataset. Additionally, associating payments with contract and purchase order numbers would improve organization and clarity.
- **Awards/Contracts:** Centralizing contracts and awards within the Finance Department in an electronic database is beneficial. However, the contract database should also include the project or bid number, creation date, start date, end date, contract type (e.g., RFP, Federal, CO-OP), and information on vendors and subcontractors.

- **Subcontractor Data:** The Town should track the utilization of all subcontractors. Where possible, subcontractor race and gender information should be recorded, ideally through certification data if available.

### III. LEGAL ANALYSIS- HISTORICAL OVERVIEW

#### A. Introduction

The Town of Carrboro has engaged Griffin & Strong (G&S) to conduct a Disparity Study assessing their procurement policies, procedures, and overall purchasing environment. The parameters of the current Study by G&S and the various methodologies employed herein are informed by the applicable case law and decades of experience in all aspects of the fields of inclusion programs and disparity studies.

As shown herein, there is an important historical legal basis for the increased focus and reliance on disparity studies. G&S includes in this chapter the relevant United States Supreme Court precedents giving rise to the use of disparity studies as a necessary part of affirmative action programs,<sup>7</sup> and also analyzes a significant decision of the United States Court of Appeals for the Fourth Circuit in this regard, as this decision not only demonstrates the continuing significance of the prior Supreme Court precedent, but also highlights the legal foundation under which any challenge to policies or programs introduced or implemented by the Town of Carrboro would be analyzed.

An expanded legal analysis follows this historical foundation discussion, looking deeper into the key legal considerations, accepted methodological components of a study, and related evidentiary requirements for instituting and/or sustaining a legally defensible M/WBE program.

Lastly, upon completion of the Disparity Study G&S will provide the Town of Carrboro with proposed findings and recommendations regarding its purchasing policies and programs, with reference to legal considerations that may support or otherwise be implicated by a particular recommendation.

#### B. Historical Development of the Relevant Law Regarding M/WBE Programs

The outgrowth of disparity studies was in large measure a response to constitutionally based legal challenges made against federal, state, and local minority business enterprise programs enacted to remedy past or present discrimination (whether real or perceived). Such studies were effectively invited by the United States Supreme Court in rendering its seminal decision in City of Richmond v. J. A. Croson Company,<sup>8</sup> and subsequent judicial decisions have drawn a direct line between Croson and the utilization of disparity studies.<sup>9</sup> Disparity studies have therefore become an important tool for governmental entities in deciding whether to enact minority business programs or legislation, and in justifying existing programs or legislation in the face of constitutional challenge.

<sup>7</sup> In the case law, affirmative action programs in public procurement may be commonly and generically referred to as “M/WBE” programs (covering Minority and Women owned Business Enterprises).

<sup>8</sup> 488 U.S. 469; 109 S. Ct. 706; 102 L. Ed. 2d 854 (1989).

<sup>9</sup> See, for example, Adarand Constructors, Inc. v. Slater (Adarand VII), 228 F.3d 1147, 1172-73 (10th Cir. 2000) (“Following the Supreme Court’s decision in Croson, numerous state and local governments have undertaken statistical studies to assess the disparity, if any, between availability and utilization of minority-owned businesses in government contracting.”).

## 1. The Supreme Court's Decision in City of Richmond v. Croson

To fully appreciate the usefulness of disparity studies for development and defense of minority business programs, an overview of the Croson decision is helpful.

Laws that, on their face, favor one class of citizens over another, may run afoul of the Equal Protection Clause of the Fourteen Amendment. DBE/MBE/WBE programs and legislation are among the types of laws invoking such concerns. Depending on the nature of the differentiation (e.g., based on race, ethnicity, gender), courts evaluating the constitutionality of a minority business program will apply a particular level of judicial scrutiny. As explained at greater length below, race-based programs are evaluated under a “strict scrutiny” standard, and gender-based programs may be subject to strict scrutiny or under a less-rigorous “intermediate scrutiny” standard, depending on the federal circuit within which the entity sits.

In its Croson decision, the Supreme Court ruled that the City of Richmond’s Minority Business Enterprise (hereinafter “MBE”) program failed to satisfy the requirements of “strict scrutiny.” “Strict scrutiny” review involves two co-equal considerations: First, the need to demonstrate a compelling governmental interest; Second, implementation of a program or method narrowly tailored to achieve/remedy the compelling interest. In Croson, the Supreme Court concluded that the City of Richmond failed to show that its minority set-aside program was “necessary” to remedy the effects of discrimination in the marketplace.

In fact, the Court found that the City of Richmond had not established the necessary factual predicate to infer that discrimination in contracting had occurred in the first place. The Court reasoned that a mere statistical disparity between the overall minority population in Richmond (50 percent African American) and awards of prime contracts to minority-owned firms (0.67 percent to African American firms) was an irrelevant statistical comparison and insufficient to raise an inference of discrimination.

Addressing the disparity evidence that Richmond proffered to justify its MBE program, the Court emphasized the need to distinguish between “societal discrimination,” which it found to be an inappropriate and inadequate basis for social classification, and the type of identified discrimination that can support and define the scope of race-based relief.

Specifically, the Court opined that a generalized assertion of past discrimination in an entire industry provided no guidance in determining the present scope of the injury a race-conscious program seeks to remedy and emphasized that “there was no direct evidence of race discrimination on the part of the city in letting contracts or any evidence that the city’s prime contractors had discriminated against minority-owned subcontractors.”<sup>10</sup>

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<sup>10</sup> Croson, 488 U.S. at 480.

Accordingly, the Court concluded there was no prima facie case of a constitutional or statutory violation by anyone in the construction industry that might justify the MBE program. Justice O'Connor nonetheless provided some guidance on the type of evidence that might indicate a proper statistical comparison:

[W]here 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.<sup>11</sup>

Stated otherwise, the statistical comparison should be between the percentage of MBEs in the marketplace qualified to do contracting work (including prime contractors and subcontractors), and the percentage of total government contract awards (and/or contractual dollars paid) to minority firms. The relevant question among lower federal courts has been which tools or methods are best for such analysis; a matter addressed in the detailed discussion of statistical comparison provided below.

Additionally, the Court in Croson stated that identified anecdotal accounts of past discrimination also could provide a basis for establishing a compelling interest for local governments to enact race-conscious remedies. However, conclusory claims of discrimination by city officials, alone, would not suffice, nor would an amorphous claim of societal discrimination, simple legislative assurances of good intention, or congressional findings of discrimination in the national economy. In order to uphold a race- or ethnicity-based program, the Court held, there must be a determination that a strong basis in evidence exists to support the conclusion that the remedial use of race is necessary.

Regarding the second prong of the strict scrutiny test, the Croson Court ruled that Richmond's MBE program was not narrowly tailored to redress the effects of discrimination. First, the Court held that Richmond's MBE program was not remedial in nature because it provided preferential treatment to minorities such as Eskimos and Aleuts, groups for which there was no evidence of discrimination in Richmond. Thus, the scope of the city's program was too broad.

Second, the Court ruled that the thirty percent (30%) goal for MBE participation in the Richmond program was a rigid quota not related to identified discrimination. Specifically, the Court criticized the city for its lack of inquiry into whether a particular minority business, seeking racial preferences, had suffered from the effects of past discrimination.

Third, the Court expressed concern that the city failed to consider race-neutral alternatives to remedy the under-representation of minorities in contract awards. Finally, the Court highlighted the fact that the city's MBE program contained no sunset provisions for a periodic review process intended to assess the continued need for the program.<sup>12</sup>

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<sup>11</sup> Croson, 488 U.S. at 509.

<sup>12</sup> Croson, 488 U.S. at 500.

Subsequent to the decision in Croson, the Supreme Court and the federal Circuit Courts of Appeal have provided additional guidance regarding the considerations, measurements, information, and features surrounding a DBE/MBE/WBE program which will assist in protecting the program from constitutional challenge under a strict scrutiny analysis.<sup>13</sup> These recommendations have in many respects provided a framework of sorts for useful disparity studies and are therefore discussed in greater detail below.

## 2. The Fourth Circuit's Decision in H.B. Rowe v. Tippett

Having the benefit of the Supreme Court's thinking in *Croson* and subsequent decisions like Adarand, the Fourth Circuit addressed the constitutionality of North Carolina's M/WBE statute governing state-funded transportation projects (N.C. Gen. Stat. § 136-28.4 (1990)) in H.B. Rowe Company, Inc. v. W. Lyndo Tippett.<sup>14</sup>

Denied a contract because of its failure to demonstrate good faith efforts to meet participation goals for minority and women-owned subcontractors, H. B. Rowe Company, a prime contractor, brought suit asserting that the goals set forth in § 136-28.4 violated the Equal Protection Clause. After extensive discovery and a bench trial, the District Court upheld the challenged statutory scheme as constitutional both on its face and as applied.

The Fourth Circuit Court of Appeals affirmed, finding that the State produced a "strong basis in evidence" justifying the statutory scheme on its face and as applied to African American and Native American subcontractors, and that the State further demonstrated that the scheme was narrowly tailored to serve its compelling interest in remedying discrimination against those racial groups. The Court of Appeals did not, however, agree with the District Court that the same was true as applied to other minority groups and women-owned businesses.

Reviewing the results of the disparity study relied upon by the State, the Court observed that (1) the State's use of a goals program for inclusion of African American, Native American, and Non-Minority Women-owned businesses was supported by a statistically strong basis, and that (2) the newly revised North Carolina statute which called for frequent goal setting was constitutional. The Court of Appeals focused

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<sup>13</sup> Six years after its decision in Croson, the Supreme Court was again confronted with an equal protection challenge to a minority business program, in Adarand Constructors, Inc. v. Peña, 515 U.S. 200 (1995) (Adarand III). This time, however, a DBE program enacted by the federal government was at issue, thus implicating the Fifth Amendment rather than the Fourteenth Amendment analysis required for the local (state) program in Croson. The program was ultimately upheld by the Tenth Circuit on remand in Adarand Constructors, Inc. v. Slater, 228 F.3d 1147 (10<sup>th</sup> Cir. 2000) (Adarand VII).

<sup>14</sup>615 F.3d 233 (4<sup>th</sup> Cir. 2010). Of note, the legal challenge in H.B. Rowe was an outgrowth of an earlier state court challenge to the statute in Dickerson Carolina, Inc. v. Harrelson, 443 S.E.2d 127 (N.C. Ct. App. 1994, *appeal dismissed*, 448 S.E.2d 520 (N.C. 1994). The Dickerson case was deemed moot and dismissed because the state had suspended application of 136-28.4 in the face of the constitutional challenge, commissioning a disparity study to determine minority utilization. *Id.* H.B. Rowe addressed the subsequent legal challenge to the amended statute.

prominently on the fact that the State's program had been going on since 1983 and had only achieved the inclusion numbers adduced in the 2004 study performed by the commissioned national researcher.<sup>15</sup>

The importance of this case is that it solidified a trend that began in the other appellate courts of this country. When presented with a viable challenge to a state's statute as it concerns M/WBE programs, the program not only must adhere to the requirements of Croson at inception, but also when the program's continued viability is at issue.<sup>16</sup>

Such continuation must be well supported by more than just conjecture as to its necessity. There needs to be statistically sound collection of data from appropriate sources; testing of that data once collected to ensure high confidence; and anecdotal corroboration of findings to disprove other explanations for apparent disparities.<sup>17</sup> These matters are addressed at length in the below Expanded Legal Analysis, which detailed analysis is intended to assist the Town of Carrboro evaluate its program, adjust it (if appropriate), and be properly positioned to defend it against any legal challenge that may be raised.

As noted, decisions by the Fourth Circuit, like H.B. Rowe, are particularly important when addressing/evaluating the program implementation and administration by the Town of Carrboro.

### **3. The Supreme Court's Recent Decision in Students for Fair Admissions v. Harvard College**

The Supreme Court recently released its opinion in Students for Fair Admissions, Inc. v. President and Fellows of Harvard College,<sup>18</sup> which dealt with affirmative action in college admissions. The decision in Students for Fair Admissions is limited, for now, to college admissions programs that use race as a determinative factor for admission without basing such use on a real-world factual predicate. Though the opinion does not directly address affirmative action in public procurement, there are some aspects of the court's decision that may apply to or influence future cases in that context, so a brief overview is offered here.

As an initial matter the Supreme Court cited, with approval, the jurisprudential framework that supports disparity studies and, by extension, appropriately designed and implemented M/WBE programs. In essence, the court reaffirmed the legal infrastructure (including methodologies) that grants viability to disparity studies and enforceability to M/WBE and SBE programs across the nation, with reference to Croson, Adarand, and their progeny.

Further, when the court provided its reasoning for striking down the admissions programs/processes at Harvard and at the University of North Carolina, it cited constitutional concerns or infirmities that either

<sup>15</sup> H. B. Rowe, 615 F.3d 250.

<sup>16</sup> See generally, H.B. Rowe, 615 F.3d at 238-39, 247-48, 251-53.

<sup>17</sup> Id.

<sup>18</sup> 600 U.S. 181, 143 S. Ct. 2141 (2023).

have no application in the public procurement context or which have already been addressed methodologically as a result of prior federal appellate decisions.

On the issue of the “compelling state interest” (and supporting factual predicate), the court in Students for Fair Admissions concluded that the schools’ stated “diversity” aims: “(1) training future leaders in the public and private sectors”; (2) preparing graduates to ‘adapt to an increasingly pluralistic society’; (3) fostering innovation and problem solving; (4) preparing engaged and productive citizens and leaders; and (5) enhancing appreciation, respect, and empathy, cross-racial understanding, and breaking down stereotypes[,]” were insufficiently “coherent for purposes of strict scrutiny.”<sup>19</sup> The Court focused its criticism on the immeasurability of these goals and the difficulty in assessing when such goals are achieved in ruling that this first prong of the strict scrutiny test was not met. In contrast, and as discussed in more depth in the Expanded Legal Analysis Chapter, the compelling state interests of remedying the present effects of past discrimination and of avoiding current discrimination in the context of governmental procurement are well-accepted in the existing case law.<sup>20</sup>

On the issue of narrow tailoring, the court in Students for Fair Admissions concluded that the schools’ policies/programs are not sufficiently narrow, in large part because there is no express endpoint or measurable benchmark that would signal that the program is no longer needed.<sup>21</sup> This element of narrow tailoring has been an established part of public procurement case law for many years and express “sunset clauses” represent current best practices in this area.<sup>22</sup>

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<sup>19</sup> Id. at 23.

<sup>20</sup> See, for example, Croson, 488 U.S. at 492 (“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 evils of private prejudice.”).

<sup>21</sup> Id. at 30, 32-34.

<sup>22</sup> See *infra*, Expanded Legal Analysis, section A.6. (“Finally, ‘review’ or ‘sunset’ provisions are strongly suggested components for an M/WBE program to guarantee that remedies do not out-live their intended remedial purpose.”).

## IV. PURCHASING POLICIES, PRACTICES, AND PROCEDURES REVIEW

### A. Introduction

This chapter is designed to review the written policies and practices of the Town of Carrboro with respect to purchasing and contracting during the Study Period (FY 2018 through FY 2022), including related programs or efforts to enhance inclusion of Minority and Women Owned Business Enterprises (MBEs and WBEs). The Town has not previously conducted a Disparity Study.

Underlying this policy review is an understanding that written policies and practices may not always be consistently administered as there is often room for interpretation or discretionary implementation. Supplemental policy interviews are therefore intended to identify any deviations or differing interpretations of policies in order to determine whether there may be any effect on participation of small businesses, including those owned by minorities and women.

At the end of the present Disparity Study, specific findings about the Town of Carrboro's policies, practices, and procedures will be provided, and formal recommendations for improvement of the overall procurement program and greater achievement of its goals given the findings.

### B. Document Review and Personnel Interviews

In preparation for the policy interviews, G&S reviewed, among other materials:

- North Carolina State Statutes governing state and local procurement
- Town of Carrboro Code and Charter sections relevant to procurement
- Town of Carrboro Purchasing Policy and Contract Procedures Handbook (2020)
- Town of Carrboro government websites, including Finance, Purchasing, Public Works, and Economic Development webpages
- Other publicly available resources relating to Town of Carrboro purchasing

G&S conducted policy interviews between February and March 2024 with decision makers and officials regularly engaging in purchasing and contracting for the Town of Carrboro. Included in these interviews were personnel in the Finance Department, the Purchasing Office, Public Works, and Economic Development.

**C. Town of Carrboro Purchasing**

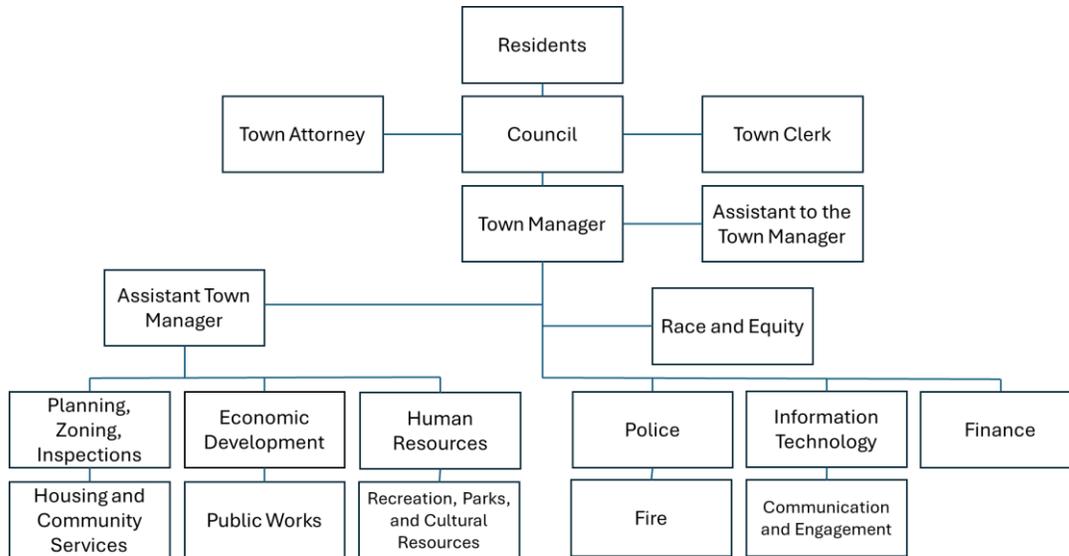
**1. Administration and Procurement Overview**

The Town of Carrboro has a council/manager form of government with a Town Council comprised of a Mayor and six (6) elected council members.<sup>23</sup> The Town Council is responsible for appointing the Town Manager—the chief administrator of the Town.<sup>24</sup>

Procurement in the Town of Carrboro is guided and informed by a combination of North Carolina State Laws, local laws (codes), and a comprehensive Purchasing Policy.<sup>25</sup> By Town Code, the Town Manager is designated as the primary purchasing agent, but the duties are delegable to a Purchasing Officer/Agent, and such delegation has occurred here.<sup>26</sup>

Accordingly, procurement of goods and services with the Town of Carrboro is centered around the Procurement Coordinator (in the Finance Department), with oversight by the Town Manager and the Town Council, as shown in the Organizational Chart provided below. Of note, the Procurement Coordinator is a single employee/officer, and there is no staff specifically assigned to encourage M/WBE participation through outreach or otherwise.

**Figure 1: Town of Carrboro Organizational Chart**



Source: Town of Carrboro

<sup>23</sup> See e.g., Adopted Annual Budget, FY 2023, pg. 33 (Governmental Structure).

<sup>24</sup> Town Charter, Section 2-4; Town Code, Section 3-1.

<sup>25</sup> Town of Carrboro Purchasing Policy and Contract Provisions Handbook, December 2020 (“Purchasing Policy”).

<sup>26</sup> Town Code, Sections 3-1(b) and 3-38; Purchasing Policy, pg. 3; Purchasing Policy, pg. 20 (“The Town Manager has designated the procurement function to the Purchasing Agent(s)”; Purchasing Policy, pg. 18 (“All contracts are to be processed through the Purchasing Office”).

For smaller purchases, Carrboro procurement is more de-centralized to allow flexibility for the buying departments. The Purchasing Office plays the central role in formal procurement, however, with some approval and contract execution responsibilities designated to the Town Manager and the Town Council.<sup>27</sup>

## 2. General Purposes and Guidance

As discussed, the Town has produced a comprehensive purchasing policy manual. The “Purpose,” “Application,” and “Objectives” for creating the policy manual – collectively a form of mission statement -- are as follows:

### Purpose

This handbook was developed as a resource for Town of Carrboro employees, advisory boards and commissions to become familiar with key policies and procedures for procuring commodities, goods, services, equipment, and construction projects. An understanding of how the Town is required to conduct its business in relationship to applicable laws pertaining to procurement will provide the foundation for a solid partnership between Finance Department and its internal customers. The policies provided in this manual were established to ensure the fair and equitable treatment of all persons involved in public purchasing, to maximize the purchasing value of public funds in procurement, and to provide safeguards for maintaining a procurement system of quality and integrity.

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### Application

This policy applies to contracts for the procurement of materials, apparatus, supplies, and equipment and construction projects entered into by the Town. It shall apply to expenditure of public funds by Town departments for public purchasing irrespective of the source of the funds.

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### Objectives

In carrying out the purchasing function, the Town seeks to:

1. Conduct business with integrity, fairness and dignity so as to maintain public trust and reduce the government's exposure to criticism and legal action;
2. Secure the right materials, equipment, and services at the right quality and quantity, on a timely basis, as efficiently as possible, and at the lowest overall cost;
3. Obtain the “best value” of products and services for the dollars spent; secure, whenever possible, competitive prices on purchases;

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<sup>27</sup> Purchasing Policy, pg. 3 (Authority) (“The securing of goods and services necessary to the operation of Town Government is the primary responsibility of the Town Manager. The Town Council has full budget authority to sign such contracts. Authority to sign contracts for procurement of supplies and services has been delegated to the Town Manager.”). See also Purchasing Policy, pg. 4 (Responsibilities and Objectives) (setting forth the respective responsibilities of the Mayor and Town Council, Town Manager, and Town Attorney).

4. Establish specifications which will encourage competition and accurately describe the equipment, materials and services needed;
5. Provide all customers with quality service in a manner that is courteous, responsive, accessible, and seamless;
6. Assure vendors that impartial and equal treatment is afforded to all who wish to do business with the Town; and,
7. Be receptive to changes in material and requirements and new products and procedures.<sup>28</sup>

Equally important, the Town includes in its purchasing policy manual a non-discrimination provision and commitment to equitable/fair competition in procurement:

Equal Opportunity The policies of the Town of Carrboro prohibit discrimination against any person or business in pursuit of business opportunities on the basis of age, sex, race, creed, national origin, disability, or on the basis of sexual orientation or gender expression/identity.

Fair and Open Competition All Town departments shall promote the principle of a fair and open competitive solicitation process, wherever practicable. Restrictive or proprietary specifications are kept to a minimal use; and only applied where absolutely necessary to meet technical demands for operational compatibility with existing Town equipment; or for truly unique and cost effective performance applications.<sup>29</sup>

The Finance Department keeps an updated list of vendors that are doing business with the Town.<sup>30</sup> The Purchasing Office serves as a liaison between vendors and the various user departments and is tasked with providing departments with useful information obtained from or about vendors or potential vendors.<sup>31</sup>

Lastly, the Town is committed to “Best Value” procurement: “The Department’s objective is to acquire the product or services meeting the needs of the end user while ensuring that the procurement achieves: (1) Compliance with the specification and departmental needs; and, (2) ‘Best Value.’”<sup>32</sup>

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<sup>28</sup> Purchasing Policy, pgs. 3, 4-5.

<sup>29</sup> Purchasing Policy, pg. 6.

<sup>30</sup> Purchasing Policy, pg. 20.

<sup>31</sup> Purchasing Policy, pg. 19.

<sup>32</sup> Purchasing Policy, pgs. 21-22. The factors to be considered in determining “best value” are set forth in the Purchasing Policy, pg. 22.

### 3. Informal Procurement

During the Study Period, an informal procurement process was used by the Town for purchases of goods and non-professional services costing between \$500 and \$89,999, and for Construction contracts under \$300,000.<sup>33</sup> Small purchases, those under \$500, could be made directly by a Town department without the need for competitive bidding or a requisition by using P-Cards (Purchasing Cards).<sup>34</sup>

Non-competitive informal bids are to be obtained by the user department for purchases between \$500 and \$4,999.99 (with solicitation of at least one quote); purchases between \$5,000 and \$29,999.99 require three (3) price quotes to be solicited and submitted by the user department.<sup>35</sup>

Competitive informal bidding is required for purchases of supplies, materials, equipment and non-professional services valued at \$30,000 or more but less than \$90,000 (consistent with N.C.G.S. § 143-131), and for construction or building repair contracts valued at \$30,000 or more but less than \$300,000.<sup>36</sup> Bids can be verbal or written (including electronic).

### 4. Formal Bidding Procurement

For Construction projects valued over \$300,000 and purchases of goods (supplies, equipment, etc.) and services valued at more than \$90,000, competitive bidding, or formal procurement, is required consistent with the Town policy and State Law.<sup>37</sup> Notifications and requests for bids are required to be advertised in a publication of “general circulation,” and three bids are required for construction contracts.<sup>38</sup>

### 5. Other Procurement Methods

Other procurement methods, which are essentially exceptions from the Town of Carrboro’s formal and informal bidding procurement procedures, are established by the Town Code and the Purchasing Policy. The applicable exceptions include sole source purchases, cooperative or piggyback purchases subject to competitive bids from other governmental entities, and emergency purchases.

<sup>33</sup> See Purchasing Policy, pgs. 11-12, 15; Appendix C, pg. 42. Of note, the lowest threshold for informal procurement was raised from \$500 to \$1,000 near the close of the Study Period according to staff interviews.

<sup>34</sup> Purchasing Policy, pg. 11. P-Cards may also be used for certain purchases over \$500, as specified in Appendix B of the Purchasing Policy.

<sup>35</sup> Purchasing Policy, pgs. 12, 14, 22.

<sup>36</sup> Purchasing Policy, pg. 15; Appendix C, pg. 42.

<sup>37</sup> Purchasing Policy, pg. 16; Appendix C, pgs. 41-42.

<sup>38</sup> Purchasing Policy, pg. 16; Appendix C. There is no required minimum number of bids for goods or services contracts. Purchasing Policy, pg. 16. Staff interviews also revealed that the Town advertises bids in a publication specifically targeting minority communities.

a) Sole Source Purchases

Sole Source purchasing is available “when performance or price competition for a product is not available; when a needed product is available from only one source of supply; or when standardization or compatibility is the overriding consideration.”<sup>39</sup> All sole source purchases must include a detailed justification form submitted to the Purchasing Office for approval.<sup>40</sup>

b) Cooperative or Piggybacking Purchases, Including State Contracts

The Town exempts purchases off of state contracts and contracts formally bid by other municipalities, counties, or other governmental entities in the state:

Purchasing may utilize the State of North Carolina Department of Administration Purchase and Contract Division whenever possible for procurement of capital and non-capital items. This system expedites the purchase of goods since the state has already received quotes from formal and informal bids, the Town doesn’t have to do this step and it satisfies North Carolina General Statutes. Examples of goods on state contract are: law enforcement vehicles, office furniture, copiers, janitorial supplies, and office supplies.

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NC G.S. 143-129(g) allows municipalities, counties, or other subdivisions to piggyback for supplies, materials, or equipment from another entity that has within the previous 12 months, completed a formal bid process, to purchase similar supplies, materials, or equipment if agreed upon by the vendor.<sup>41</sup>

c) Emergency Purchases

Also, the normal procurement rules may be temporarily suspended in cases of an emergency “involving the health and safety of the people or property,” as provided under state law (N.C.G.S. § 143-129).<sup>42</sup>

**6. Professional Services / Qualifications-Based Procurement**

Contracts for construction-related professional services in the Town of Carrboro are bid and evaluated consistent with applicable State Law (N.C.G.S. § 143-64.31, the Mini-Brooks Act). These are qualifications-based awards; specifically, selection is made based on “demonstrated competence and qualification for the type of professional services rendered.”<sup>43</sup> This is most often done by using a request for qualifications (RFQ) to solicit responses from interested firms and individuals.

<sup>39</sup> Purchasing Policy, pg. 17; see also pg. 23.

<sup>40</sup> Purchasing Policy, pg. 16.

<sup>41</sup> Purchasing Policy, pgs. 16-17.

<sup>42</sup> Purchasing Policy, pg. 17; see also, Purchasing Policy, Appendix C, pg. 41.

<sup>43</sup> See N.C.G.S. § 143-64.31(a) for evaluation factors.

Non-construction professional services procured by the Town are likewise using qualifications-based evaluation/award, as provided in the Purchasing Policy.<sup>44</sup> Interviews indicated that the Town does not generally prequalify firms for professional services opportunities.

#### **D. Bonding and Insurance**

The Town's Purchasing Policy provides that performance and payment bonds for 100% of the contract value are required when a construction contract exceeds \$50,000 on an overall project that exceeds \$300,000.<sup>45</sup> Bid bonds are required on contracts for construction or repair work in excess of \$300,000.<sup>46</sup> Each of these bonds can be waived by the Purchasing Office.<sup>47</sup> Staff did not indicate significant complaints from vendors or potential vendors about bond requirements being a barrier to participation, but anecdotal interviews may reveal such concerns and will be addressed (if appropriate) in the Anecdotal Chapter.

Insurance requirements for Town contracts are set forth in the standard contract templates approved by the Town Attorney (minimum coverage of \$1 million for General Liability coverage and for Products and Completed Operations coverage).<sup>48</sup> Again, vendor input on these issues will be addressed in the Anecdotal Chapter of the Study.

#### **E. M/WBE Goals and Outreach Programs**

Consistent with North Carolina State Statute § 143-128, the Town of Carrboro has established a 10% M/WBE goal for construction projects valued at or above \$500,000.<sup>49</sup> Also, when a construction project is valued at \$300,000 or more and is solicited for single-prime bidding,<sup>50</sup> separate-prime bidding,<sup>51</sup> CMAR, or other alternative contracting methods, the Town attaches a 10% M/WBE goal to such projects:

If the cost for the construction of a building is estimated at \$500,000.00 or more, the Town has established a ten percent goal for participation by minority and woman owned enterprise firms in the total value of work for which a contract is awarded pursuant to G.S.

<sup>44</sup> Purchasing Policy, Appendix C, pg. 36.

<sup>45</sup> Purchasing Policy, pgs. 39-40. This is consistent with North Carolina law, which requires performance and payment bonds for construction contracts worth more than \$50,000 that are part of a larger project that is worth more than \$300,000. N.C.G.S. § 44A-26. Performance and payment bonds are also required under state law for construction and repair contracts over \$300,000, but not for purchase contracts. N.C.G.S. § 143-129(b).

<sup>46</sup> Purchasing Policy, pgs. 39-40. State law requires bid bonds of 5% of the bid price for formal construction and repair contracts, but not for purchase (supplies/goods) contracts. N.C.G.S. § 143-129(b).

<sup>47</sup> Town Code, Section 3-38.

<sup>48</sup> See e.g., Purchasing Policy, Appendix D.

<sup>49</sup> N.C.G.S. § 143-128; Purchasing Policy, pg. 7; Appendix C, pg. 37.

<sup>50</sup> See Purchasing Policy, pg. 9 ("Single-prime means bids for building projects are received from one contractor. The single-prime contractor performs all work or contracts with subcontractors for heating, ventilating and air conditioning; plumbing; and electrical.").

<sup>51</sup> See Purchasing Policy, pg. 9 ("Separate-prime means bids for building projects are received for each subdivision of work: (1) Heating, ventilating and air conditioning; (2) Plumbing; (3) Electrical; and (4) General.").

143-128. In addition, for projects totaling \$300,000.00 or more, separate specifications and contracts must be prepared for the following areas of work:

- a. Heating, ventilating, air conditioning and accessories and/or refrigeration for cold storage (where the cooling load is 15 tons or more of refrigeration);
- b. Plumbing and gas fittings and accessories;
- c. Electrical wiring and installations; and
- d. General work not included in the three areas in subsections (b)(1)-(b)(3) of this section.<sup>52</sup>

The Town of Carrboro has implemented an “Outreach Plan and Guidelines for Recruitment and Selection of Minority Businesses for Participation in Town Building Construction Contracts.”<sup>53</sup> This is an outreach and goals plan for M/WBE firms generally described as follows:

In accordance with G.S. 143-128.2 these guidelines establish goals for minority participation in single-prime bidding, separate-prime bidding, Construction Manager-at-Risk, and alternative contracting methods on Town of Carrboro building construction projects in the amount of \$300,000 or more (\$100,000 or more if the Town receives State funds for the project). Town of Carrboro’s current goal for minority and women-owned participation for public building construction is ten percent (10%) each. The overall goal will be reviewed annually, or as soon as relevant data is available.

The intent of these guidelines is that the Town of Carrboro, as awarding authority for construction projects, and the contractors and subcontractors performing the construction contracts awarded, shall cooperate and in good faith do all things, legal, proper and reasonable to achieve the goal of ten percent (10%) for participation by minority businesses in each construction project. Nothing in these guidelines shall be construed to require contractors or awarding authorities to award contracts or subcontracts to or to make purchases of materials or equipment from minority-business contractors or minority-business subcontractors who do not submit the lowest responsible, responsive bid or bids.<sup>54</sup>

The Outreach Plan provides bidders and the Town’s administration with detailed requirements for outreach, utilization, documentation, and Good Faith Efforts (GFEs) toward M/WBE participation in Town contracts/projects.<sup>55</sup> These M/WBE goals are essentially aspirational, as bids are not rejected for lack of goal achievement and there is no meaningful contract compliance that tracks utilization throughout the project. M/WBE goals are not set on Town contracts or projects outside of construction.

<sup>52</sup> Purchasing Policy, Appendix C, pgs. 37-39; Appendix A, pg. 25.

<sup>53</sup> Purchasing Policy, Appendix A.

<sup>54</sup> Purchasing Policy, Appendix A, pg. 25.

<sup>55</sup> See generally, Purchasing Policy, Appendix A, pgs. 27-31.

The Town does not certify M/WBE firms but accepts certifications from the North Carolina Historically Underutilized Business (HUB) Program, certifications from North Carolina DOT (DBE and M/WBE), the Small Business Administration (SBA) 8(a) Program, and will consider certifications from other governmental entities on a case-by-case basis.<sup>56</sup>

Though started after the Study Period, it is significant to mention that the Town recently began a partnership with a training facility for M/WBE firms, called “EMPOWERment, Inc.” Interviews indicated that among the activities of the facility are business “pop-up” markets for minority entrepreneurs and firms to introduce themselves and their products/services to public and private buyers. However, the program is not limited to firms seeking to do business with the Town.

Also of note, the Town has established by legislation a Racial Equity Commission, consisting of nine (9) Town residents appointed by the Town Council.<sup>57</sup> The purpose of the Commission is “to advise and work with the Town Council, Race and Equity Officer, and Town staff to educate, provide leadership, and facilitate on-going equitable engagement within the immediate and greater Carrboro community toward the goal of creating a community of inclusiveness in which political, economic, social, and cultural institutions are no longer predicated and influenced by race.”<sup>58</sup>

## **F. Race and Gender-Neutral Programs**

### **1. Office of Economic Development**

Through various informal partnerships, the Town provides small businesses and start-ups with resources and information on a race and gender-neutral basis. These programs are essentially housed in the Economic Development Office.

#### **Entrepreneurship & Small Business Guidance and Training**

When considering starting a new business, the Town strongly encourages you to seek out assistance either through the North Carolina SBTDC or the Small Business Center Network. Assistance from both of these agencies is free, provides you with a personal consultant, and can provide assistance with market research, developing your business plan, and finding financing sources. These Agencies also provide a series of free online and in-person training.

Taking a start-up or entrepreneurship course is also strongly encouraged. The Town may offer such in-person courses at various times throughout the year -- contact us to see when the next one will be. Alternatively, you can take a free, online, self-paced course such as FastTrac offered through the Kauffman Foundation or The Ice House Entrepreneurial Program (free with a Library Card) anytime.<sup>59</sup>

<sup>56</sup> Purchasing Policy, Appendix A, pg. 30.

<sup>57</sup> Town Code, Section 3-46.

<sup>58</sup> Id.

<sup>59</sup> See Website, Town of Carrboro Economic Development Office (“New Business Resource Center”).

The New Business Resource Center website includes links and assistance for various stages of business development: a Start-Up Roadmap; Planning Resources (including Business Counseling, Market Research, Business Plan & Model); Launch Resources (including Financing and Capital).<sup>60</sup>

The Economic Development Office also oversees a Revolving Loan Program intended to assist small businesses, including M/WBE firms. The program has been in place for many years, but recently the collateralization requirements were adjusted to make the process more equitable and increase the number of eligible firms.

## 2. Local Buying Initiative

In its Purchasing Policy, the Town of Carrboro also outlines its efforts to expand the participation of local firms in Town procurement:

It is the desire of the Town to purchase from vendors located within Orange County whenever possible. This can be accomplished by ensuring that local vendors who have goods and services available that are needed by the Town are included in the competitive purchasing process. The Town, however, has a responsibility to its residents to ensure maximum value is obtained for each public dollar spent. The Town cannot make purchasing decisions solely on the basis of vendor residence. Rather, the Town will endeavor to encourage local vendors and suppliers to compete for all Town business.<sup>61</sup>

This is an additional race and gender-neutral policy instituted by the Town for procurement.

## G. Conclusion

Procurement by the Town of Carrboro is governed by a combination of North Carolina State Law, local legislation, and procedural guides. Interviews revealed that these legislative and administrative policies and procedures are fairly well understood by staff. During the Study Period, the Town continued to administer an outreach program to increase participation by M/WBE firms and implement MBE and WBE goals on certain construction contracts. Again, the Town has not previously conducted a Disparity Study, so the results of the present Study are intended to inform the M/WBE programs and initiatives on a going-forward basis.<sup>62</sup>

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<sup>60</sup> Id.

<sup>61</sup> Purchasing Policy, pg. 6.

<sup>62</sup> Notably, outside of the Study Period, the Town, in partnership with Orange County, began construction of a shared office complex and library space called the “203 Project.” This is an approximately \$40 million project that is currently anticipated to be completed in 2025. [See Website, Town of Carrboro Public Works \(“Project Management”\)](#).

## V. QUANTITATIVE ANALYSIS

### A. Introduction

The Quantitative Analysis measures and compares the Availability of firms in each race/ethnicity/gender group within the Town of Carrboro's (hereinafter, "Town" or "Carrboro") Relevant Geographic Market Area to the utilization of each race/ethnicity/gender group, measured by the payments to these groups by the Town during July 1, 2017, through June 30, 2022, or FY 2018 to FY 2022 ("Study Period").

#### **Statistical Analysis Research Question:**

Is there a disparity that is statistically significant between the percentage of available, qualified, and willing M/WBEs in the Relevant Geographic Market Area, and the percentage of dollars spent with M/WBEs in that same Relevant Geographic Market Area during the Study Period?

The outcome of the comparison between Availability and Utilization shows whether it is in Parity (the amount to be expected), whether there is a disparity, and whether that disparity is an Overutilization or Underutilization of firms. Further, the disparity is evaluated to see if it is statistically significant. Finally, the regression analysis contained in 'Chapter VI: Marketplace Disparities' tests for other explanations for the disparity to determine if it is likely that the disparity is caused by race/ethnicity/gender status, or other race- and gender-neutral factors. If there is statistically significant underutilization of M/WBEs that is likely caused by race/ethnicity/gender, then G&S will determine, as part of the findings, whether there is a basis for an inference of discrimination.

### B. Data Assessment and Requests

Following approval of the Data Assessment Report, which is attached hereto as Appendix C, G&S developed and executed a Data Collection Plan and submitted data requests to the Town. The Data Collection Plan sets out the process for collecting manual and electronic data for statistical analyses. In addition, it included a plan for collecting data needed for the anecdotal portions of the study which included surveys, public hearings, focus groups, and interviews.

Electronic data (MS Excel or other computer spreadsheets) supplied by the Town and other data collected by G&S were catalogued and stored within the G&S SharePoint subsequent to the data collection effort. The data entered was used to develop databases containing contracting history for each Industry Category of Construction, Architecture & Engineering (A&E), Other Professional Services, Other Services, and Goods, for both prime contracting and subcontracting on behalf of the Town. G&S related all databases collected to cross-reference information among the files, including matching addresses, industry categories, and M/WBE identification.

### C. Data Assignment, Cleanup and Verification

After the completion of data collection, the data was electronically and manually “cleaned” to find duplicates and fill in unpopulated fields. The cleanup phase also included the following six (6) tasks:

- Finding firms and purchases to exclude from the analysis (e.g., governmental agencies, not-for-profits, utilities, colleges & universities, etc.)
- Assigning and verifying ethnicity, race, and gender of each firm
- Assigning each firm to one or more of the five (5) Industry Categories based upon the type of firm;
- Utilizing zip codes to determine each firm’s location
- Matching files electronically to pick up addresses, ethnicity/race/gender, and/or industry category; and
- Filling in any additional missing data on firms.

The race/gender/ethnicity categories in the Study were:

- African American
- American Indian
- Asian American
- Hispanic American
- Non-Minority Women
- Non-M/WBE

To identify M/WBE groups, G&S utilized the assignments given to firms in the governmental lists from the:

- North Carolina Department of Transportation UCP Directory
- North Carolina Department of Administration HUB List
- State of North Carolina SBA 8A Certified Vendor List

In assignment of race/gender/ethnicity, priority is given to race/ethnicity, so that all Minority owned firms were categorized according to their race/ethnicity and not by gender. Non-Minority Women were categorized by race and gender and firms with no race/ethnicity/gender indicated, Caucasian male owned firms, publicly owned corporations, and other non-certified firms are categorized as Non-M/WBE firms.

From all the governmental certification sources, G&S assembled a Master M/WBE list. Where there were any inconsistencies in the race/ethnicity/gender, G&S researched the firm and manually resolved any inconsistencies.

## 1. Assignment of Industry Categories

To place firms in the proper Industry Categories, G&S used the item purchased or work descriptions to assign the firms to one of the five (5) industries of Construction, Engineering, Professional Service, Other Services, and Goods. Further, where other indicators were missing G&S used certain word descriptions in firm names (e.g., ABC Construction or XYZ Mowing Services) and researched firms to determine the type of work they did.

## 2. Master Vendor File

The purpose of the Master Vendor File is to collect, in one database, a listing of all firms that were ready, willing, and able to do business with the Town. It includes internal lists from the Town of Carrboro as well as outside governmental lists. The Master Vendor File is a compilation of all lists of vendors used to determine availability estimates. The File was also used to match and verify data in other data files, particularly to make sure that information assigned to firms for utilization calculations matched the information assigned to firms for availability calculations. This is important to make sure that G&S is comparing like-data to like-data. The Master Vendor File contains the lists of firms from the following government data sources:

### Town of Carrboro Data Files:

- Payments (Study Period)
- Vendor List (Study Period)
- Bidders (Study Period)
- Awards (Study Period)
- Subcontractors from Prime Vendor Questionnaire

### Outside Files

- North Carolina Department of Transportation UCP DBE and Business List (Current)
- North Carolina Department of Transportation UCP SBE and Business List (Current)
- North Carolina Department of Transportation Prequalified Consultants List (Current)
- North Carolina Department of Transportation Prequalified Contractors & Registered Subcontractors List (Current)
- Wake County Disparity Study Availability File (Current)
- City of Greensboro Disparity Study Availability File (Current)

#### D. Relevant Geographic Market Area Analysis

The commonly held idea that the Relevant Geographic Market Area should encompass about 75% to 85% of the "qualified" vendors that serve a particular sector has its origins in antitrust lawsuits.<sup>63</sup> In line with antitrust precepts, United States Supreme Court Justice Sandra Day O'Connor in Croson, specifically criticized the City of Richmond, Virginia, for making MBEs all over the country eligible to participate in its set-aside programs.<sup>64</sup>

##### Relevant Geographic Market Area

The geographic location where the Town of Carrboro spends around 75% of its dollars. The Utilization and Availability analyses are conducted only using firms located within the Relevant Geographic Market.

The Court reasoned that a mere statistical disparity between the overall Minority population in Richmond, Virginia, which was 50% African American, and the award of prime contracts to Minority owned firms, 0.67% of which were African American owned firms, was an insufficient statistical comparison to raise an inference of discrimination. Justice O'Connor also wrote that the relevant statistical comparison is one between the percentage of MBEs in the marketplace (or Relevant Geographic Market Area) who were qualified to perform contracting work (including Prime and Subcontractors) and the percentage of total Town of Carrboro contracting dollars awarded to Minority firms.

For each Industry Category, G&S measured the " Relevant Geographic Market Area" as the area where at least 75% of the Town of Carrboro dollars were paid during the Study Period. In doing that, G&S converted vendors' Postal Zip Codes into County/State and then drew the Relevant Geographic Market Area. G&S determined that the Relevant Geographic Market Area is a ten-county area around Carrboro.<sup>65</sup> The results of the Relevant Geographic Market Area for each Industry Category are presented in Table 4.

Table 4 shows that close to 83.70% of all Construction-related payments were made to prime vendors in the Relevant Geographic Market Area during the Study Period, along with 89.04% of A&E, 92.75% of Professional Service, 78.01% of Other Services, and 47.00% of Goods. Given that 84.05% of all Town of Carrboro spending outside of Goods was with firms located in this Relevant Geographic Market Area, G&S determined that one consistent Relevant Geographic Market Area across all Industry Categories was appropriate. A more detailed breakdown of the Relevant Geographic Market Area analysis by county and by Industry Category is included in Appendix D.

<sup>63</sup> D. Burman. "Predicate Studies: The Seattle Model," Tab E of 11-12 Minority and Women Business Programs Revisited (ABA Section of Public Contract law, Oct. 1990).

<sup>64</sup> Croson, 488 U.S. 509, 709 S. Ct. 706 (1989).

<sup>65</sup> The ten-county area is composed of Alamance County, NC; Caswell County, NC; Chatham County, NC; Durham County, NC; Granville County, NC; Orange County, NC; Person County, NC; Wake County, NC; Johnston County, NC; Guilford County, NC

**Table 4: Relevant Geographic Market<sup>66</sup> Area (Using Payment Dollars, FY 2018-22)**  
*Town of Carrboro Disparity Study*

Work Category	Area	Amount	Percent	Cumulative %
<b>Construction</b>	10-County, NC	\$8,142,522	83.70%	83.70%
	Rest of Counties in NC	\$1,511,467	15.54%	99.24%
	Rest of USA	\$73,985	0.76%	100.00%
	Total	\$9,727,974	100.00%	
<b>A&amp;E</b>	10-County, NC	\$3,834,078	89.04%	89.04%
	Rest of Counties in NC	\$114,618	2.66%	91.70%
	Rest of USA	\$357,366	8.30%	100.00%
	Total	\$4,306,063	100.00%	
<b>Professional Services</b>	10-County, NC	\$1,637,673	92.75%	92.75%
	Rest of Counties in NC	\$61,565	3.49%	96.24%
	Rest of USA	\$66,361	3.76%	100.00%
	Total	\$1,765,599	100.00%	
<b>Other Services</b>	10-County, NC	\$4,322,328	78.01%	78.01%
	Rest of Counties in NC	\$325,174	5.87%	83.88%
	Rest of USA	\$893,432	16.12%	100.00%
	Total	\$5,540,934	100.00%	
<b>Goods</b>	10-County, NC	\$5,029,649	47.00%	47.00%
	Rest of Counties in NC	\$3,633,088	33.95%	80.94%
	Rest of USA	\$2,039,410	19.06%	100.00%
	Total	\$10,702,147	100.00%	

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*Note: G&S uses full decimal numbers, so automatic rounding may cause differences within the tables.*

<sup>66</sup> 0.01 differences within the tables in the Statistical Chapter are due to automatic rounding.

## E. Availability Analysis

### 1. Methodology

The methodology utilized to determine the Availability of businesses for public contracting is crucial to understanding whether a disparity exists within the Relevant Geographic Market Area. Availability is a benchmark to examine whether there are any disparities between the Utilization of M/WBEs and their Availability in the marketplace. Croson and subsequent decisions give only general guidance as to how to measure Availability. One common theme from the Court decisions is that being qualified to perform work for a local jurisdiction is one of the key indices of an available firm. In addition, the firm must have demonstrated that it is both willing and able to perform the work.

#### Availability Estimate

The determination of the percentage of M/WBEs that are “ready, willing, and able” to provide Goods or services to the Town of Carrboro.

### 2. Measurement Basis for Availability

The measures of Availability utilized in this Study incorporate all the criteria of Availability required by Croson:

- The firm does business within an Industry Category from which Town of Carrboro makes certain purchases;
- The firm's owner has taken steps (such as registering, bidding, certification, prequalification, etc.) to demonstrate interest in doing business with government; and
- The firm is located within the Relevant Geographic Market Area such that it can do business with Town of Carrboro.

An M/WBE Availability Estimate is expressed as a percentage of total Availability, computed by dividing the number of firms in each M/WBE group within each Industry Category by the total number of businesses in the pool of firms for that Industry Category. Once these Availability estimates were calculated, G&S compared them to the percentage of firms utilized in the respective Industry Categories to generate the Disparity Indices, which will be discussed later in this Analysis.

### 3. Capacity

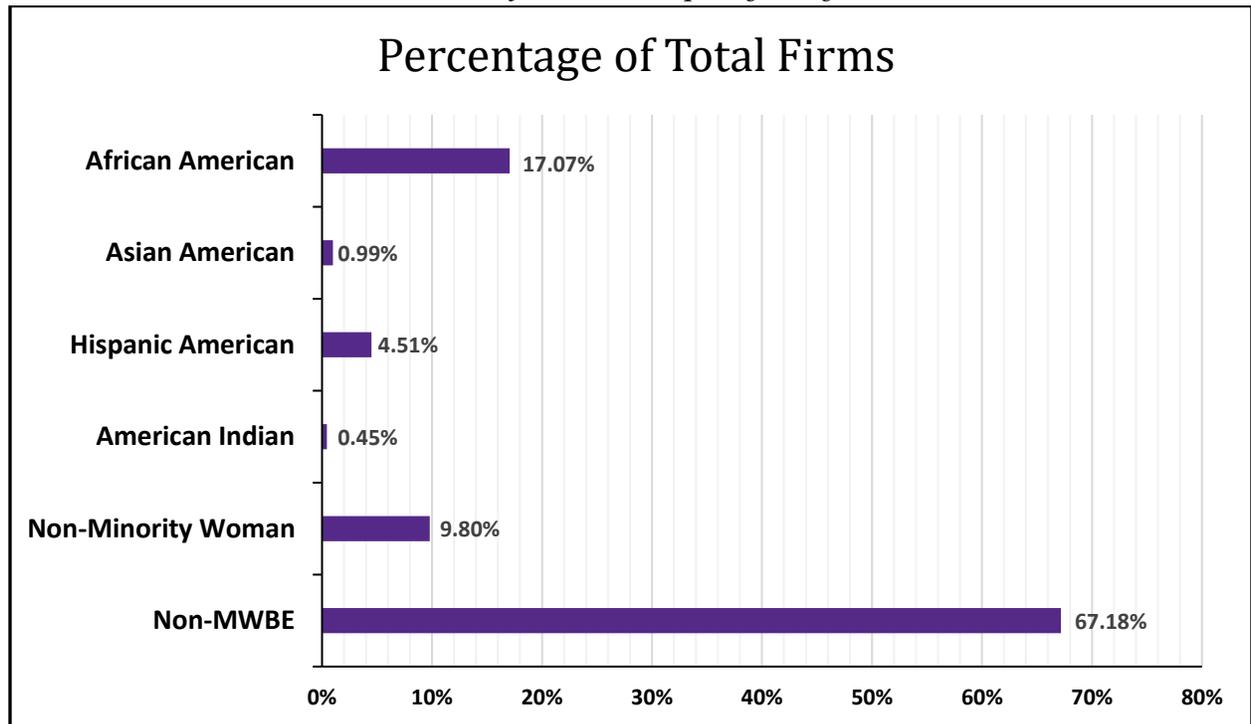
The ability or capacity to perform the work is evaluated in the Regression Analysis of the Study in the Marketplace Analysis chapter. The Regression Analysis shows whether race, ethnicity, and gender factors are likely impediments overall to the success of M/WBEs in obtaining awards in the marketplace and whether, but for those factors, firms would have the capacity to provide goods and services on a level higher than what is presently being utilized. Further, G&S controlled for capacity by performing a Disparity Analysis on smaller contracts (under \$1M and under \$500,000) where capacity is not an issue later in this chapter.

**4. Availability**

The Availability estimates for the Study are separated into five (5) Industry Categories. Figures 2 through 6 below show the number of available firms by race/gender/ethnicity as compared with the total number of available firms. See Tables E-1 through E-5 in Appendix E for detailed Availability information including the breakdown by Industry Category and the race, ethnicity, or gender of the firm owners. The Availability analyzed from the Master Vendor File includes all unique vendors in each Industry Category from the sources previously listed.

The Town of Carrboro Relevant Geographic Market Area availability for Construction is shown in Figure 2. As shown in Figure 2, Non-M/WBE owned firms were 67.18% of all Construction firms followed by 17.07% of African American owned firms. Non-Minority Woman owned firms represented 9.80%, Hispanic American owned firms were 4.51%, while Asian American and American Indian owned firms reflected 0.99% and 0.45% of total Construction availability, respectively. A total of 2,419 vendors were available in the Construction area.

**Figure 2: Availability Estimates – Construction**  
**Town of Carrboro Relevant Geographic Market Area**  
**(From Master Vendor File)**  
*Town of Carrboro Disparity Study*

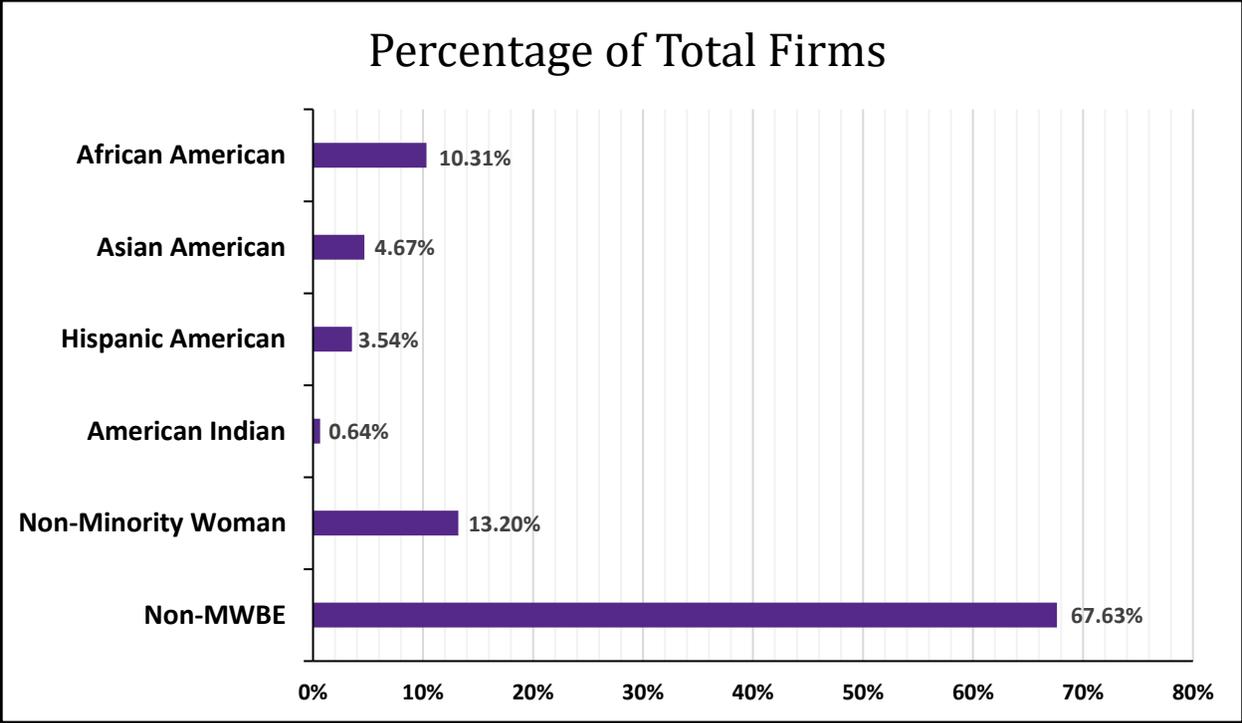


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*Note: G&S uses full decimal numbers, so automatic rounding may cause differences within the tables.*

The Availability of A&E firms by ownership in the Relevant Geographic Market Area is presented in Figure 3. G&S recorded 621 vendors in this category. As Figure 3 below reflects, 67.63% of the vendors were Non-M/WBEs, while 10.31% of businesses were African American owned. Likewise, as depicted below, Non-Minority Woman owned firms represented 13.20% of total firms in that category, while Asian American, Hispanic American, and American Indian owned firms reflected 4.67%, 3.54%, and 0.64% of total A&E availability, respectively.

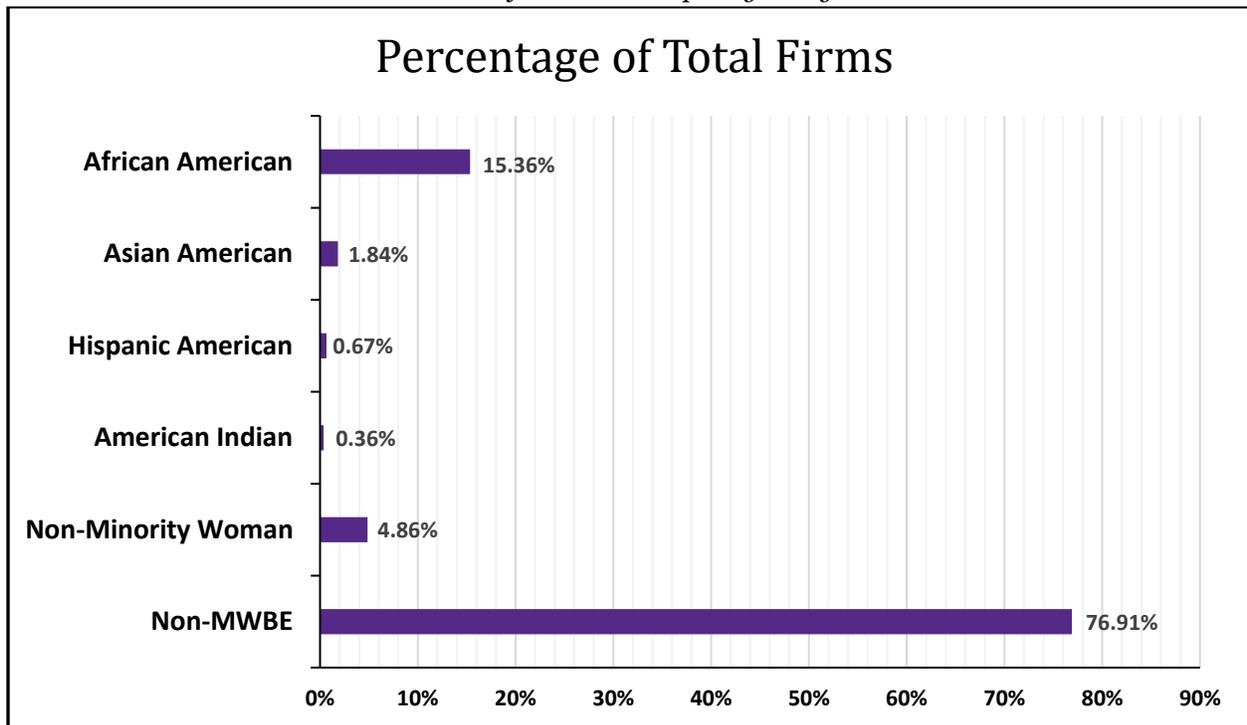
**Figure 3: Availability Estimates – A&E**  
**Town of Carrboro Relevant Geographic Market Area**  
(From Master Vendor File)  
*Town of Carrboro Disparity Study*



Griffin & Strong, 2024  
*Note: G&S uses full decimal numbers, so automatic rounding may cause differences within the tables.*

The Availability of Professional Services firms by ownership in the Relevant Geographic Market Area is presented in Figure 4. G&S recorded 1,953 vendors in this category. As Figure 4 below reflects, 76.91% of the vendors were Non-M/WBEs, while 15.36% of business were African American owned. Likewise, as depicted below, Non-Minority Women owned firms represented 4.86% of total firms in that category, while Asian American, Hispanic American, and American Indian owned firms reflected 1.84%, 0.67%, and 0.36% of total Professional Services availability, respectively.

**Figure 4: Availability Estimates – Professional Services**  
**Town of Carrboro Relevant Geographic Market Area**  
 (From Master Vend,953or File)  
 Town of Carrboro Disparity Study

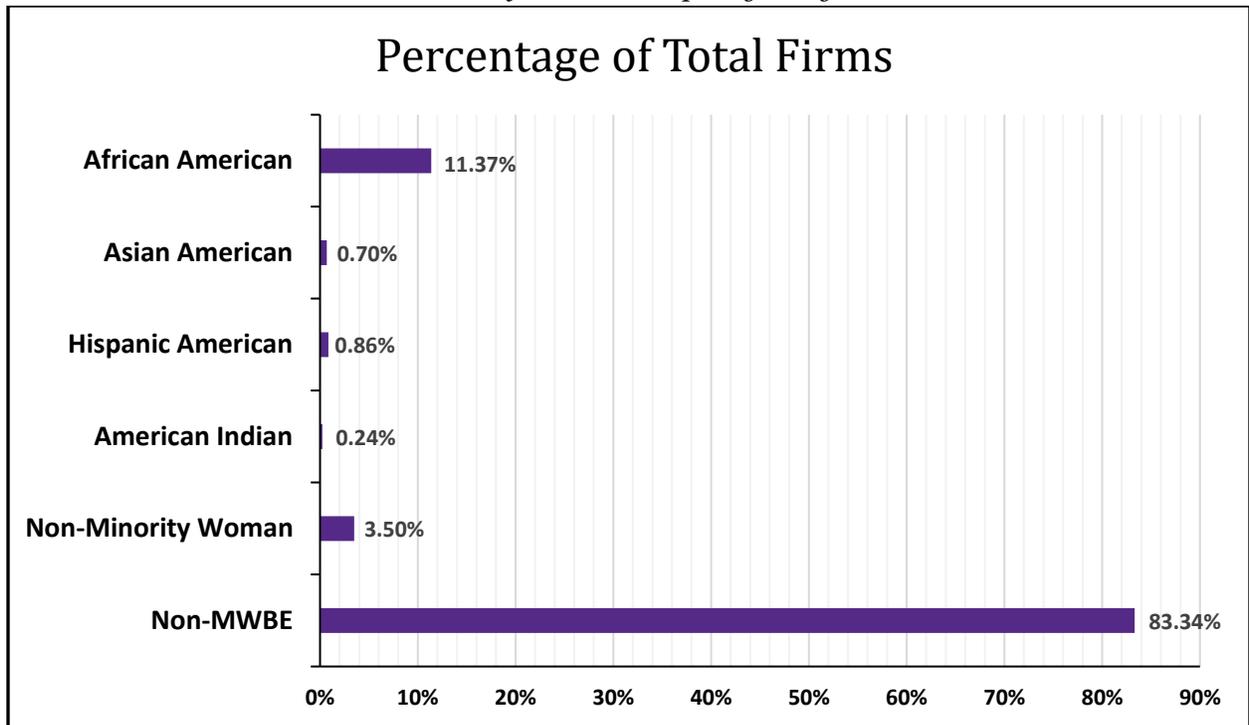


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*Note: G&S uses full decimal numbers, so automatic rounding may cause differences within the tables.*

The Availability of Other Services firms in the Relevant Geographic Market Area is presented in Figure 5. A total of 6,290 vendors were available in the Other Services category. As depicted in Figure 5, 83.34% of the firms were owned by Non-M/WBEs and 3.50% of firms were owned by Non-Minority Women. African American owned firms made up 11.37%, while Hispanic American, Asian American, and American Indian owned firms were 0.86%, 0.70%, and 0.24%, respectively.

**Figure 5: Availability Estimates – Other Services**  
**Town of Carrboro Relevant Geographic Market Area**  
(From Master Vendor File)  
*Town of Carrboro Disparity Study*

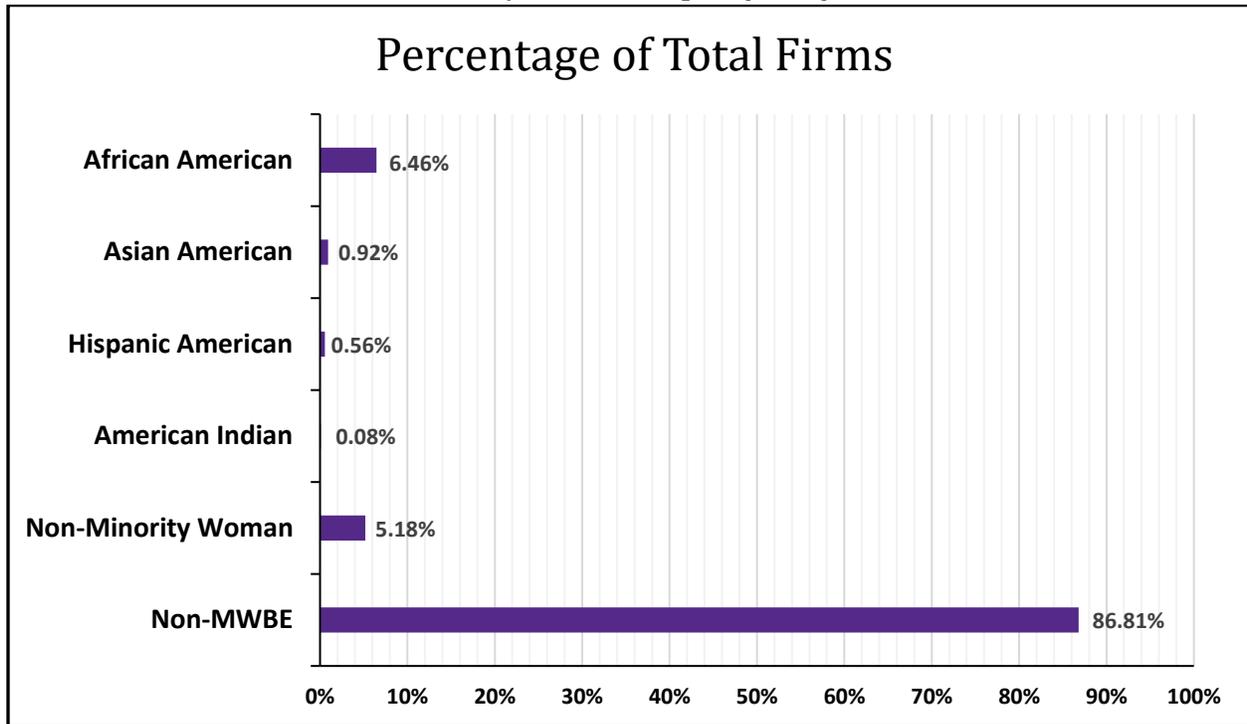


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*Note: G&S uses full decimal numbers, so automatic rounding may cause differences within the tables.*

The Availability of Goods firms in the Relevant Geographic Market Area is presented in Figure 6. A total of 12,509 vendors were available in the Goods category. As depicted in Figure 6, 86.81% of the firms were owned by Non-M/WBEs and 5.18% were owned by Non-Minority Women. African American owned firms made up 6.46%, while Asian American, Hispanic American, and American Indian owned firms were 0.92%, 0.56%, and 0.08%, respectively.

**Figure 6: Availability Estimates – Goods**  
**Town of Carrboro Relevant Geographic Market Area**  
**(From Master Vendor File)**  
*Town of Carrboro Disparity Study*



Griffin & Strong, 2024

*Note: G&S uses full decimal numbers, so automatic rounding may cause differences within the tables.*

**F. Utilization Analysis**

**1. Prime Contractor Utilization**

The relevant prime payment history for the Town of Carrboro was recorded based upon the paid amounts captured in the Town of Carrboro’s financial system and provided by the Town of Carrboro. In the Prime Contractor Utilization tables below, the dollars and percentage of dollars paid in each of the five (5) Industry Categories were categorized by race, ethnicity, and gender for each year of the Study Period. The total of each race, ethnicity, and gender group represented in the M/WBE category, when added to the Non-M/WBE category, equals the Total column. The totals for each year represent the unique number of firms in that year. The Total Unique Number of Businesses represents the unique pool of firms used over the entire Study Period.

**Prime Utilization**

The percentage of actual payments during the Study Period made directly by the Town of Carrboro to M/WBEs in comparison to all vendors.

Table 5 shows the number of M/WBE vendors that were utilized in the Construction category as compared to Non-M/WBEs, which were 6 and 50, respectively.

**Table 5: Number of Businesses by Business Ownership and Fiscal Year  
Prime Data, Construction  
(Using Vendor Payments, FY 2018-2022)  
Town of Carrboro Disparity Study**

Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(#)	(#)	(#)	(#)	(#)	(#)
African American	0	0	0	0	1	1
Asian American	0	0	0	0	0	0
Hispanic American	0	1	1	0	1	1
American Indian	0	0	0	0	0	0
<b>TOTAL MINORITY</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>
Non-Minority Woman	2	4	3	3	2	4
<b>TOTAL M/WBE</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>6</b>
Non-MWBE	22	17	23	32	20	50
<b>TOTAL FIRMS</b>	<b>24</b>	<b>22</b>	<b>27</b>	<b>35</b>	<b>24</b>	<b>56</b>
Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
African American	0.00%	0.00%	0.00%	0.00%	4.17%	1.79%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	0.00%	4.55%	3.70%	0.00%	4.17%	1.79%
American Indian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>4.55%</b>	<b>3.70%</b>	<b>0.00%</b>	<b>8.33%</b>	<b>3.57%</b>
Non-Minority Woman	8.33%	18.18%	11.11%	8.57%	8.33%	7.14%
<b>TOTAL M/WBE</b>	<b>8.33%</b>	<b>22.73%</b>	<b>14.81%</b>	<b>8.57%</b>	<b>16.67%</b>	<b>10.71%</b>
Non-MWBE	91.67%	77.27%	85.19%	91.43%	83.33%	89.29%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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Table 6 shows the amount of dollars and percentages utilized towards each classification of firms. As shown in the table below, 17.59% of prime procurement dollars in Construction were spent with M/WBEs. The total spend for Non-M/WBE vendors was \$6,710,053 as compared to \$1,260,681 for Non-Minority Woman owned firms over the Study Period and \$171,788 for MBEs. The average spend per Non-Minority Woman owned firm over the Study Period was \$315,170 as compared to \$134,201 for Non-M/WBE vendors and \$85,894 for MBEs. Thus, although firms owned by Non-Minority Women earned fewer overall dollars, they earned more than double the dollars per firm as compared to Non-M/WBEs in Construction.

**Table 6: Utilization of Prime Analysis in Relevant Geographic Market Area**  
**Prime Data, Construction**  
**(Using Payment Dollars, FY 2018-2022)**  
*Town of Carrboro Disparity Study*

Business Ownership Classification	2018 (\$)	2019 (\$)	2020 (\$)	2021 (\$)	2022 (\$)	TOTAL (\$)
African American	\$ -	\$ -	\$ -	\$ -	\$ 70,632	\$ 70,632
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ -	\$ 14,730	\$ 800	\$ -	\$ 85,626	\$ 101,156
American Indian	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL MINORITY</b>	<b>\$ -</b>	<b>\$ 14,730</b>	<b>\$ 800</b>	<b>\$ -</b>	<b>\$ 156,258</b>	<b>\$ 171,788</b>
Non-Minority Woman	\$ 6,589	\$1,056,984	\$ 83,286	\$ 93,209	\$ 20,614	\$1,260,681
<b>TOTAL MWBE</b>	<b>\$ 6,589</b>	<b>\$ 1,071,714</b>	<b>\$ 84,086</b>	<b>\$ 93,209</b>	<b>\$ 176,872</b>	<b>\$1,432,470</b>
Non-MWBE	\$1,204,625	\$1,316,615	\$2,004,541	\$1,435,781	\$748,491	\$6,710,053
<b>TOTAL FIRMS</b>	<b>\$ 1,211,214</b>	<b>\$ 2,388,329</b>	<b>\$ 2,088,627</b>	<b>\$ 1,528,990</b>	<b>\$ 925,364</b>	<b>\$8,142,522</b>
Business Ownership Classification	2018 (%)	2019 (%)	2020 (%)	2021 (%)	2022 (%)	TOTAL (%)
Black American	0.00%	0.00%	0.00%	0.00%	7.63%	0.87%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	0.00%	0.62%	0.04%	0.00%	9.25%	1.24%
Native American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>0.62%</b>	<b>0.04%</b>	<b>0.00%</b>	<b>16.89%</b>	<b>2.11%</b>
Non-Minority Woman	0.54%	44.26%	3.99%	6.10%	2.23%	15.48%
<b>TOTAL MWBE</b>	<b>0.54%</b>	<b>44.87%</b>	<b>4.03%</b>	<b>6.10%</b>	<b>19.11%</b>	<b>17.59%</b>
Non-MWBE	99.46%	55.13%	95.97%	93.90%	80.89%	82.41%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Griffin & Strong, 2024

Table 7 shows four M/WBEs (23.53%) were utilized in the A&E category as compared to 13 Non-M/WBE vendors.

**Table 7: Number of Businesses by Business Ownership and Fiscal Year  
Prime Data, A&E  
(Using Vendor Payments, FY 2018-2022)  
Town of Carrboro Disparity Study**

Business Ownership Classification	2018 (#)	2019 (#)	2020 (#)	2021 (#)	2022 (#)	TOTAL (#)
African American	0	0	0	0	0	0
Asian American	0	0	0	0	0	0
Hispanic American	1	2	1	1	1	2
American Indian	0	0	0	0	0	0
<b>TOTAL MINORITY</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>
Non-Minority Woman	0	2	2	1	1	2
<b>TOTAL M/WBE</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>4</b>
Non-MWBE	7	8	8	7	6	13
<b>TOTAL FIRMS</b>	<b>8</b>	<b>12</b>	<b>11</b>	<b>9</b>	<b>8</b>	<b>17</b>
Business Ownership Classification	2018 (%)	2019 (%)	2020 (%)	2021 (%)	2022 (%)	TOTAL (%)
African American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	12.50%	16.67%	9.09%	11.11%	12.50%	11.76%
American Indian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>12.50%</b>	<b>16.67%</b>	<b>9.09%</b>	<b>11.11%</b>	<b>12.50%</b>	<b>11.76%</b>
Non-Minority Woman	0.00%	16.67%	18.18%	11.11%	12.50%	11.76%
<b>TOTAL M/WBE</b>	<b>12.50%</b>	<b>33.33%</b>	<b>27.27%</b>	<b>22.22%</b>	<b>25.00%</b>	<b>23.53%</b>
Non-MWBE	87.50%	66.67%	72.73%	77.78%	75.00%	76.47%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Griffin & Strong, 2024

As shown in Table 8, 8.13% of prime procurement dollars in A&E were spent with Non-Minority Woman owned firms and 4.99% with MBEs. The total spend for Non-M/WBE firms in the A&E category was \$3,331,092 as compared to \$502,986 for M/WBEs. The average spend overall for Non-M/WBE firms in the A&E category was \$256,238 as compared to \$155,786 for firms owned by Non-Minority Women and \$95,707 for MBEs.

**Table 8: Utilization of Prime Analysis in Relevant Geographic Market Area**  
**Prime Data, A&E**  
**(Using Payment Dollars, FY 2018-2022)**  
*Town of Carrboro Disparity Study*

Business Ownership Classification	2018 (\$)	2019 (\$)	2020 (\$)	2021 (\$)	2022 (\$)	TOTAL (\$)
African American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ 38,931	\$ 76,734	\$ 49,285	\$ 20,037	\$ 6,427	\$ 191,415
American Indian	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL MINORITY</b>	<b>\$ 38,931</b>	<b>\$ 76,734</b>	<b>\$ 49,285</b>	<b>\$ 20,037</b>	<b>\$ 6,427</b>	<b>\$ 191,415</b>
Non-Minority Woman	\$ -	\$154,907	\$ 95,482	\$ 48,587	\$ 12,596	\$ 311,571
<b>TOTAL MWBE</b>	<b>\$ 38,931</b>	<b>\$ 231,641</b>	<b>\$ 144,767</b>	<b>\$ 68,624</b>	<b>\$ 19,023</b>	<b>\$ 502,986</b>
Non-MWBE	\$153,009	\$659,627	\$237,449	\$1,570,497	\$710,510	\$3,331,092
<b>TOTAL FIRMS</b>	<b>\$ 191,941</b>	<b>\$ 891,268</b>	<b>\$ 382,216</b>	<b>\$ 1,639,121</b>	<b>\$ 729,533</b>	<b>\$3,834,078</b>
Business Ownership Classification	2018 (%)	2019 (%)	2020 (%)	2021 (%)	2022 (%)	TOTAL (%)
Black American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	20.28%	8.61%	12.89%	1.22%	0.88%	4.99%
Native American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>20.28%</b>	<b>8.61%</b>	<b>12.89%</b>	<b>1.22%</b>	<b>0.88%</b>	<b>4.99%</b>
Non-Minority Woman	0.00%	17.38%	24.98%	2.96%	1.73%	8.13%
<b>TOTAL MWBE</b>	<b>20.28%</b>	<b>25.99%</b>	<b>37.88%</b>	<b>4.19%</b>	<b>2.61%</b>	<b>13.12%</b>
Non-MWBE	79.72%	74.01%	62.12%	95.81%	97.39%	86.88%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Griffin & Strong, 2024

Table 9 shows only one M/WBE vendor (4.76% of Total Number of Firms), an African American owned firm, was utilized in the Professional Service area as compared to 20 Non-M/WBE vendors.

**Table 9: Number of Businesses by Business Ownership and Fiscal Year  
Prime Data, Professional Service  
(Using Vendor Payments, FY 2018-2022)**  
*Town of Carrboro Disparity Study*

Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(#)	(#)	(#)	(#)	(#)	(#)
African American	0	1	0	0	0	1
Asian American	0	0	0	0	0	0
Hispanic American	0	0	0	0	0	0
American Indian	0	0	0	0	0	0
<b>TOTAL MINORITY</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Non-Minority Woman	0	0	0	0	0	0
<b>TOTAL M/WBE</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Non-MWBE	8	9	5	9	8	20
<b>TOTAL FIRMS</b>	<b>8</b>	<b>10</b>	<b>5</b>	<b>9</b>	<b>8</b>	<b>21</b>
Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
African American	0.00%	10.00%	0.00%	0.00%	0.00%	4.76%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
American Indian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>10.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>4.76%</b>
Non-Minority Woman	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL M/WBE</b>	<b>0.00%</b>	<b>10.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>4.76%</b>
Non-MWBE	100.00%	90.00%	100.00%	100.00%	100.00%	95.24%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Griffin & Strong, 2024

As shown in Table 10, 0.24% (\$4,000) of prime procurement dollars in Professional Services were spent with one MBE. The total spend with Non-M/WBEs in the Professional Service category was \$1,633,673. The average spend with Non-M/WBEs in the Professional Service category was \$81,684.

**Table 10: Utilization of Prime Analysis in Relevant Geographic Market Area**  
**Prime Data, Professional Services**  
**(Using Payment Dollars, FY 2018-2022)**  
*Town of Carrboro Disparity Study*

Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
African American	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ 4,000
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
American Indian	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL MINORITY</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,000</b>
Non-Minority Woman	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL MWBE</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,000</b>
Non-MWBE	\$319,776	\$398,068	\$326,265	\$222,387	\$367,176	\$1,633,673
<b>TOTAL FIRMS</b>	<b>\$319,776</b>	<b>\$402,068</b>	<b>\$326,265</b>	<b>\$222,387</b>	<b>\$367,176</b>	<b>\$1,637,673</b>
Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	0.00%	0.99%	0.00%	0.00%	0.00%	0.24%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>0.99%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.24%</b>
Non-Minority Woman	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>0.99%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.24%</b>
Non-MWBE	100.00%	99.01%	100.00%	100.00%	100.00%	99.76%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Griffin & Strong, 2024

The number of firms utilized, and the associated amounts spent on Other Services, are presented in Tables 11 and 12. The six (6) unique M/WBEs utilized in this Industry Category were 4.26% of the total number of 141 unique businesses utilized in the Industry Category.

**Table 11: Number of Businesses by Business Ownership and Fiscal Year  
Prime Data, Other Services  
(Using Vendor Payments, FY 2018-2022)  
Town of Carrboro Disparity Study**

Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(#)	(#)	(#)	(#)	(#)	(#)
African American	1	1	1	1	1	1
Asian American	1	1	1	1	1	1
Hispanic American	1	1	1	1	2	2
American Indian	0	0	0	0	0	0
<b>TOTAL MINORITY</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>
Non-Minority Woman	2	0	0	0	0	2
<b>TOTAL M/WBE</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>6</b>
Non-MWBE	67	76	76	56	59	135
<b>TOTAL FIRMS</b>	<b>72</b>	<b>79</b>	<b>79</b>	<b>59</b>	<b>63</b>	<b>141</b>
Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
African American	1.39%	1.27%	1.27%	1.69%	1.59%	0.71%
Asian American	1.39%	1.27%	1.27%	1.69%	1.59%	0.71%
Hispanic American	1.39%	1.27%	1.27%	1.69%	3.17%	1.42%
American Indian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>4.17%</b>	<b>3.80%</b>	<b>3.80%</b>	<b>5.08%</b>	<b>6.35%</b>	<b>2.84%</b>
Non-Minority Woman	2.78%	0.00%	0.00%	0.00%	0.00%	1.42%
<b>TOTAL M/WBE</b>	<b>6.94%</b>	<b>3.80%</b>	<b>3.80%</b>	<b>5.08%</b>	<b>6.35%</b>	<b>4.26%</b>
Non-MWBE	93.06%	96.20%	96.20%	94.92%	93.65%	95.74%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Griffin & Strong, 2024

With respect to the Town of Carrboro prime expenditures in Other Services, and as reflected in Table 12, 7.83% (\$338,567) of the Town of Carrboro prime expenditures in Other Services were spent with M/WBEs during the Study Period, the bulk of which went to MBEs. The average spend with MBEs in the Other Services category was \$82,739 as compared to \$3,805 for Non-Minority Woman owned firms and \$29,509 for Non-M/WBE vendors over the Study Period. In this procurement area MBEs earned fewer dollars but more dollars per firm than Non-M/WBEs.

**Table 12: Utilization of Prime Analysis in Relevant Geographic Market Area  
Prime Data, Other Services  
(Using Payment Dollars, FY 2018-2022)  
Town of Carrboro Disparity Study**

Business Ownership Classification	2018 (\$)	2019 (\$)	2020 (\$)	2021 (\$)	2022 (\$)	TOTAL (\$)
African American	\$ 100	\$ 400	\$ 200	\$ 300	\$ 100	\$ 1,100
Asian American	\$ 40,503	\$ 43,878	\$ 42,739	\$ 68,609	\$ 60,319	\$ 256,048
Hispanic American	\$ 6,115	\$ 10,942	\$ 12,840	\$ 24,930	\$ 18,983	\$ 73,809
American Indian	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL MINORITY</b>	<b>\$ 46,718</b>	<b>\$ 55,219</b>	<b>\$ 55,779</b>	<b>\$ 93,839</b>	<b>\$ 79,402</b>	<b>\$ 330,957</b>
Non-Minority Woman	\$ 7,610	\$ -	\$ -	\$ -	\$ -	\$ 7,610
<b>TOTAL MWBE</b>	<b>\$ 54,328</b>	<b>\$ 55,219</b>	<b>\$ 55,779</b>	<b>\$ 93,839</b>	<b>\$ 79,402</b>	<b>\$ 338,567</b>
Non-MWBE	\$1,632,987	\$759,178	\$665,287	\$537,108	\$389,200	\$3,983,761
<b>TOTAL FIRMS</b>	<b>\$ 1,687,315</b>	<b>\$ 814,398</b>	<b>\$ 721,066</b>	<b>\$ 630,948</b>	<b>\$ 468,602</b>	<b>\$4,322,328</b>
Business Ownership Classification	2018 (%)	2019 (%)	2020 (%)	2021 (%)	2022 (%)	TOTAL (%)
Black American	0.01%	0.05%	0.03%	0.05%	0.02%	0.03%
Asian American	2.40%	5.39%	5.93%	10.87%	12.87%	5.92%
Hispanic American	0.36%	1.34%	1.78%	3.95%	4.05%	1.71%
Native American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>2.77%</b>	<b>6.78%</b>	<b>7.74%</b>	<b>14.87%</b>	<b>16.94%</b>	<b>7.66%</b>
Non-Minority Woman	0.45%	0.00%	0.00%	0.00%	0.00%	0.18%
<b>TOTAL MWBE</b>	<b>3.22%</b>	<b>6.78%</b>	<b>7.74%</b>	<b>14.87%</b>	<b>16.94%</b>	<b>7.83%</b>
Non-MWBE	96.78%	93.22%	92.26%	85.13%	83.06%	92.17%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Griffin & Strong, 2024

The number of firms utilized, and the associated amounts spent on Goods, are presented in Tables 13 and 14. The ten (10) unique M/WBEs utilized in this Industry Category were 5.68% of the total number of 176 unique businesses utilized in this Industry Category.

**Table 13: Number of Businesses by Business Ownership and Fiscal Year  
Prime Data, Goods  
(Using Vendor Payments, FY 2018-2022)  
Town of Carrboro Disparity Study**

Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(#)	(#)	(#)	(#)	(#)	(#)
African American	0	1	1	0	0	1
Asian American	1	1	1	1	0	1
Hispanic American	0	0	0	0	0	0
American Indian	0	0	0	0	0	0
<b>TOTAL MINORITY</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>2</b>
Non-Minority Woman	4	6	6	5	5	8
<b>TOTAL M/WBE</b>	<b>5</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>5</b>	<b>10</b>
Non-MWBE	96	101	96	84	87	166
<b>TOTAL FIRMS</b>	<b>101</b>	<b>109</b>	<b>104</b>	<b>90</b>	<b>92</b>	<b>176</b>
Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
African American	0.00%	0.92%	0.96%	0.00%	0.00%	0.57%
Asian American	0.99%	0.92%	0.96%	1.11%	0.00%	0.57%
Hispanic American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
American Indian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>0.99%</b>	<b>1.83%</b>	<b>1.92%</b>	<b>1.11%</b>	<b>0.00%</b>	<b>1.14%</b>
Non-Minority Woman	3.96%	5.50%	5.77%	5.56%	5.43%	4.55%
<b>TOTAL M/WBE</b>	<b>4.95%</b>	<b>7.34%</b>	<b>7.69%</b>	<b>6.67%</b>	<b>5.43%</b>	<b>5.68%</b>
Non-MWBE	95.05%	92.66%	92.31%	93.33%	94.57%	94.32%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Griffin & Strong, 2024

With respect to Town of Carrboro’s prime expenditures, and as reflected in Table 14, 2.67% (\$134,375) of the Town of Carrboro prime expenditures in Goods were conducted with M/WBEs. The total spend for MBEs was \$17,242, for Non-Minority Women owned firms \$117,132, and \$4,895,274 for Non-M/WBEs. The average spend overall for MBEs in the Goods category was \$8,621 as compared to \$29,490 Non-M/WBE firms and \$14,642 for Non-Minority Woman owned firms.

**Table 14: Utilization of Prime Analysis in Relevant Geographic Market Area  
Prime Data, Goods  
(Using Payment Dollars, FY 2018-2022)  
Town of Carrboro Disparity Study**

Business Ownership Classification	2018 (\$)	2019 (\$)	2020 (\$)	2021 (\$)	2022 (\$)	TOTAL (\$)
African American	\$ -	\$ 126	358.95	\$ -	\$ -	\$ 484
Asian American	\$ 2,394	\$ 4,788	\$ 4,788	\$ 4,788	\$ -	\$ 16,758
Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
American Indian	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL MINORITY</b>	<b>\$ 2,394</b>	<b>\$ 4,914</b>	<b>\$ 5,147</b>	<b>\$ 4,788</b>	<b>\$ -</b>	<b>\$ 17,242</b>
Non-Minority Woman	\$ 32,502	\$ 29,579	\$ 16,966	\$ 15,768	\$ 22,317	\$ 117,132
<b>TOTAL MWBE</b>	<b>\$ 34,896</b>	<b>\$ 34,493</b>	<b>\$ 22,113</b>	<b>\$ 20,556</b>	<b>\$ 22,317</b>	<b>\$ 134,375</b>
Non-MWBE	\$632,423	\$863,165	\$973,406	\$1,524,941	\$901,341	\$4,895,274
<b>TOTAL FIRMS</b>	<b>\$ 667,319</b>	<b>\$ 897,657</b>	<b>\$ 995,518</b>	<b>\$ 1,545,497</b>	<b>\$ 923,658</b>	<b>\$5,029,649</b>
Business Ownership Classification	2018 (%)	2019 (%)	2020 (%)	2021 (%)	2022 (%)	TOTAL (%)
Black American	0.00%	0.01%	0.04%	0.00%	0.00%	0.01%
Asian American	0.36%	0.53%	0.48%	0.31%	0.00%	0.33%
Hispanic American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>0.36%</b>	<b>0.55%</b>	<b>0.52%</b>	<b>0.31%</b>	<b>0.00%</b>	<b>0.34%</b>
Non-Minority Woman	4.87%	3.30%	1.70%	1.02%	2.42%	2.33%
<b>TOTAL MWBE</b>	<b>5.23%</b>	<b>3.84%</b>	<b>2.22%</b>	<b>1.33%</b>	<b>2.42%</b>	<b>2.67%</b>
Non-MWBE	94.77%	96.16%	97.78%	98.67%	97.58%	97.33%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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**2. Subcontractor Utilization**

The Town of Carrboro does not track subcontracting dollars across all projects. Consequently, G&S conducted a Prime Vendor Questionnaire. The Prime Vendor Questionnaire was sent out by mailing 366 prime vendors from the Town’s payment file, excluding those in the Industry Category of Goods (where there is little or no subcontracting). G&S also conducted a call campaign for the Prime Vendor Questionnaire. Calls were made to twenty-nine (29) Construction and A&E prime vendors with projects over \$49,940 during the Study Period (where there was a greater likelihood of subcontracting). After the five-week time period for Prime Vendor Questionnaire collection, the survey results were quite limited resulting in only six (6) responses from prime vendors and \$182,017 in reported subcontract dollars for projects with prime vendors in the Town of Carrboro Relevant Geographic Market Area. There were no reported subcontract dollars in Professional Services or Goods. Of those reported subcontract dollars, 76.85% was in A&E subcontract dollars and most of those dollars went to firms owned by Non-Minority Woman (75.81%). Overall M/WBEs won 90.06% of reported subcontract dollars. Because of this limited subcontract data, no disparity analysis was reported for subcontracting.

**Subcontractor Utilization**  
The percentage of dollars awarded to Subcontractors (in the Relevant Geographic Market Area), by ethnic/gender category.

**G. Determination of Disparity**

This section of the Report addresses the crucial question of whether, and to what extent, there is disparity between the Utilization of M/WBEs as measured against their Availability in the Relevant Geographic Market Area.

**Disparity Indices**  
The differences between the percentage of the Town of Carrboro’s Utilization of M/WBEs during the Study Period and the Availability percentage of M/WBEs.

**1. Methodology**

The statistical approach to answer this question is to assess the existence and extent of disparity by comparing the M/WBE Utilization percentages (by dollars) to the percentage of the total pool of M/WBE firms available in the Relevant Geographic Market Area. The actual disparity derived through employing this approach is measured using a Disparity Index (DI). The Disparity Index is defined as the ratio of the percentage of M/WBE firms utilized, (U), divided by the percentage of such firms available in the marketplace, (A):

Let:

- U = Utilization percentage for the M/WBE group
- A = Availability percentage for the M/WBE group
- DI = Disparity Index for the M/WBE group
- DI = U/A

The results obtained by a Disparity Analysis will result in one of three conclusions: Overutilization, Underutilization, or Parity. Underutilization is when the Disparity Index is below one hundred (100). Overutilization is when the Disparity Index is over one hundred. Parity or the absence of disparity is when the Disparity Index is one hundred, which indicates that the Utilization percentage equals the Availability percentage. In situations where there is Availability, but no Utilization, the corresponding Disparity Index will be zero. Finally, in cases where there is neither Utilization nor Availability, the corresponding Disparity Index is undefined and designated by a dash (-) or (Small Number) symbol. Disparity analyses are presented separately for each Industry Category and for each race/gender/ethnicity group.

## **2. Determining the Significance of Disparity Indices**

The determination that a particular ethnic or gender group has been Overutilized or Underutilized is not, standing alone, proof of discrimination. Typically, the determination of whether a disparity is “statistically significant” can be based on the depth of the disparity in that any Disparity Index that is less than 80 indicates a statistically significant Underutilization, and any Disparity Index over 100 indicates Overutilization. G&S uses a statistical test that considers whether the typical Disparity Index across all vendor categories is equal to unity. This constitutes a null hypothesis of “Parity,” and the test estimates the probability that the typical Disparity Index departs from unity, and the magnitude of the calculated test statistic indicates whether there is typically Underutilization or Overutilization. Statistical significance tests were conducted for each Disparity Index derived from each M/WBE group, and in each Industry Category. This approach to statistical significance is consistent with the case law.

The existence of a statistically significant disparity between the Availability and Utilization of Minority or Non-Minority Woman owned businesses, which are determined to likely be the result of the owners’ race, gender, or ethnicity, will establish an inference that ongoing effects of discrimination are adversely affecting market outcomes for underutilized groups. Accordingly, such findings will impact the recommendations provided in this Study. G&S will, in such a case, make recommendations for consideration of appropriate and narrowly tailored race, ethnicity, and gender-neutral remedies for this discrimination to give all firms equal access to public contracting with the Town of Carrboro. G&S will also, if appropriate, recommend narrowly tailored race-, ethnicity-, and gender-conscious remedies to ameliorate identified barriers and forms of discrimination. If no statistically significant disparity is found to exist, or if such a disparity is not determined to be a likely result of firm owners’ race, ethnicity, or gender upon their success in the marketplace, G&S may still make recommendations to support the continuation of engagement, outreach, small business development, and non-discrimination policies in the purchasing processes of the Town of Carrboro.

## **3. Prime Disparity Indices**

The results of the Study team’s statistical analysis of Utilization data for the five (5) Industry Categories are presented in Table 15. The outcomes of the statistical tests have been colorized for easy understanding.

As reflected in the Table below, there was Underutilization in prime contracts for all available M/WBE groups, except:

- Non-Minority Women owned firms in Construction
- Asian American owned firms in Other Services
- Hispanic American Owned firms in A&E and Other Services

G&S also conducted a disparity analysis for contracts under \$500,000 and under \$1 million. There was Underutilization in prime contracts for all available M/WBE groups, except:

Contracts under \$500,000

- Non-Minority Women owned firms in A&E and Goods
- Asian American owned firms in Other Services and Goods
- Hispanic American Owned firms in Construction, A&E and Other Services

For both contracts under \$1 million.

- Non-Minority Women owned firms in A&E and Goods
- Asian American owned firms in Other Services and Goods
- Hispanic American Owned firms in A&E and Other Services.
- In Construction, Hispanic American owned firms were in Parity

Please see tables showing detailed analysis of this section in Appendix F, Tables F-1 through F-15.

**Table 15: Prime Contractor Disparity Analysis Summary**  
*Town of Carrboro Disparity Study*

Firm Ownership	Construction	A&E	Professional Services	Other Services	Goods
Asian American	5.08	0.00	1.59	0.22	0.15
Asian American	0.00	0.00	0.00	846.84	36.35
Hispanic American	27.57	140.92	0.00	198.91	0.00
American Indian	0.00	0.00	0.00	0.00	0.00
<b>TOTAL MINORITY</b>	9.16	26.05	1.34	58.17	4.28
Non-Minority Woman	158.03	61.54	0.00	5.03	44.95
<b>TOTAL M/WBE</b>	53.60	40.53	1.06	47.01	20.25
<b>TOTAL Non-M/WBE</b>	122.67	128.46	129.71	110.59	112.12

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**Legend:**

Statistically Significant Underutilization (Disparity percentage below 80%).

Underutilization (Disparity percentage 80% to 99.9%).

Overutilization Disparity percentage over 100%).

No color = Parity.

**H. Conclusion**

There was Underutilization in prime contracts for all available M/WBE groups, except:

- Non-Minority Women owned firms in Construction
- Asian American owned firms in Other Services
- Hispanic American Owned firms in A&E and Other Services

There was a similar but not identical pattern when larger contracts were removed from analysis.

G&S did not conduct a Disparity Analysis of subcontractor payments due to the limited and insufficient subcontracting data.

## VI. ANALYSIS OF MARKETPLACE CONTRACTING DISPARITIES IN THE TOWN OF CARRBORO MARKET AREA

### A. Introduction

In this section G&S considers the market entry, private sector, public contracting, and subcontracting outcomes, and other relevant market experiences of Minority and Women owned firms relative to Non-M/WBE firms in the Town of Carrboro Market Area<sup>67</sup>. G&S's analysis utilizes data from businesses that are willing, able, or have actually contracted/subcontracted with the Town of Carrboro, NC. The aim of this analysis is to determine if the likelihood of successful contracting/subcontracting opportunities—actual and perceived—in the Town of Carrboro Market Area is conditioned, in a statistically significant manner, on the race, ethnicity, or gender status of firm owners. Such an analysis is a useful and important complement to estimating simple disparity indices, which assumes that all things important for success and failure are equal among businesses competing for public contracts. This analysis is based on unconditional moments, that is, statistics that do not necessarily inform causality or the source of differences across such statistics. As simple disparity indices do not condition on possible confounders<sup>68</sup> of new firm entry, and success and failure in public sector contracting/subcontracting by businesses, they are only suggestive of disparate treatment, and their implied likelihood of success/failure could be biased. Further details on this statistical analysis is provided in Appendix G: Detailed Regression Analysis.

G&S's analysis posits that there are possible confounders of success and failure in the market and public sector contracting/subcontracting that are sources of heterogeneity, or diverse characteristics among businesses that lead to differences in success and failure. Failure to condition on the sources of heterogeneity in success/failure in new firm formation and public sector contracting/subcontracting outcomes can leave simple disparity indices devoid of substantive policy implications as they ignore the extent to which firm owner race/ethnicity characteristics are causal factors. Disparate outcomes could possibly reflect in whole or in part, outcomes driven by disparate business firm characteristics that matter fundamentally for success/failure in the formation of new firms and public sector contracting/subcontracting outcomes. If the race, ethnicity, or gender status of a firm owner conditions lower likelihoods of success/failure, this would be suggestive of these salient and mostly immutable characteristics causing the observed disparities.

A broad context for considering disparities by firm ownership status can be informed by considering private sector outcomes in the relevant Town of Carrboro Market Area. In general, the success and failure of M/WBEs in public contracting could be conditioned by their outcomes in the private sector regarding their revenue generating capacity. The value of a descriptive private sector analysis is that it situates disparity analyses in the "but-for" justification. Ayres and Vars (1998), in their consideration of the constitutionality of public affirmative programs posit a scenario in which private suppliers of financing systematically exclude or charge higher prices to minority businesses, which potentially increases the cost of the services

<sup>67</sup> For purposes of this chapter, publicly available data defines the Town of Carrboro Market Area as the Raleigh-Durham-Chapel Hill Combined Statistical Area ("CSA") from the US Census Bureau.

<sup>68</sup> A confounder can be defined as a variable that, when added to the regression model, changes the estimate of the association between the main independent variable of interest (exposure) and the dependent variable (outcome) by 10% or more.

minority owned businesses can provide required under public contracts relative to Non-Minority owned businesses.<sup>69</sup> This private discrimination means that M/WBEs may only have recourse to higher cost financing due to facing discrimination in private sector capital markets, which compromises the competitiveness of their bids. Such a perspective on discrimination suggests that barriers faced by M/WBEs in the private sector can rationalize targeted contracting programs by political jurisdictions, as the counterfactual is that in the absence of such private sector discrimination, they would be able to compete with other firms in bidding for public contracts.

## B. Firm Revenue

Table 16 below reports on firm ownership type and “proxied” sales revenue for the Town of Carrboro Market Area from the US Census Bureau’s Annual Business Survey (ABS).<sup>70</sup> G&S’s descriptive private sector analysis considers the percentage of representation in the population of firms and revenue across the available and relevant firm ownership type classifications.<sup>71</sup> Measuring at the firm level, business ownership is defined as having more than 50% of the stock or equity in the business and is categorized by race, gender and ethnicity status. Publicly held, and firms not classifiable by sector, race, gender, and ethnicity status.

For the Town of Carrboro Market Area, Table 16 reveals that relative to White American owned firms, the estimated revenue shares of each M/WBE owned firm never exceeds 7.6% (All Women).<sup>72</sup> All M/WBEs have estimated revenue shares far smaller than their firm representation shares. Relative to firms owned by White Americans in the Town of Carrboro Market Area, the MBE revenue shares exclusive of Women owned firms—some of whom are White American—are well below their total implied 18% (approximately) of firm representation shares.<sup>73</sup> This is consistent with and suggestive of, but not necessarily causal evidence for, M/WBEs facing discriminatory barriers in the private sector of the Town of Carrboro Market Area.<sup>74</sup>

<sup>69</sup> See: Ayres, Ian, and Fredrick E. Vars. 1998, "When does private discrimination justify public affirmative action?" *Columbia Law Review*, 98: 1577-1641.

<sup>70</sup> ABS data are publicly available at <https://www.census.gov/programs-surveys/abs/data.html>. The ABS provides information on selected economic and demographic characteristics for businesses and business owners by sex, ethnicity, race, and veteran status. Further, the survey measures research and development (for microbusinesses), new business topics such as innovation and technology, as well as other business characteristics. The ABS is conducted jointly by the U.S. Census Bureau and the National Center for Science and Engineering Statistics within the National Science Foundation. It replaces the five-year Survey of Business Owners for employer businesses, the Annual Survey of Entrepreneurs, the Business R&D and Innovation for Microbusinesses survey, and the innovation section of the Business R&D and Innovation Survey. The most recent data for the Raleigh-Durham-Chapel Hill CSA for which firm revenue data are available is for the year 2017. As sales revenue data are not sufficiently and uniformly reported, G&S proxies sales with a firm’s payroll, which is proportional to payroll.

<sup>71</sup> The data are only reportable for firms with data that can be captured without any sacrifice of confidentiality. In some instances, there are firms in revenue/sales categories for which this condition is not met, and their operating data is not reported in the publicly available version of the ABS. In this context, while this may impart a bias to Table 1, data for firms that cannot satisfy the confidentiality requirements are likely very small, and account for a small percentage of overall market revenue.

<sup>72</sup> The percentages do not “add-up” to one, as the Women ownership category is not “mutually exclusive” of the other race/ethnicity/gender categories.

<sup>73</sup> This implied M/WBE share is simply 1 minus the firm share of firms owned by White Americans.

<sup>74</sup> This can be ascertained by simply computing the ratio of each M/WBEs firm share to total revenue share. For example, in the case of firms owned by Asian Americans, this ratio is approximately 3.78, in contrast to

**Table 16: Firm Ownership Type and Revenue Characteristics**  
 Town of Carrboro Market Area  
 2021 Census Bureau Annual Business Survey

Ownership Structure	Number of Firms	Percentage of all Firms (approximate)	Market Area Total Revenue (proxied by payroll) (\$1,000)	Percentage of Market Area Total Revenue (approximate)	Ratio of Firm Share to Proxied Revenue Share (approximate)
All	28,624	100%	\$33,576,464	100%	1.0
Women	6,582	22.9%	\$2,568,245	7.6%	3.01
White American	22,891	79.9%	\$14,283,132	42.5%	1.88
African American	1,349	5.1%	\$280,353	1.0%	5.10
American Indian & Alaskan Native	15	0.05%	\$6,656	0.01%	5.0
Asian American	2,298	8.0%	\$603,683	2.0%	4.0
Native Hawaiian & Other Pacific Islanders	8	0.03%	\$3,632	0.01%	3.0
Hispanic American	1,187	4.0%	\$251,007	0.7%	5.71
Unclassifiable by sector, race, gender, ethnicity	1,196	7.0%	\$18,422,577	55.0%	.127

Source: US Census Bureau 2019 Annual Business Survey.

<sup>a</sup> Value suppressed to preserve confidentiality as a result of very few firms or there are one or two large firms that dominate the statistic. In general, across the payroll and counts for each type of firm in the ABS, there were in many instances data suppressions due to confidentiality, unreliable estimates, or lack of availability. As such, the descriptive statistics reported in Table 16 are what was estimable in the ABS.

Given that publicly held firms are not usually classifiable by race/ethnicity/gender status, and account for a disproportionate share of revenues, a simple comparison of an M/WBE firm and revenue share may not inform the existence of any private sector disparities with precision. In this context, the ratio of an M/WBE firm share to revenue share may be more informative of disparities.<sup>75</sup> For example, in the case of firms owned by African Americans, this ratio is (.051)/(.010) or approximately 5.10. This suggests that the revenue share of firms owned by African Americans would have to increase by a factor of approximately 5 to achieve firm share parity in the Town of Carrboro Market Area. For firms owned by White Americans this ratio is approximately 1.88. Thus, relative to White American owned firms, those owned by African

approximately 2.29 for firms owned by White Americans. In this context, relative to firms owned by White Americans, firms owned by Asian Americans are more “revenue underrepresented” with respect to their firm share.

<sup>75</sup> This ratio can be viewed as an index of underrepresentation, as it measures the distance between a firm’s representation in the market relative to its share of market revenue. A value greater than unity indicates underrepresentation, a value equal to unity indicates parity, and a value less than unity indicates overrepresentation.

Americans are revenue underrepresented in the Town of Carrboro Market Area by a factor of approximately  $5.1/1.88 = 2.71$  or approximately 271%. In general, the estimates suggest that the majority of firms owned by non-White Americans, or M/WBEs, — in the Town of Carrboro Market Area are revenue underrepresented relative to White American owned firms.

Overall, the descriptive summary in Table 16 suggests that in the Town of Carrboro Market Area private sector, M/WBEs face barriers that translate into lower firm revenues. In general, if being an M/WBE in the Town of Carrboro Market Area private sector is associated with lower firm revenue, absolutely and relative to their firm share in the market, this lends some support to the “but-for” justification for affirmative action in public procurement. Lower revenues for M/WBE in the Town of Carrboro Market Area is suggestive, but does not necessarily prove, the existence of private discrimination that undermines their capacity to compete with Non-M/WBEs for public contracting opportunities. This could motivate a private discrimination justification for Affirmative Action in Town procurement policies. Otherwise, this is potentially a passive participant in private discrimination against M/WBEs with respect to its procurement practices.

### C. Self-Employment

The Concrete Works decision upholding an M/WBE program was based in part on evidence that “Black Americans, Hispanic Americans, and Native Americans working in Construction have lower rates of self-employment than similarly situated White Americans.”<sup>76</sup>

To explicitly examine potential disparities in the rates of business ownership in the Town of Carrboro Market Area, G&S estimated the parameters of a Logit regression model using 2022 American Community Survey (ACS) data from the Integrated Public Use Microdata Series (IPUMS) housed at the University of Minnesota.<sup>77</sup> The ACS is a project of the U.S. Census Bureau that has replaced the decennial census as the key source of information about American population and housing characteristics. The 2022 ACS is an approximately 1-in-100 weighted public use sample consisting of U.S. households with the smallest identifiable unit being the Public Use Microdata Unit (PUMA), which is a geography containing at least 100,000 individuals. The specification of each model controls for those variables customary in the literature that are utilized to explain self-employment, which estimates the effects of M/WBE status on self-employment while minimizing and/or eliminating confounding factors.<sup>78</sup> G&S determines statistical significance on the basis of the estimated coefficient’s probability value—or P-value. The P-value is the probability of obtaining an estimate of the coefficient by chance alone, assuming that the null hypothesis of the variable having a zero effect is true. As a convention, G&S rejects the null hypothesis of no effect, and

<sup>75</sup> Concrete Works v. City and County of Denver, 321 F.3 950 (10th Cir 2003).

<sup>77</sup> ACS data are publicly available at <https://usa.ipums.org/usa/>. See: *Steven Ruggles, Sarah Flood, Ronald Goeken, Josiah Grover, Erin Meyer, Jose Pacas and Matthew Sobek. IPUMS USA: Version 10.0 [dataset]. Minneapolis, MN: IPUMS, 2020.* <https://doi.org/10.18128/DO10.V10.0>

<sup>78</sup> See: Grilo, Isabel, and Roy Thurik. 2008. "Determinants of Entrepreneurial Engagement Levels in Europe and the US." *Industrial and Corporate Change* 17: pp. 1113-1145, and Van der Sluis, Justin, Mirjam Van Prhttps://usa.ipums.org/usa-action/variables/MET2013#codes\_sectionaag, and Wim Vijverberg. 2008. "Education and Entrepreneurship Selection and Performance: A Review of the Empirical Literature." *Journal of economic surveys* 22: pp. 795-841.

concludes the estimated coefficient is statistically significant as long as P-value  $\leq .10$ , which we highlight in bold in the tables for all parameter estimates.

The ACS data define the Town of Carrboro Market Area as the Raleigh-Durham-Chapel Hill Combined Statistical Area (CSA). In particular, we selected the ACS sample on the basis of the MET2013 variable categories Raleigh, NC and Durham-Chapel Hill, NC, which identifies MSAs using the 2013 definitions for MSA from the U.S. Office of Management and Budget (OMB).

In the G&S Logit regression model of self-employment, the estimated parameters are odds ratios, and when greater (or less) than unity, indicate that having particular characteristics increase (or decrease) the likelihood of being self-employed. In the case of the M/WBE status indicators (e.g., African American, Woman), the excluded category is White American Males, and a positive (or negative) odds ratio indicates that relative to White American Males, having that M/WBE characteristic increases (or decreases) the likelihood of being self-employed in the Town of Carrboro Market Area. The M/WBE and race/ethnicity/gender status indicators are of primary interest, as they inform the extent to which M/WBE status is a driver of disparities in outcomes. The other covariates serve as controls for firm capacity. The capacity to do business is conceptually defined as how much, and how effectively/efficiently, a firm can produce and sell within a market, independent of M/WBE status. In particular, G&S measures a firm's capacity for public contracting as a function of owner's education, firm revenue, its financing capacity, and its bonding capacity. Each of these control covariates capture fundamental capabilities associated with a firm's capacity to produce and sell a good/service effectively and efficiently.

Table 17 reports Logit odds ratio parameter estimates across all business sectors in the Town of Carrboro Market Area. Relative to White Americans, African Americans and Pacific Islanders are less likely to be self-employed, as the estimated odds ratio is less than unity and statistically significant in these instances. This is suggestive of these type of firms facing barriers to self-employment in the Town of Carrboro Market Area. The lower self-employment likelihood of these type of M/WBEs could reflect disparities in public contracting as Chatterji, Chay, and Fairlie (2014) find that the self-employment rate of African Americans is increasing with respect to the provisioning and establishment of M/WBE public procurement programs.<sup>79</sup>

**Table 17: Self-Employment/Business Ownership in Town of Carrboro Market Area**  
*Logit Parameter Odds Ratio Estimates from the 2022 American Community Survey*

	Coefficient	P-value
<i>Regressand: Self-Employed: Binary</i>		
Age	1.0496	<b>0.0366</b>
Age Square	0.9998	0.5125
Respondent is Married: Binary	1.0646	0.6582
Respondent is Female: Binary	0.8519	0.0844
Respondent is Non-Hispanic African American: Binary	<b>0.5643</b>	<b>0.0269</b>
Respondent is Non-White Hispanic: Binary	1.1069	0.6498
Respondent is American Indian: Binary	0.8091	0.5551
Respondent is a Pacific Islander: Binary	<b>0.0001</b>	<b>0.0000</b>
Respondent is Asian: Binary	1.0883	0.5505
Respondent is Other Race: Binary	1.2183	0.4919
Respondent is veteran: Binary	0.5617	<b>0.0008</b>
Respondent has a 4-year degree: Binary	0.7864	<b>0.0068</b>
Respondent speaks only English: Binary	0.9369	0.7318
Respondent is Disabled: Binary	1.2674	0.5383
Value of Home	1.0000	<b>0.0022</b>
Interest, Dividend, and Rental Income	1.0000	<b>0.0001</b>
Mortgage Payment	1.0000	0.3477
Number of Observations	5,777	
Pseudo R <sup>2</sup>	0.0467	

*Source of Data:* American Community Survey 2022, IPUMs USA

<sup>79</sup> Chatterji, Aaron K., Kenneth Y. Chay, and Robert W. Fairlie. 2014. "The Impact of City Contracting Set-asides on Black Self-employment and Employment." *Journal of Labor Economics* 32: pp. 507-561.

Table 18 reports Logit odd ratio parameter estimates for Construction in the Town of Carrboro Market Area—an important sector in the market for public procurement. The estimated odds ratios less than unity with statistical significance suggest that relative to firms owned by White Americans, African Americans, American Indians, Pacific Islanders and Women are less likely to be self-employed in the Town of Carrboro Market Area Construction sector. This suggests that these firms face barriers to self-employment in the Town of Carrboro Market Area construction sector. The lower likelihood of these types of M/WBEs being self-employed in the construction sector could reflect disparities in public contracting, as Marion (2009) finds that the self-employment rate of African Americans in construction is increasing with respect to the provisioning and establishment of M/WBE public construction procurement programs.<sup>80</sup>

**Table 18: Construction Sector Self-Employment/Business Ownership in Town of Carrboro Market Area**

*Logit Parameter Odds Ratio Estimates from the 2022 American Community Survey*

	Coefficient	P-value
<i>Regressand:</i> Self-Employed in Construction Industry: Binary		
Age	1.1104	<b>0.0006</b>
Age Squared	0.9991	<b>0.0050</b>
Respondent is Married: Binary	0.9202	0.7605
Respondent is Female: Binary	<b>0.2159</b>	<b>0.0000</b>
Respondent is Non-Hispanic African American: Binary	<b>0.4486</b>	<b>0.0417</b>
Respondent is Non-White Hispanic: Binary	1.3564	0.2304
Respondent is American Indian: Binary	<b>0.0001</b>	<b>0.0000</b>
Respondent is a Pacific Islander: Binary	<b>0.0001</b>	<b>0.0000.</b>
Respondent is Asian: Binary	0.2726	0.0982
Respondent is Other Race: Binary	2.2593	0.1039
Respondent is veteran: Binary	0.0001	<b>0.0000</b>
Respondent has a 4-year degree: Binary	0.7465	0.1352
Respondent speaks only English: Binary	0.7319	0.2896
Respondent is Disabled: Binary	0.0000	<b>0.0000</b>
Value of Home	1.0001	0.8646
Interest, Dividend, and Rental Income	1.0001	<b>0.0124</b>
Mortgage Payment	0.9999	0.6306
Number of Observations	5,764	
Pseudo R <sup>2</sup>	0.1095	

*Source of Data:* American Community Survey 2022, IPUMs USA

#### D. Building Permit Analysis

To enable a closer look at the extent of M/WBEs participation in the overall Town of Carrboro Relevant Market Area, Table 19 reports on the distribution of building permits by identifiable firm type in Town of Carrboro for the July 1, 2017-June 30, 2022, time period. While building permits are directly related to the construction industry, construction activities are a vital component of an economy and engender spending

<sup>80</sup> Marion, Justin. 2009. "Firm Racial Segregation and Affirmative Action in the Highway Construction Industry." *Small Business Economics* 33: Article 441.

on other economic activities. As such, an analysis of the distribution of building permits by firm type can inform the extent to which M/WBEs are participating in the market economy of a given political jurisdiction such as the Town of Carrboro.

G&S's analysis of commercial building permits in the Town of Carrboro Relevant Market Area linked rosters of identified M/WBE firms to submitted building permits for the July 1, 2017-June 30, 2022, time period. G&S utilized a Fuzzy Matching (FM) procedure to link the text strings of firm names in the certified vendor matching list, along with any race, ethnicity, and gender identifiers to the firm names in the building permit applications. FM enables linking two data sets together that do not have a unique identifier common to both data sets to produce one that is common across a particular alphabetic string such as the name of a business/firm. A Python-enabled FM was utilized to identify M/WBE and Non-M/WBE business enterprises from the Town of Carrboro building permit data for the July 1, 2017-June 30, 2022, time period, which ultimately consisted of 2,867 entries with text strings indicating the names of businesses/firms that submitted and were approved for, commercial building permit applications.

Given G&S's FM-enabled identification of M/WBE firms, Table 19 reports the distribution of building permits by firm type for the July 1, 2017-June 30, 2022, time period in the Town of Carrboro. The matching algorithm enabled the consistent identification of firms broadly classified as MBE, WBE—for Non-Minority Women, and Non-M/WBE.<sup>81</sup> The distribution of commercial building permits reported in Table 19 reveal that for the July 1, 2017-June 30, 2022, time period, the total number of building permits going to any of the firm types that could be classified as MBE was 42, which constituted approximately .015 or 1.5% of all commercial building permits issued. For Non-Minority Women-owned business enterprises (WBEs), the number of building permits issued was 4, which constituted approximately .001 or less than on tenth of 1 percent of all commercial building permits issued. Collectively M/WBEs were issued 46 building permits or approximately 1.6% of all permits issued over the time period under consideration.

The estimated low commercial building permit shares for M/WBEs in the Town of Carrboro is suggestive of private sector barriers that constrain the ability of these type of firms to participate in the economy. G&S's estimates suggest that firms not classified as MBEs or WBEs—or Non-M/WBEs—accounted for approximately 98 % of building permits in the Town of Carrboro during the July 1, 2017-June 30, 2022, time period. To the extent that experience acquired by participating in the private sector translates into an enhanced capacity to compete in the market for public sector contracts and subcontracts, the almost completed dominance of Non-M/WBEs in securing building permits suggest the presence of private sector barriers faced by M/WBEs. In this context, if there are any public contracting/subcontracting disparities between M/WBEs and Non-M/WBEs in the Town of Carrboro Relevant Market Area, it could constitute passive discrimination against M/WBEs, as the disparities could reflect barriers, possibly discriminatory, that M/WBEs face in the private sector that serve to undermine their capacity to compete for contracts and subcontracts with the Town of Carrboro.

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<sup>81</sup> There were many instances in which G&S's FM procedure could not identify the particular race/ethnicity/gender of applicants---other than them being identified as an MBE or WBE.

**Table 19: Distribution of Building Permits**  
 In Town of Carrboro Market Area  
 Fiscal Year 2018 - 2022

Business/Firm Type	Number of Building Permits <sup>a</sup>	Percent of Building Permits <sup>b</sup>
African American	25	0.009
Asian American	1	0.0003
Hispanic American	16	0.006
<b>Total MBE</b>	42	0.015
Non-Minority Women	4	0.001
<b>Total M/WBE</b>	46	0.016
<b>Total Non-M/WBE</b>	2821	0.984
<b>Total</b>	2867	1.00

Griffin & Strong, 2024

Notes: <sup>a</sup> Rounded to nearest integer

<sup>b</sup> Rounded to nearest 10 thousandth

### E. Bank Loan Denials

To the extent that Minority and Women Owned Business Enterprise (“M/WBEs”) are credit-constrained as a result of facing discrimination in private lending markets, their capacity to compete for and execute public projects could be compromised. In this context, a political jurisdiction that awards public contracts is potentially a passive participant in discrimination as M/WBEs may only have recourse to higher cost financing due to facing discrimination in private credit markets, which compromises the competitiveness of their bids. Such a perspective on discrimination suggests that barriers faced by M/WBEs in the private sector credit markets can rationalize targeted public contracting programs by political jurisdictions, and the capacity and growth of M/WBEs could be enhanced with access to public contracting opportunities (Bates, 2009).<sup>82</sup>

To determine if M/WBEs face barriers in the private credit market in the Town of Carrboro Market Area, Tables 20-21 report, for each of the distinct M/WBEs and owner self-reported race/ethnicity/gender ownership characteristics in the G&S sample, the estimated parameters of an Ordinary Least Squares

<sup>82</sup> See: Bates, Timothy. 2009 "Utilizing Affirmative Action in Public Sector Procurement as a Local Economic Development Strategy." *Economic Development Quarterly*, 23: pp. 180 - 192., Bates, Timothy, and Alicia Robb. 2013. "Greater Access to Capital is Needed to Unleash the Local Economic Development Potential of Minority owned Businesses." *Economic Development Quarterly*, 27: pp.250 - 259., and Shelton, Lois M., and Maria Minniti. 2018. "Enhancing product market access: Minority Entrepreneurship, Status Leveraging, and Preferential Procurement Programs." *Small Business Economics*, 50: pp. 481-498.

regression, where the dependent variable is the standardized linear prediction of being denied for a commercial bank loan, which is estimated from an ordinal logit regression model.<sup>83</sup>

The estimated linear prediction captures how the outcome of interest is determined by presumably “*race-neutral*” factors determining a firm’s capacity to do business in the marketplace and with the Town of Carrboro. The regressors in the logit specification capturing firm capacity include: (1) Firm owner has more than 20 years experience, (2) Firm has more than 10 employees, (3) Firm owner has a baccalaureate degree, (4) Firm gross revenue is more than 1.5 million dollars, (5) Firm bonding limit is more than 1.5 million dollars, (6) Whether or not financing is a barrier to securing public contracts, (7) Whether or not the firm is in the construction sector, (8) Whether or not the firm is registered to do business with the Town of Carrboro, (9) Whether or not the firm is a willing/able prime contractor for the Town of Carrboro, and (10), Whether or not the firm a willing/able subcontractor for the Town of Carrboro.

The estimated coefficients in Table 20 reveal that for the four distinct broadly classified M/WBES in the G&S sample, relative to Non-M/WBES—the excluded group in the CRM specification—there are no statistically significant differences between M/WBES and Non-M/WBES in commercial bank loan denials. When disaggregated by the race/ethnicity/gender of owners, the results in Table 21 suggest that relative to Non-M/WBES, firms owned by African Americans, Hispanic American, and Bi/Multiracial Americans are more likely to have been denied commercial bank loans. This suggests that in the Town of Carrboro Market Area, any public procurement disparities between M/WBES and firms owned by African Americans, Hispanic American, and Bi/Multiracial Americans in the Town of Carrboro Market area can be explained, at least in part by differential access to private credit (e.g., race based credit market discrimination) that enables financing a capacity for success in public procurement.

**Table 20: Ordinary Least Parameter Estimates-Bank Loan Denials**  
M/WBE Status and Commercial Bank Loan Denial Probabilities  
In Town of Carrboro Market Area

	Coefficient	P-value
<i>Regressand:</i> Linear Prediction of Commercial Bank Loan Denial		
Firm is a Certified Minority Business Enterprise: (Binary)	0.1592	0.3612
Firm is a Certified Woman enterprise: (Binary)	-0.1351	0.4222
Firm is a Certified Historically Underutilized Business Enterprise: (Binary)	0.0664	0.7107
Constant	-0.0668	0.5727
Number of Observations	191	
R <sup>2</sup>	0.0096	

Griffin & Strong, 2024

<sup>83</sup> See the Appendix for a detailed discussion of this regression methodology. The P-values are based upon heteroskedasticity-robust standard errors.

**Table 21: Ordinary Least Parameter Estimates-Bank Loan Denials**  
Race/Ethnicity/Gender Status and Commercial Bank Loan Denial Probabilities  
In Town of Carrboro Market Area

	Coefficient	P-value
<i>Regressand:</i> Standardized Linear Prediction of Commercial Bank Loan Denial		
Firm is African American-owned: (Binary)	<b>0.3934</b>	<b>0.0164</b>
Firm is Hispanic American-owned: (Binary)	<b>0.8446</b>	<b>0.0307</b>
Firm is Asian American-owned: (Binary)	0.6883	0.0632
Firm is American Indian-owned: (Binary)	0.3040	0.4203
Firm is Bi/Multiracial-owned: (Binary)	<b>1.3204</b>	<b>0.0000</b>
Firm is other race-owned: (Binary)	-0.5646	0.3478
Firm is Woman-owned: (Binary)	0.1822	0.2211
Constant	-0.4317	<b>0.0106</b>
Number of Observations	191	
$R^2$	0.0822	

Griffin & Strong, 2024

## F. Conclusion

A descriptive and inferential private sector analysis of the Town of Carrboro Market Area revealed that, in general, being an M/WBE in the Town of Carrboro Market Area is associated with lower firm revenue relative to Non-M/WBE firms. For African Americans, Pacific Islanders, and Women, self-employment likelihoods are lower, which lends some support to the “but-for” justification for affirmative action in public procurement—a policy intervention which can increase the self-employment outcomes of M/WBEs. Lower revenues for M/WBEs in the Town of Carrboro Market Area are suggestive of private sector discrimination that undermines their capacity to enter the market and compete with Non-M/WBEs firms for public contracting and subcontracting opportunities.

In other relevant outcomes, the regression results reported in Appendix G provide specific detail on which particular M/WBEs in the broad Town of Carrboro Market Area are potentially constrained by barriers that could translate into lower likelihoods of winning prime contracts. Relative to Non-M/WBEs, firms certified as Minority-owned, are particularly harmed by perceived discrimination against them by Town of Carrboro. Relative to Non-M/WBEs, firms owned by African Americans, Hispanic Americans, Asian Americans, and American Indians were more likely to have never secured a Town of Carrboro prime contract or subcontract. G&S also found that some M/WBEs, were more likely, relative to Non-M/WBEs to have their capacity to compete in the market for public procurement constrained as a result of being excluded from informal contracting networks that enhance success in winning public contracts with the Town of Carrboro, NC.

## VII. ANECDOTAL EVIDENCE

### A. Introduction

This chapter of this Disparity Study (“Study”) offers an analysis of the anecdotal evidence including the perspectives and experiences provided by business owners, community organizations, business advocates, and area stakeholders who interact with the Town of Carrboro directly and do business or want to do business within the Carrboro Marketplace. Griffin and Strong (“G&S”) gathered qualitative data using a variety of methods and anecdotal engagements with the goal of reaching as many participants across the Town’s Marketplace as possible. These different methods, outlined in more detail below, allow G&S to track comments and identify frequently reoccurring responses and common themes expressed by business owners and organizations in the Town. G&S reached out to all firms for anecdotal participation, regardless of M/WBE status to establish as best representation of the Town’s Marketplace as possible. It is important to note that feedback from these engagements and responses from Study participants are not intended to represent every single member of the community or a majority of the population, but instead authentically reflect the variety of individual perspectives about the Town’s procurement processes, contracting, and the experiences and participation of Minority and Women Owned businesses.

G&S did not seek to verify, disprove, or correct insights shared by participants in anecdotal evidence gathering, in order to honor the integrity of the information obtained—though some respondents did choose to provide “evidence” to corroborate direct assertions. Any disparity between information provided by the Town and what participants perceive may demonstrate an opportunity to improve communication.

First, G&S convened an informational meeting on November 2, 2023, that was attended by 32 participants. The purpose of this meeting was to introduce the business community and the Carrboro Marketplace to the purpose of the Study, its methodological process, and how individuals, organizations, and business owners could participate in the Study. The following sections in this chapter outline the methods G&S used to gather feedback via thirty (30) one-on-one interviews, three (3) public input sessions, two (2) focus groups using a random sample of firms, five (5) one-on-one interviews with local organizations, an online Survey of Business Owners, and an email comment provided by a Town community member and local business owner.

### B. Methods

#### 1. Anecdotal Interviews

The Study team engaged with 30 diverse local businesses and vendors which were randomly selected from a Master Anecdotal Outreach list compiled from the Town’s vendor list and other outside certified lists for the Town, the surrounding area, and the State of North Carolina. These interviews were 30- to 60-minute one-on-one virtual or phone interviews conducted between September 29, 2024, and December 1, 2024. The interviewees include five (5) Asian American owned businesses, eight (8) African American

owned businesses, five (5) American Indian owned businesses, two (2) Non-Minority male owned businesses<sup>84</sup>, five (5) Woman owned businesses, and five (5) Hispanic American owned businesses.

## **2. Public Input Sessions**

G&S hosted a total of three (3) virtual public input sessions on March 6, 2024, March 7, 2024, and April 10, 2024, with a total of thirteen (13) participants. All three public input sessions were publicized through broad use of social media, NC Public Radio (WUNC-FM), press releases to area news outlets, publication in the Town newsletter, organizational outreach, email blasts to business owners and community organizations, and an announcement on the Study website. Transcripts with the stated names and businesses of all participants were produced after each session. At each session, the Study's Project Manager introduced the Study and the purpose of the meeting to participants. Following the introduction, G&S heard from firms and organizational members who shared their experiences, both positive and areas of concerns, doing business or attempting to do business with the Town of Carrboro or within the Town's Marketplace.

## **3. Focus Groups**

G&S held two (2) virtual focus groups on April 24, 2024, and April 25, 2024, with a total of nine (9) participants. Participants for these focus groups were randomly selected from a sample of business owners from the Master Anecdotal Outreach list, filtering for firms who had not already participated in an anecdotal interview. The purpose of the focus group sessions was to facilitate discussions about working with the Town and give business owners the opportunity to share their feedback. These sessions were the last method used since they would be based on the key issues and themes identified throughout the entire anecdotal evidence collection process.

## **4. Organizational Interviews**

G&S conducted virtual interviews with leaders of five (5) local community-based organizations to gain insight on how their respective members perceive doing business with the Town of Carrboro. Organization representatives also provided suggested actions that the Town can take to better support its constituents.

## **5. Online Survey of Business Owners**

To complement the strictly qualitative data collection methods conducted through the duration of the anecdotal evidence collection process, G&S conducted an online Survey of Business Owners ("Survey") that was circulated to 13,188 business owners throughout the Carrboro Marketplace. The Survey received 191 completions. This Survey requested information about demographics, previous or current experiences

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<sup>84</sup> The anecdotal interviews process attempts to interview five (5) vendors from each group. However, for the Non-M/WBE group, non-certified firms are used for the sample and therefore additional uncertified African American firms ended up being interviewed instead of Non-M/WBEs. G&S tried to reach out to additional Non-M/WBE firms in the interest of interviewing them but none were willing to participate.

working with the Town and was used to additionally identify key themes or confirm concerns or experiences reflected in the interviews, public events, and organizational meetings. The full survey is available for review in Appendix H of this Study.

## 6. Email Comments

Businesses in the Town of Carrboro were encouraged to submit email comments to the Study's designated email to share any testimony or experiences that they otherwise did not feel comfortable sharing in a public forum or simply thought of after a public event had concluded. This also provided additional opportunities for business owners to participate if they did not attend a public event or were not randomly selected for a focus group or interview. One (1) email comment detailing a business owners' testimony was provided for the purposes of the Study.

### C. Key Themes from Anecdotal Data Analysis

#### 1. Acknowledgements

It should be noted that efforts to gather anecdotal evidence for the Study were challenged owing to a lack of participation, despite the study team's efforts at outreach a broad business community. After conducting an additional public input session, extending public response periods, calling firms about involvement opportunities, and publishing multiple LinkedIn ads to promote public events, G&S still experienced difficulty gathering participants. In particular, the focus groups and public input sessions were poorly attended. A business organization leader (OI-1) interviewed by the Study team offered the possible explanation that the Town's outwardly inviting and open attitude toward business owners and the community does not necessarily reflect the experiences of business community members. OI-1 stated, "I don't think they (the Town) are as welcoming as they would like to be thought of as." [...] They have both a reputation and a culture of being welcoming and inclusive, full stop, they have done a nice job of that. [...] With respect to business ... they generally lean antibusiness." He further stated, "The business community probably feels, show us in your (the Town's) deeds as well as your words that you love us.[...] How is it the case you love me, when there are things I need in order to be successful and you deprive me of them."

Some respondents perceived an issue with Town leaders attending public events for business owners that are meant to gather their candid experiences and feedback. It so happened that one public input session for the study experienced this scenario once a Town official joined the virtual meeting, after which participation quickly waned. A staff person described previous Black, Indigenous, and People of Color business roundtables (unrelated to the current study) that were started to encourage open dialogue among Town business owners and possible Town contractors. G&S learned that those roundtables were attended by Town Council members whose continued presence drove away the BIPOC business owners who did not feel free to express themselves.

Although there were difficulties in gathering anecdotal evidence, G&S obtained some rich information across demographics and work categories from those who did participate. Notwithstanding, there was a lack of willingness to participate in the face of repeated outreach and a refusal of business community

members to participate (or speak in the presence of Town officials). This presents an opportunity for the Town to demonstrate its commitment to mend relationships with the community through concrete efforts at outreaching to community members and creating a safe space to listen to community concerns. G&S' specific recommendations will be addressed in the Findings and Recommendations section of this study.

In this chapter, G&S spotlights specific common themes expressed and indicated as barriers to doing business with the Town of Carrboro in the interviews, public input sessions, focus groups, organizational interviews, the Survey of Business Owners, and email comments.

<b>Key Themes from Anecdotal Data Analysis</b>	
<b>1</b>	Limited Communication and Outreach
<b>2</b>	Limited Access to Capital
<b>3</b>	Issues with Prompt Pay
<b>4</b>	Unfair Competition with Larger Firms
<b>5</b>	Informal Network

**2. Limited Communication and Outreach**

Anecdotal data collected during the Study identified issues of Limited Communication and Outreach. Business owners and marketplace stakeholders provided a variety of opinions regarding the perceived lack of effort by the Town procurement personnel to outreach or respond to potential vendors. Business owners polled during the Study pointed to a lack of feedback on bidding decisions and a greater need for instructive resources to better inform the bidding process.

According to the G&S Survey of Business Owners, 82.7% of those polled said they have not received notifications from the Town on bid opportunities (See Table 1 below and Appendix H Survey of Business Owners: Table 30). Of that percentage, 97.6% of Woman owned businesses, 78% of African American owned businesses, and 76.5% of Non-M/WBE owned companies responded in the negative.

Table 1. Have you received notifications from the Town of Carrboro on bid opportunities?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Yes	4	1	22	2	2	2	0	0	33
	23.5 %	2.4 %	22 %	15.4 %	28.6 %	22.2 %	0 %	0 %	17.3 %
No	13	41	78	11	5	7	2	1	158
	76.5 %	97.6 %	78 %	84.6 %	71.4 %	77.8 %	100 %	100 %	82.7 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Griffin & Strong, 2024

While most respondents (88%) were unable to provide an answer in the affirmative or negative, 7.3% said Town procurement staff were either “never” responsive or helpful with questions about bidding and 2.1% said the Town was “seldom” responsive or helpful (See Table 2 below and Appendix H Survey of Business Owners: Table 31). African American owned businesses responded to this question at a rate of 12%, with 9% responding in the “never” column and 3% answering to “seldom.”

Table 2. Are the Town procurement staff responsive or helpful with questions about bidding?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Never	0	2	9	1	0	2	0	0	14
	0 %	4.8 %	9 %	7.7 %	0 %	22.2 %	0 %	0 %	7.3 %
Seldom	0	0	3	0	0	1	0	0	4
	0 %	0 %	3 %	0 %	0 %	11.1 %	0 %	0 %	2.1 %
Often	2	0	2	0	0	0	0	0	4
	11.8 %	0 %	2 %	0 %	0 %	0 %	0 %	0 %	2.1 %
Very Often	1	0	0	0	0	0	0	0	1
	5.9 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Do Not Know	14	40	86	12	7	6	2	1	168
	82.4 %	95.2 %	86 %	92.3 %	100 %	66.7 %	100 %	100 %	88 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Griffin & Strong, 2024

FG-8, a Non-M/WBE business owner, shared an experience where he met with people at the Town of Carrboro about a significant project for his company. According to him, the conversations with the Town regarding this project “went dead” and he was never given an explanation. FG-8 stated, “since then, I have done some follow up phone calls (with interest in any other bid opportunities) and that’s just kind of petered out. They just don’t really go anywhere.”

Of the businesses surveyed, 79.6%, or 152 out of 191, acknowledged not being registered to do business with the Town (See Table 3 below and Appendix H Survey of Business Owners: Table 12), including 85.7% of Woman owned businesses, 75% of African American owned firms, and 70.6% of Non-M/WBE owned companies. In comparison, only 15.7% of respondents said they were not registered to do business with any other government entity, including, but not limited to the Town of Chapel Hill, Chatham County, Durham County, the State of North Carolina, and the North Carolina Department of Transportation. (See Table 4 below and Appendix H Survey of Business Owners: Table 13). 23.5% of Non-M/WBE owned businesses, 15% of African American owned companies, and 11.9% of Woman owned firms said they were not registered to do businesses with those other government agencies.

Table 3. Is your company registered to do business with the Town of Carrboro through Carrboro’s Vendor Application-Bidder Profile Form (via the Town of Carrboro Website)?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Yes	5	6	25	3	0	0	0	0	39
	29.4 %	14.3 %	25 %	23.1 %	0 %	0 %	0 %	0 %	20.4 %
No	12	36	75	10	7	9	2	1	152
	70.6 %	85.7 %	75 %	76.9 %	100 %	100 %	100 %	100 %	79.6 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Griffin & Strong, 2024

Table 4. Is your company registered to do business with any other government entity including but not limited to: Town of Chapel Hill, Chatham County, Durham County, State of NC, and/or NCDOT?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Yes	13	37	85	11	5	8	1	1	161
	76.5 %	88.1 %	85 %	84.6 %	71.4 %	88.9 %	50 %	100 %	84.3 %
No	4	5	15	2	2	1	1	0	30
	23.5 %	11.9 %	15 %	15.4 %	28.6 %	11.1 %	50 %	0 %	15.7 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Griffin & Strong, 2024

Of those respondents who claimed not to be registered to do business with the Town of Carrboro, 29.6% responded that did not know how to register (See Table 5 below and Appendix H Survey of Business Owners: Table 14). From that same pool of survey participants, 63.2% said they did not know that there was a registry (See Table 6 below and Appendix H Survey of Business Owners: Table 15).

Table 5. If you answered “No” to Q12 above, why is your company not registered to do business with the Town of Carrboro? Indicate all that apply. [Do not know how to register?]

	<b>Owners' Minority Status</b>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	10	29	54	4	5	4	0	1	107
	83.3 %	80.6 %	72 %	40 %	71.4 %	44.4 %	0 %	100 %	70.4 %
<b>Selected</b>	2	7	21	6	2	5	2	0	45
	16.7 %	19.4 %	28 %	60 %	28.6 %	55.6 %	100 %	0 %	29.6 %
<b>Total</b>	12	36	75	10	7	9	2	1	152

Griffin & Strong, 2024

Table 6. If you answered “No” to Q12 above, why is your company not registered to do business with the Town of Carrboro? Indicate all that apply. [Did not know there was a registry?]

	<b>Owners' Minority Status</b>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	3	10	28	3	4	6	1	1	56
	25 %	27.8 %	37.3 %	30 %	57.1 %	66.7 %	50 %	100 %	36.8 %
<b>Selected</b>	9	26	47	7	3	3	1	0	96
	75 %	72.2 %	62.7 %	70 %	42.9 %	33.3 %	50 %	0 %	63.2 %
<b>Total</b>	12	36	75	10	7	9	2	1	152

Griffin & Strong, 2024

These survey responses align with experiences shared by Asian American, Women-owned business owner (FG-7) and Non-M/WBE business owner (FG-8) in the focus group sessions for the Study. FG-7 and FG-8 participants both shared that they were not registered to do business with the Town of Carrboro, nor were they aware that there was a registry for the Town. Participant FG-7 stated that although the certification process has been consolidated at the State level, an improvement regarding the “death by paperwork” experienced by business owners means that “...now, they might take the State certification, but now you still have to go register at everyone’s site...it is cumbersome as a small business.”

“I was taken aback to discover that I could register with Carrboro,” participant FG-8 stated when G&S’s Project Manager for the study made reference to this process in the focus group session.

Nearly 83% of those surveyed for the Study, or 158 out of 191 respondents, said they have never received notification from the Town regarding bid opportunities (See Table 7 below and Appendix H Survey of Business Owners: Table 30). This aligns closely with Table 3 above, which points to a significant lack of registration to do business with the Town. Among those who did not receive notification were 97% of Woman owned firm respondents and 78% of African American owned companies who responded.

Table 7. Have you received notifications from the Town of Carrboro on bid opportunities?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Yes	4	1	22	2	2	2	0	0	33
	23.5 %	2.4 %	22 %	15.4 %	28.6 %	22.2 %	0 %	0 %	17.3 %
No	13	41	78	11	5	7	2	1	158
	76.5 %	97.6 %	78 %	84.6 %	71.4 %	77.8 %	100 %	100 %	82.7 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Griffin & Strong, 2024

A Hispanic American owned plumbing company (AI-23) indicated that he never worked with the Town because he never saw any advertisements for bids from the Town. “Most of our work is word of mouth,” he said. A Woman owned law firm (AI-30) also stated that she could not find information about bidding opportunities with the Town. FG-5, an Asian American owned IT firm, said Carrboro is an anomaly in the area because of the lack of information about opportunities to do business. “I see RFPs and bids for most of the towns once you’re certified,” she said. “But I don’t think thus far I’ve seen anything for Carrboro. We do IT and wellness, and I don’t think in the last couple of years I’ve seen anything from Carrboro out for bid.”

A Community organization leader (OI-1) also stated that the Town’s procurement officials should “make a list of what they want,” and do a better job of identifying bids so that the organizations can help align their members with projects that match their skills and capabilities. “If the Town were articulate (about) what they need, then that would help people be able to provide it,” he said, noting that his particular organization is set up to help its members find and optimize business opportunities. “They communicate to the community well but not about business opportunities.”

Just over a quarter of the business owners polled for the Study (25.1%) stated that limited knowledge of purchasing or contracting policies and procedures prevented them from bidding on or obtaining work on a Town project (See Table 8 below and Appendix H Survey of Business Owners: Table 40). That includes 29% of African American owned businesses and 23.8% of Woman owned firms.

Table 8. The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the Town of Carrboro? [Limited knowledge of purchasing /contracting policies and procedures]

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	<b>Caucasian</b>	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
<b>Not Selected</b>	17	32	71	8	7	7	1	0	143
	100 %	76.2 %	71 %	61.5 %	100 %	77.8 %	50 %	0 %	74.9 %
<b>Selected</b>	0	10	29	5	0	2	1	1	48
	0 %	23.8 %	29 %	38.5 %	0 %	22.2 %	50 %	100 %	25.1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Study participants discussed difficulties in getting information from staff working with the procurement office. An Asian American owned interior design firm (AI-14) said Town staff were not responsive. “We have encountered difficulties in finding knowledgeable individuals who understand our business and can provide guidance on identifying relevant opportunities,” she said. “This lack of tailored support hinders our ability to explore potential avenues for growth and funding.

According to the G&S Survey of Business Owners, 83.2% of the participants said their company had never submitted a bid as a prime contractor for a Town of Carrboro project (See Table 9 below and Appendix H Survey of Business Owners: Table 23). That includes 84% of African American owned businesses, 82.4% of Non-M/WBE owned firms, and 78.6% of Woman owned companies. Comparatively, only 59.2% said they had not bid on prime work in the private sector (See Table 10 below and Appendix H Survey of Business Owners: Table 24) and 55.5% with other public sector entities (See Table 11 below and Appendix H Survey of Business Owners: Table 25).

Table 9. From July 1, 2017, through June 30, 2022, how many times has your company submitted bids or proposals for projects as a prime contractor/vendor/consultant on: [Town of Carrboro Public Projects]

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	14	33	84	10	6	9	2	1	159
	82.4 %	78.6 %	84 %	76.9 %	85.7 %	100 %	100 %	100 %	83.2 %
1-10	1	4	9	2	1	0	0	0	17
	5.9 %	9.5 %	9 %	15.4 %	14.3 %	0 %	0 %	0 %	8.9 %
11-25	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
26-50	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
51-100	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Over 100	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Do Not Know/NA	2	5	7	1	0	0	0	0	15
	11.8 %	11.9 %	7 %	7.7 %	0 %	0 %	0 %	0 %	7.9 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	7	27	64	4	5	4	2	0	113
	41.2 %	64.3 %	64 %	30.8 %	71.4 %	44.4 %	100 %	0 %	59.2 %
1-10	4	7	22	6	2	2	0	0	43
	23.5 %	16.7 %	22 %	46.2 %	28.6 %	22.2 %	0 %	0 %	22.5 %
11-25	0	1	4	0	0	0	0	0	5
	0 %	2.4 %	4 %	0 %	0 %	0 %	0 %	0 %	2.6 %
26-50	0	1	1	0	0	1	0	0	3
	0 %	2.4 %	1 %	0 %	0 %	11.1 %	0 %	0 %	1.6 %
51-100	0	1	1	0	0	2	0	0	4
	0 %	2.4 %	1 %	0 %	0 %	22.2 %	0 %	0 %	2.1 %
Over 100	4	1	0	2	0	0	0	1	8
	23.5 %	2.4 %	0 %	15.4 %	0 %	0 %	0 %	100 %	4.2 %
Do Not Know/NA	2	4	8	1	0	0	0	0	15
	11.8 %	9.5 %	8 %	7.7 %	0 %	0 %	0 %	0 %	7.9 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	9	26	54	8	5	3	1	0	106
	52.9 %	61.9 %	54 %	61.5 %	71.4 %	33.3 %	50 %	0 %	55.5 %
1-10	4	9	30	3	2	4	0	0	52
	23.5 %	21.4 %	30 %	23.1 %	28.6 %	44.4 %	0 %	0 %	27.2 %
11-25	0	1	4	1	0	0	0	0	6
	0 %	2.4 %	4 %	7.7 %	0 %	0 %	0 %	0 %	3.1 %
26-50	1	2	2	0	0	2	1	0	8
	5.9 %	4.8 %	2 %	0 %	0 %	22.2 %	50 %	0 %	4.2 %
51-100	0	0	1	0	0	0	0	0	1
	0 %	0 %	1 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Over 100	1	1	1	0	0	0	0	1	4
	5.9 %	2.4 %	1 %	0 %	0 %	0 %	0 %	100 %	2.1 %
Do Not Know/NA	2	3	8	1	0	0	0	0	14
	11.8 %	7.1 %	8 %	7.7 %	0 %	0 %	0 %	0 %	7.3 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Nearly 87% (86.9%) of survey respondents said they had never been awarded prime vendor contracts for Town of Carrboro public contracts (See Table 12 below and Appendix H Survey of Business Owners: Table 26), versus 62.8% who had not won prime bids in the private sector (See Table 13 below and Appendix H Survey of Business Owners: Table 27) and 68.1% who never won awards as prime contractors with other public sector entities (See Table 14 below and Appendix H Survey of Business Owners: Table 28).

Table 12. From July 1, 2017, through June 30, 2022, how many times has your company been awarded contracts to perform as a prime contractor/vendor/consultant: [Town of Carrboro Public Projects]

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	14	33	90	11	6	9	2	1	166
	82.4 %	78.6 %	90 %	84.6 %	85.7 %	100 %	100 %	100 %	86.9 %
1-10	1	3	2	1	1	0	0	0	8
	5.9 %	7.1 %	2 %	7.7 %	14.3 %	0 %	0 %	0 %	4.2 %
11-25	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
26-50	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
51-100	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Over 100	0	1	0	0	0	0	0	0	1
	0 %	2.4 %	0 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Do Not Know/NA	2	5	8	1	0	0	0	0	16
	11.8 %	11.9 %	8 %	7.7 %	0 %	0 %	0 %	0 %	8.4 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	7	27	69	5	5	5	2	0	120
	41.2 %	64.3 %	69 %	38.5 %	71.4 %	55.6 %	100 %	0 %	62.8 %
1-10	4	6	17	5	1	1	0	0	34
	23.5 %	14.3 %	17 %	38.5 %	14.3 %	11.1 %	0 %	0 %	17.8 %
11-25	0	2	4	0	0	1	0	0	7
	0 %	4.8 %	4 %	0 %	0 %	11.1 %	0 %	0 %	3.7 %
26-50	0	2	0	1	0	0	0	0	3
	0 %	4.8 %	0 %	7.7 %	0 %	0 %	0 %	0 %	1.6 %
51-100	0	0	1	1	1	1	0	1	5
	0 %	0 %	1 %	7.7 %	14.3 %	11.1 %	0 %	100 %	2.6 %
Over 100	4	1	0	0	0	1	0	0	6
	23.5 %	2.4 %	0 %	0 %	0 %	11.1 %	0 %	0 %	3.1 %
Do Not Know/NA	2	4	9	1	0	0	0	0	16
	11.8 %	9.5 %	9 %	7.7 %	0 %	0 %	0 %	0 %	8.4 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	11	30	67	9	6	6	1	0	130
	64.7 %	71.4 %	67 %	69.2 %	85.7 %	66.7 %	50 %	0 %	68.1 %
1-10	2	7	20	3	1	1	0	0	34
	11.8 %	16.7 %	20 %	23.1 %	14.3 %	11.1 %	0 %	0 %	17.8 %
11-25	0	1	0	0	0	1	0	0	2
	0 %	2.4 %	0 %	0 %	0 %	11.1 %	0 %	0 %	1 %
26-50	1	0	3	0	0	1	1	0	6
	5.9 %	0 %	3 %	0 %	0 %	11.1 %	50 %	0 %	3.1 %
51-100	0	0	1	0	0	0	0	1	2
	0 %	0 %	1 %	0 %	0 %	0 %	0 %	100 %	1 %
Over 100	1	1	0	0	0	0	0	0	2
	5.9 %	2.4 %	0 %	0 %	0 %	0 %	0 %	0 %	1 %
Do Not Know/NA	2	3	9	1	0	0	0	0	15
	11.8 %	7.1 %	9 %	7.7 %	0 %	0 %	0 %	0 %	7.9 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Griffin & Strong, 2024

Of those who participated, 92.1% of respondents said they had never worked as a subcontractor in the Town of Carrboro (See Table 15 below and Appendix H Survey of Business Owners: Table 29), including 96% of African American owned businesses, 90.5% of Woman owned firms, and 64.7% of Non-M/WBE owned companies.

Table 15. Approximately how many times did you serve as a subcontractor on a Town of Carrboro project from July 1, 2017, through June 30, 2022?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	11	38	96	13	6	9	2	1	176
	64.7 %	90.5 %	96 %	100 %	85.7 %	100 %	100 %	100 %	92.1 %
1-10	3	1	3	0	1	0	0	0	8
	17.6 %	2.4 %	3 %	0 %	14.3 %	0 %	0 %	0 %	4.2 %
11-25	1	0	0	0	0	0	0	0	1
	5.9 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0.5 %
26-50	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
51-100	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Over 100	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Do Not Know	2	3	1	0	0	0	0	0	6
	11.8 %	7.1 %	1 %	0 %	0 %	0 %	0 %	0 %	3.1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Griffin & Strong, 2024

One Non-Minority Women-owned business owner (EC-1) provided an email comment that detailed her experience trying to contract with the Town. She described how she was intimidated by a Town staff member. EC-1 said the Town staff member stressed that a project be done immediately, so they cleared their company’s schedule to accommodate the urgent request. “Then he said their schedule had changed and they needed a later date,” she said in her email. “We were trying to fit them in as early as we could but having already moved our schedule around and typically being booked out about three months, we set a tentative later date but kept them on our ‘first available cancellation’ list.” EC-1 said that the Town leader cancelled the first scheduled engagement with the company, then got upset that the business did not immediately rearrange its schedule with other clients to accommodate him. He sent an email insinuating that he would deliver a negative report to other clients he associated with, and thus, affect other potential business opportunities. “I know a lot of the Weaver Street people here from 20 years of working with the

Town,” the email from the Town leader said. “If I see them, I will let them know how you treated us and to be careful.”

There are Study participants who believe the Town has been successful in making information available. AI-3, an African American owned office supplies retailer said, “the Town’s information is out there,” and noted that it was up to her to be more proactive and contact and build relationships with those in control of contracts. African American owned business consulting firm PI-1 said her contract with the Town is going well because of smooth lines of communication. “I have a current contract opportunity with the Town of Carrboro and ... the process has been really good in terms of the level of communication, the level of responsiveness, (and) also knowing at what stage or step things are in the process,” she said. One business organization leader for the Town of Carrboro (OI-4) said business owners miss out on opportunities because they are not tuned in to what is happening. “The town does a good job of giving opportunities to get communication,” said OI-4. “There is an option to receive texts. They put out newsletters and social media. They highlight different opportunities, or things coming up at a Town Council meeting, events happening around town. They get the stuff out there but to take advantage of the opportunities you have to look for them or ask about them.” She provided an example of paying attention to Town communication, “The town (was) talking about this (street renaming) for months if not over a year and making plans for it and they sent out notices to the neighborhood,” she said. “The week they go to change the name, people showed up to Town Council and said ‘Hey, we didn't know about this... the Town didn't notify us’ but the Town did they just didn't see it... they weren't paying attention.”

### **3. Limited Access to Capital**

Finance is an essential building block to business and business growth. Business owners have indicated that difficulty accessing capital has hindered their ability to do business with the Town of Carrboro. Without necessary seed money—which could come in the way of up-front payments through procurement—to purchase supplies and materials or pay staff while awaiting pay from the Town or from prime contractors, smaller businesses with fewer resources and that are unable to access bank loans are not available to participate in public contracting with the Town.

Nearly 20% – 19.4% – of respondents said they were denied a commercial or business bank loan between one (1) and ten (10) times from July 1, 2017, and June 30, 2022 (See Table 16 below and Appendix H Survey of Business Owners: Table 62). That includes 28% of African American owned firms and 14.3% of Woman owned businesses.

Table 16. How many times have you been denied a commercial (business) bank loan from July 1, 2017, through June 30, 2022?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	14	30	55	8	5	9	1	0	122
	82.4 %	71.4 %	55 %	61.5 %	71.4 %	100 %	50 %	0 %	63.9 %
1-10	0	6	28	2	1	0	0	0	37
	0 %	14.3 %	28 %	15.4 %	14.3 %	0 %	0 %	0 %	19.4 %
11-25	0	0	1	0	0	0	0	0	1
	0 %	0 %	1 %	0 %	0 %	0 %	0 %	0 %	0.5 %
26-50	0	0	1	0	0	0	0	0	1
	0 %	0 %	1 %	0 %	0 %	0 %	0 %	0 %	0.5 %
51-100	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Over 100	0	0	2	1	0	0	0	0	3
	0 %	0 %	2 %	7.7 %	0 %	0 %	0 %	0 %	1.6 %
Do Not Know/NA	3	6	13	2	1	0	1	1	27
	17.6 %	14.3 %	13 %	15.4 %	14.3 %	0 %	50 %	100 %	14.1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Griffin & Strong, 2024

A lack of funding was a difficulty that some businesses pointed to when it came to contracting with the Town of Carrboro. Business advocacy organization OI-2 described what many small companies needed as “mobilization capital”: “Being able to have funding once you have a contract then have some funding upfront for that business is key.” AI-18, a Woman-owned furnishings retailer, said she uses personal credit cards to finance her business because banks do not understand her business. American Indian owned food service company AI-10 said that it is difficult for small businesses to obtain loans, particularly with excessive paperwork and often non-responsive bankers who are either gatekeepers or decision makers. AI-6, an American Indian owned trucking company, said she has experienced rude bankers while inexplicably being denied credit. “There is no call back or response when trying to see why the credit was denied,” she said.

“Even with good credit scores there has been rejection for credit lines and loans.” FG-1, an African American owned wellness and beauty provider, said she struggled to raise funds to qualify for a bid with a nearby penitentiary. “I’m HUB certified as well. And that was one of my problems with the contract at the prison,” she said. “I didn’t have the capital.” A Hispanic American owned plumbing company AI-23 thought that being HUB certified would help him gain financing and said that there should be programs to help HUB certified businesses get loans. “How does one get collateral without money and how can you get money without work?” he asked.

AI-7, an American Indian owned commercial goods vendor, listed several banks that he believes are specifically discriminatory. “Natives are not included in their loan programs,” he said. African American owned landscaping company AI-4 said she was told she was denied a business loan because she had not been an established business long enough. But she contended that the bank was able to see consistent deposits being made to her account.

Many Study participants recommended that the Town take some action to assist with access to capital, either on its own or through partnering with outside entities, while also offering advice to potential contractors. AI-1, an African American owned consulting firm, suggested that the Town facilitate advanced payments for small contractors without requiring collateral for certain projects. Community organization OI-4 partners with a program based out of one of the area universities that “supports small businesses and gives free business advice, financials, and connection to resources.” African American owned office supply retailer AI-3 said a factor that would help businesses build capital would be cultivating stronger relationships.

#### **4. Issues with Prompt Pay**

Private businesses working for profit are driven by and rely on pay from customers or clients. When pay is delayed or interrupted, the impact on companies can be costly, particularly for small businesses. Although it was not reflected as much in the Survey of Business Owners, in the other anecdotal evidence collection methods, business owners participating in the Study mentioned their frustrations with slow pay when working on Town of Carrboro projects. However, the survey painted a slightly different picture.

In the Survey of Business Owners, 25 out of 191 survey respondents indicated that they were paid by the Town for a project. Although small in number, it is notable and commendable that none of the respondents indicated payments made to them over 60 days. (See Table 17 below and Appendix H Survey of Business Owners: Table 49).

Table 17. What is the amount of time that it typically takes to receive payment from the Town of Carrboro from the time you submit your invoice for your services on the Town’s projects?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Less than 30 days	1	1	1	0	0	0	0	0	3
	33.3 %	11.1 %	10 %	0 %	0 %	0 %	0 %	0 %	12 %
30-60 days	1	2	1	1	0	0	0	0	5
	33.3 %	22.2 %	10 %	50 %	0 %	0 %	0 %	0 %	20 %
61-90 days	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
91-120 days	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Over 120 days	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Do Not Know/NA	1	6	8	1	1	0	0	0	17
	33.3 %	66.7 %	80 %	50 %	100 %	0 %	0 %	0 %	68 %
<b>Total</b>	<b>3</b>	<b>9</b>	<b>10</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>

Griffin & Strong, 2024

In comparison, with regard to payments as subcontractors, 3 of the 25 who responded to the question marked that payments from prime contractors on Town of Carrboro projects were received between 61-90 days from the time of invoicing. (See Table 18 below and Appendix H Survey of Business Owners: Table 50). This may indicate remedies necessary at this secondary level to ensure that subcontractors are being paid as quickly as primes, and the disparity between the narrative and survey responses to this question.

Table 18. What is the amount of time that it typically takes to receive payment from prime contractors from the time you submit your invoice for your services on the Town of Carrboro projects?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
<b>Less than 30 days</b>	1	0	0	0	0	0	0	0	1
	33.3 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	4 %
<b>30-60 days</b>	1	0	0	1	0	0	0	0	2
	33.3 %	0 %	0 %	50 %	0 %	0 %	0 %	0 %	8 %
<b>61-90 days</b>	0	3	0	0	0	0	0	0	3
	0 %	33.3 %	0 %	0 %	0 %	0 %	0 %	0 %	12 %
<b>91-120 days</b>	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<b>Over 120 days</b>	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<b>Do Not Know/NA</b>	1	6	10	1	1	0	0	0	19
	33.3 %	66.7 %	100 %	50 %	100 %	0 %	0 %	0 %	76 %
<b>Total</b>	3	9	10	2	1	0	0	0	25

Griffin & Strong, 2024

Despite the small sample size, pay is an important factor in determining whether a business can and will continue to participate in public contracting. FG-7, an Asian American owned business, said small businesses cannot afford to miss a pay period. “When you're a small business and you have employees and consultants that you're paying, we need to be able to get paid on schedule on time,” she said. “It will throw a small business. It'll tip it on its side. We need to know what the schedule of payments is going to be.” Non-M/WBE owned recreation equipment company AI-20 acknowledged experiencing payment delays and identified a possible cause. “Payments can be a little slow, but it’s not always their fault,” he said, contributing the lag in pay to a new email process for getting invoices paid. African American owned commercial cleaning firm AI-2 said she has run into challenges around payments. She said it is due to project timeline delays due to the prime contractor being late. She said her payments from the prime typically take 60 to 120 days but pointed to an instance in which it took a year to receive payment from the prime contractor.

**5. Unfair Competition with Larger Firms**

According to the G&S Survey of Business Owners, 28.7% of the participants said that they saw unfair competition with large companies as a barrier to doing business (See Table 19 below and Appendix H Survey of Business Owners: Table 48). That includes 29% of African American owned businesses, 23.8% of Woman owned firms, and 11.8% of Non-M/WBE owned companies.

Table 19. The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the Town of Carrboro? [Competition with large firms]

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Not Selected	15	32	71	9	5	5	2	1	140
	88.2 %	76.2 %	71 %	69.2 %	71.4 %	55.6 %	100 %	100 %	73.3 %
Selected	2	10	29	4	2	4	0	0	51
	11.8 %	23.8 %	29 %	30.8 %	28.6 %	44.4 %	0 %	0 %	26.7 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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African American owned education firm AI-5 and African American owned consulting firm AI-1 both stated that large firms control pricing. “Larger companies often outbid smaller minority companies,” AI-1 said. AI-5 said the big companies get priority over small companies. “Generally, these are larger companies, and they get the deals,” she said.

When asked to describe the culture of the Town of Carrboro, FG-8 stated, “my previous experience... was that they tended to deal with larger companies.” He further explained that he perceived that “there are some pretty strong relationships in place that make it pretty difficult to get anywhere and kind of develop being a resource for them.” This connects the idea that business owners may also be facing unfair competition due to informal networks.

**6. Informal Networks**

Relationship building is a part of doing business, but informal networks go a step beyond. Informal networks can be defined as firms that have an advantage due to their relationships inside the Town of Carrboro. They can also serve as back channels providing information and preference to the same firms, excluding the entrance of new firms into doing business with a public agency. While private sector firms can legitimately and exclusively use the same firms over and over, that practice is not permissible with

publicly funded work because it feeds a continuing practice of exclusion of possibly underutilized tax paying populations.

While 86.9% of respondents stated that they “do not know” if there is an informal network of contractors doing business with the Town of Carrboro, 10.5% responded “yes”, believing that an informal network of contractors monopolizes the public contracting process. (See Table 20 below and Appendix H Survey of Business Owners: Table 65)

Table 20. There is an informal network of prime and subcontractors doing business with the Town of Carrboro that monopolizes the public contracting process.

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Yes	1	1	13	4	0	1	0	0	20
	5.9 %	2.4 %	13 %	30.8 %	0 %	11.1 %	0 %	0 %	10.5 %
No	1	0	2	0	2	0	0	0	5
	5.9 %	0 %	2 %	0 %	28.6 %	0 %	0 %	0 %	2.6 %
Do Not Know	15	41	85	9	5	8	2	1	166
	88.2 %	97.6 %	85 %	69.2 %	71.4 %	88.9 %	100 %	100 %	86.9 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

71.5% of respondents stated that they “neither agree or disagree” with exclusion from an informal network impacting their ability to win contracts with the Town, but 17.2% answered “strongly agree” and “agree” to this statement. (See Table 21 below and Appendix H Survey of Business Owners: Table 66)

Table 21. My company’s exclusion from this informal network has prevented us from winning contracts with the Town of Carrboro.

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Strongly Agree	1	0	10	2	0	1	0	0	14
	6.2 %	0 %	10.2 %	15.4 %	0 %	11.1 %	0 %	0 %	7.5 %
Agree	0	2	9	3	2	1	1	0	18
	0 %	4.8 %	9.2 %	23.1 %	40 %	11.1 %	50 %	0 %	9.7 %
Neither Agree or Disagree	13	34	68	8	3	5	1	1	133
	81.2 %	81 %	69.4 %	61.5 %	60 %	55.6 %	50 %	100 %	71.5 %
Disagree	1	1	3	0	0	1	0	0	6
	6.2 %	2.4 %	3.1 %	0 %	0 %	11.1 %	0 %	0 %	3.2 %
Strongly Disagree	1	5	8	0	0	1	0	0	15
	6.2 %	11.9 %	8.2 %	0 %	0 %	11.1 %	0 %	0 %	8.1 %
<b>Total</b>	16	42	98	13	5	9	2	1	186

#### D. Conclusion

Anecdotal evidence gathered for this Study points to issues that may create barriers for Minority and Woman owned business participation in public contracting with the Town of Carrboro. The need for improved and more extensive, and comprehensive, communication was identified through the collection and analysis of anecdotal data. The Study also found that access to capital for M/WBEs, or the lack thereof, is a significant hinderance to business owners being able to bid for and win project awards with the Town of Carrboro. Issues with prompt pay was identified as a concern that makes it difficult for businesses to engage in public contracting with the Town. Study respondents told G&S that they struggled to compete against larger companies that seemed to have an advantage when doing business with the Town.



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## APPENDIX A

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## DEFINITIONS

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TOWN OF CARRBORO, NC  
2025 DISPARITY STUDY

## APPENDIX A: DEFINITIONS

**Anecdotal:** A reported personal experience or encounter, retold through interview, testimony, email, or survey. Not necessarily verified or based on research.

**Architecture & Engineering or “A&E”:** For the purpose of the Town of Carrboro, NC, Disparity Study, A&E means construction-related professional services, including architecture and engineering, surveying, and construction management. A&E is one of the Town of Carrboro, NC, Disparity Study Industry Categories.

**Availability Estimates:** A term of art in Disparity Studies that refers to the percentage of ready, willing, and able firms in the entity’s Relevant Geographic Market in each Industry Category that is disaggregated by race/ethnicity/gender.

**City of Richmond v. J.A. Croson Company 488 U.S. 469 (1989) (“Croson”):** Laws that, on their face, favor one class of citizens over another, may run afoul of the Equal Protection Clause of the 14 Amendment of the U.S. Constitution even if those laws are meant to remedy discrimination. Such laws, including those that create race conscious programs, must withstand judicial “strict scrutiny” or they will be dismantled. In its Croson decision, the Supreme Court ruled that the City of Richmond’s Minority Business Enterprise (hereinafter “MBE”) program failed to satisfy the requirements of “strict scrutiny” review under the 14<sup>th</sup> Amendment “Strict scrutiny” review involves two co-equal considerations to determine whether a race conscious program can withstand the Strict Scrutiny: First, the need to demonstrate a compelling governmental interest (which may be established through periodic disparity studies); Second, implementation of a program or method narrowly-tailored to achieve/remedy the compelling interest. In Croson, the Supreme Court concluded that the City of Richmond failed to show that its minority set-aside program was “necessary” to remedy the effects of discrimination in the marketplace.

**Construction:** For the purposes of the Town of Carrboro, NC, Disparity Study means the horizontal and vertical construction including, erection, repair, renovation, or demolition, building, street, road, and all construction trades. Construction is one of the Town of Carrboro, NC, Disparity Study Industry Categories.

**Disparity Index:** A statistical measure demonstrated by the failure to meet parity between availability and Utilization. Disparity is calculated by comparing the utilization percentage to the availability percentage of each race/gender/ethnic group. Will result in either overutilization, underutilization, or parity.

**Disparity Study (“Study”):** A tool, identified by the Supreme Court as necessary for satisfying the strict scrutiny threshold for race conscious programs and demonstrating the compelling governmental interest by “factual predicate” that identifies discrimination and a narrowly tailored remedy to redress any finding of discrimination. Must adhere to the legal requirements of U.S Supreme Court decisions like City of Richmond v. J.A. Croson Company, 488 U.S. 469 (1989) and its progeny. Disparity studies are not designed to be an analysis of any current remedial programs but an analysis of race, ethnicity, and gender status and how it affects participation in the procurement process and in the marketplace.

**Goods:** For the purposes of the Town of Carrboro, NC, Disparity Study means commodities, materials, supplies, and equipment.

**Good Faith Efforts (“GFE”):** The documentation and verification process to ensure that prime contractors are soliciting and negotiating with SLBEs in “good faith” for potential subcontracting opportunities.

**Industry Categories:** Means, collectively, the industry categories included in the Disparity Study, which are: Construction, A&E, Professional Services, Other Services, and Goods, as those industry categories are defined in this section.

**Minority Group Member:** Means those persons, citizens of the United States and lawfully admitted resident aliens, who are defined as Black or African American, Asian American, Hispanic American, or American Indian

**Minority or Women-Owned Business Enterprise (“M/WBEs”):** Means a certified for-profit, independent operating business that is at least 51% owned, operated, and controlled by minority person(s) and/or a woman or women. The ownership by minorities and women must be real and substantial. The minority group member(s) or women must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of ownership.

**Overutilization:** The measure by which the utilization percentage is higher than the availability percentage and the Disparity Index is above 100. In order to be statistically significantly overutilized, the Disparity Index must be 100 or more.

**Parity:** The absence of disparity, demonstrated by the utilization percentage being equal to availability percentage and the Disparity Index equaling 100.

**Prime Contractor:** A business who has entered into a direct contractual relationship with the Town of Carrboro, NC, or other public or private entity to provide a good, service, or perform a scope of services.

**Qualitative Analysis:** Also known as anecdotal analysis. Referring to a measurement of quality (ex., how good over how much). Typified through collection and analysis of constituents’ anecdotal impressions, such as interviews, public hearings, focus groups, and other forms of commentary.

**Quantitative Analysis:** Commonly referred to as statistical analysis. Referring to a measurement of quantity over quality (ex. how much over how good). Typified by analysis of mathematical or statistical modeling.

**Regression Analysis:** Statistical measure used to determine whether the race, ethnicity or gender status of a business owner are an impediment in contracting in the Town of Carrboro, NC, marketplace and whether but for these, they would have the capacity to provide services on a higher level than is currently utilized.

**Relevant Geographic Market:** A term of art in disparity studies that refers to the geographical area in which the entity spends at least 75% of its dollars based upon firm location. For the Town of Carrboro, NC the Relevant Geographic Market Area was the ten (10)-county area composed of: Alamance County, NC; Caswell County, NC; Chatham County, NC; Durham County, NC; Granville County, NC; Orange County, NC; Person County, NC; Wake County, NC; Johnston County, NC; and Guilford County, NC.

**Town of Carrboro, NC, Market Area:** For purposes of the Analysis of Marketplace Contracting Disparities in the Town of Carrboro Relevant Market Area Chapter of the Disparity Study, the Market Area is the Raleigh-Durham-Chapel Hill Combined Statistical Area (“CSA”) from the US Census Bureau.

**Strict Scrutiny:** The highest level of judicial scrutiny used in determining the constitutionality of laws.

**Study Period:** The period between which all Town of Carrboro, NC payments are subject to study analysis. For this study it has been defined as five (5) years from July 1, 2017–June 30, 2022 (FY2018-FY2022).

**Subcontractor:** A business who has entered into a direct contractual relationship with a Prime Contractor to either provide a good or service or perform a full scope, or portion of a scope of services.

**Underutilization:** The measure by which the utilization percentage is less than the availability percentage and the Disparity Index is below 100. In order to be statistically significantly underutilized, the Disparity Index must be 80 or less.

**Utilization:** A review of the Town of Carrboro, NC’s payments to determine where and with whom Prime Contractor and Subcontractor payments were made. The analysis is conducted both with regard to the number of firms and the dollars in each race, ethnicity, gender group during each year of the Study.



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## APPENDIX B

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## EXPANDED LEGAL ANALYSIS

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TOWN OF CARRBORO, NC  
2025 DISPARITY STUDY

## APPENDIX B: EXPANDED LEGAL ANALYSIS

### A. Expanded Legal Analysis

Having provided an overview of the significance and initial development of disparity studies, the following underscores the legal benefit to such studies should an M/WBE program or initiative be challenged in a court of law. There are several important legal standards and considerations which arise when a constitutional challenge to an M/WBE program is initiated, and each is addressed in turn. Following this discussion, G&S provides in this analysis an overview of some of the key aspects of its Study methodology for gathering and analyzing statistical and anecdotal evidence (which provides the “factual predicate” for any remedial program/policy), and discussion of the underlying legal basis for them.

#### 1. Equal Protection and Levels of Judicial Scrutiny

The Fourteenth Amendment provides that “No state shall . . . deny to any person within its jurisdiction the equal protection of the laws”. U.S. Const. amend. XIV, § 1. Courts determine the appropriate standard of equal protection review by “[f]irst. . . [determining] whether a state or local government has developed the program, or whether Congress has authorized the program’s creation,” then by examining the protected classes embodied in the statute.<sup>85</sup>

When a program or ordinance provides race-based policies or remedies, equal protection considerations are triggered, and the court will apply what is referred to as “strict scrutiny” in evaluating its constitutional legitimacy.<sup>86</sup> The Fourth Circuit previously put into sharp relief its view of the rationale for this level of judicial review:

Racial and ethnic distinctions of any sort are inherently suspect and thus call for the most exacting judicial examination. Wygant v. Jackson Board of Education, 476 U.S. 267, 273, 106 S.Ct. 1842 1846, 90 L.Ed.2d 260 (1986) (plurality opinion) (quoting Regents of the University of California v. Bakke, 438 U.S. 265, 291, 98 S.Ct. 2733 2748, 57 L.Ed.2d 750 (1978) (Powell, J.)). The rationale for this stringent standard of review is plain. Of all the criteria by which men and women can be judged, the most pernicious is that of race. The injustice of judging human beings by the color of their skin is so apparent that racial classifications cannot be rationalized by the casual invocation of benign remedial aims. City of Richmond v. J.A. Croson Co., 488 U.S. 469, 500, 109 S.Ct. 706, 724, 102 L.Ed.2d 854 (1989). While the inequities and indignities visited by past discrimination are undeniable, the use of race as a reparational device risks perpetuating the very race-consciousness such a remedy purports to overcome.... It thus remains our constitutional premise that race is an impermissible arbiter of human fortunes.<sup>87</sup>

<sup>85</sup> S. J. Groves & Sons Company v. Fulton County et. al., 920 F.2d 752, 767 (11th Cir. 1991).

<sup>86</sup> Grutter v. Bollinger, 539 U.S. 306, 326 (2003) (“We have held that all racial classifications imposed by government must be analyzed by a reviewing court under strict scrutiny.”). See also Adarand III, 515 U.S. at 212 (same).

<sup>87</sup> Podberesky v. Kirwin, 38 F.3d 147, 152 (4th Cir. 1994) (quoting Maryland Troopers Ass'n v. Evans, 993 F.2d 1072, 1076 (4th Cir.1993)).

“Under strict scrutiny, a racial classification must (1) serve a compelling state interest and (2) be narrowly tailored to achieve that interest.”<sup>88</sup> These concepts are covered in greater depth below.

Though still unsettled in some federal Circuits, it appears in the Fourth Circuit that programs with gender-based classifications are evaluated for constitutionality under a more relaxed level of scrutiny than race-based ones, *i.e.*, intermediate scrutiny:

Precedent dictates, and the parties agree, that courts apply “intermediate scrutiny” to statutes that classify on the basis of gender. Adkins v. Rumsfeld, 464 F.3d 456, 468 (4th Cir.2006); see also Miss. Univ. for Women v. Hogan, 458 U.S. 718, 724, 102 S.Ct. 3331, 73 L.Ed.2d 1090 (1982). A defender of such a statute meets this burden “by showing at least that the classification serves important governmental objectives and that the discriminatory means employed are substantially related to the achievement of those objectives.” Hogan, 458 U.S. at 724, 102 S.Ct. 3331 (internal quotation marks omitted). Of course, intermediate scrutiny requires less of a showing than does “the most exacting” strict scrutiny standard of review. See Clark v. Jeter, 486 U.S. 456, 461, 108 S.Ct. 1910, 100 L.Ed.2d 465 (1988).<sup>89</sup>

In light of the above, any gender-based classification component in the Carrboro program will be analyzed under level of scrutiny which is easier for the Town to satisfy than that which will be applied to the race-based component, if challenged.

## 2. Government as Active or Passive Participant in Discrimination

The Supreme Court has uniformly held that general societal discrimination is insufficient to justify the use of race-based measures to satisfy a compelling governmental interest.<sup>90</sup> Rather, there must be some showing of prior discrimination by the governmental actor involved, either as an “active” or “passive” participant.<sup>91</sup> The upshot of this dual-faceted (active/passive) evaluation of the enacting governmental entity is that, even if the entity did not directly discriminate, it can take corrective action.<sup>92</sup>

Subsequent lower court rulings have provided more guidance on passive participation by local governments. In Concrete Works of Colorado, Inc. v. City of Denver,<sup>93</sup> the Tenth Circuit held that it was

<sup>88</sup> Tuttle v. Arlington County School Board, 195 F.3d 698, 704 (4th Cir. 1999).

<sup>89</sup> H.B. Rowe, 615 F.3d at 242.

<sup>90</sup> Adarand III, 515 U.S. at 227; Croson, 488 U.S. at 496-97.

<sup>91</sup> Croson, 488 U.S. at 498.

<sup>92</sup> Engineering Contractors Association of South Florida v. Metropolitan Dade County, 122 F.3d 895, 907 (11th Cir. 1997) (“[I]f the County could show that it had essentially become a ‘passive participant’ in a system of racial exclusion practiced by elements of the local construction industry, the Supreme Court has made it clear that the [County] could take affirmative steps to dismantle such a system.”); Croson, 488 U.S. at 492 (“Thus, if the city could show that it had essentially become a ‘passive participant’ in a system of racial exclusion practiced by elements of the local construction industry, we think it clear that the city could take affirmative steps to dismantle such a system.”).

<sup>93</sup> 36 F.3d 1513 (10th Cir. 1994).

sufficient for the local government to demonstrate that it engaged in passive participation in discrimination rather than showing that it actively participated in the discrimination:

Neither Croson nor its progeny clearly state whether private discrimination that is in no way funded with public tax dollars can, by itself, provide the requisite strong basis in evidence necessary to justify a municipality's affirmative action program. Although we do not read Croson as requiring the municipality to identify an exact linkage between its award of public contracts and private discrimination, such evidence would at least enhance the municipality's factual predicate for a race/gender-conscious program.<sup>94</sup>

Thus, the desire for a government entity to prevent the infusion of public funds into a discriminatory industry is enough to satisfy the requirement.

The next question, however, is whether a public entity has the requisite factual support for its program in order to satisfy the particularized showing of discrimination required by Croson. This factual support can be developed from anecdotal and statistical evidence, as discussed hereafter.

### 3. Burdens of Production/Proof

As noted above, the Croson court struck down the City of Richmond's minority set-aside program because the City failed to provide an adequate evidentiary showing of past and present discrimination as was its initial burden.<sup>95</sup> Since the Fourteenth Amendment only allows race-conscious programs that narrowly seek to remedy particularized discrimination, the Court held that state and local governments "must identify that discrimination . . . with some specificity before they may use race-conscious relief." The Court's rationale for judging the sufficiency of the City's factual predicate for affirmative action legislation was whether there existed a "strong basis in evidence for its [government's] conclusion that remedial action was necessary."<sup>96</sup>

The initial burden of production on the state or local governmental entity is to demonstrate a "strong basis in evidence" that its race- and gender-conscious contract program is aimed at remedying identified past or present discrimination. Merely stating a "benign" or "remedial" purpose does not constitute a "strong basis in evidence" that the remedial plan is necessary, nor does it establish a prima facie case of discrimination. Thus, the local government must identify the discrimination it seeks to redress and produce particularized findings of discrimination.<sup>97</sup>

A governmental entity may, for example, establish an inference of discrimination by using empirical evidence that proves a significant statistical disparity between the number of qualified M/WBEs, the number of M/WBE contractors actually awarded a contract by the governmental entity, or M/WBEs

<sup>94</sup> Concrete Works, 36 F.3d at 1529.

<sup>95</sup> Croson, 488 U.S. at 498-506.

<sup>96</sup> Croson, 488 U.S. at 500 (quoting Wygant v. Jackson Bd. of Educ., 476 U.S. 267, 277, 106 S.Ct. 1842, 1849 (1986)).

<sup>97</sup> Croson, 488 U.S. at 500-01.

brought in as subcontractors by prime contractors to which a contract is awarded. The courts maintain that the quantum of evidence required for the governmental entity is to be determined on a case-by-case basis, and in the context and breadth of the M/WBE program it purports to advance.<sup>98</sup> If the governmental body is able to do this, then the burden shifts to the challenging party to rebut the showing.<sup>99</sup>

Once the governmental entity has shown acceptable proof of a compelling interest in remedying past discrimination and illustrated that its plan is narrowly tailored to achieve this goal, the party challenging the affirmative action plan bears the ultimate burden of proving that the plan is unconstitutional.<sup>100</sup>

#### 4. “Compelling Public Interest” Considerations

Although imposing a substantial burden, strict scrutiny is not automatically “fatal in fact.” *Adarand*, 515 U.S. at 237, 115 S.Ct. 2097. After all, “[t]he unhappy persistence of both the practice and the lingering effects of racial discrimination against minority groups in this country is an unfortunate reality, and government is not disqualified from acting in response to it.” *Id.*; *Alexander*, 95 F.3d at 315. In so acting, a governmental entity must demonstrate it had a compelling interest in “remedying the effects of past or present racial discrimination.” *Shaw v. Hunt*, 517 U.S. 899, 909, 116 S.Ct. 1894, 135 L.Ed.2d 207 (1996). Thus, to justify a race-conscious measure, a state must “identify that discrimination, public or private, with some specificity,” *Croson*, 488 U.S. at 504, 109 S.Ct. 706, and must have a “‘strong basis in evidence for its conclusion that remedial action [is] necessary,’” *id.* at 500, 109 S.Ct. 706 (quoting *Wygant v. Jackson Bd. of Educ.*, 476 U.S. 267, 277, 106 S.Ct. 1842, 90 L.Ed.2d 260 (1986) (plurality opinion)); see also *Podberesky v. Kirwan*, 38 F.3d 147, 153 (4th Cir.1994). As courts have noted, “there is no ‘precise mathematical formula to assess the quantum of evidence that rises to the Croson ‘strong basis in evidence’ benchmark.” *Rothe Dev. Corp. v. Dep’t of Def.*, 545 F.3d 1023, 1049 (Fed.Cir.2008) (*Rothe II*) (quoting *W.H. Scott Constr. Co. v. City of Jackson*, 199 F.3d 206, 218 n. 11 (5th Cir.1999)).<sup>101</sup>

This compelling interest must be proven by particularized findings of discrimination. The strict scrutiny test ensures that the means used to address the compelling goal of remedying discrimination “fit” so closely that there is little likelihood that the motive for the racial classification is illegitimate racial prejudice or stereotype.

<sup>98</sup> See *Concrete Works*, 36 F.3d 1513 (10th Cir. 1994).

<sup>99</sup> *Id.*

<sup>100</sup> *Sherbrooke Turf, Inc. v. Minnesota D.O.T.*, 345 F.3d 964, 971 (8th Cir. 2003) (“Sherbrooke and Gross Seed have the ultimate burden of establishing that the DBE program is not narrowly tailored.”); *Geyer Signal, Inc. v. Minnesota D.O.T.*, 2014 WL 1309092, \*26 (D. Minn. 2014) (“The party challenging the constitutionality of the DBE program bears the burden of demonstrating that the government’s evidence did not support an inference of prior discrimination.”) (citing *Adarand VII*, 228 F.3d at 1166).

<sup>101</sup> *H.B. Rowe*, 615 F.3d at 241.

The relevant case law establishes that the compelling state interests of remedying past discrimination and of avoiding discrimination in the context of governmental procurement programs are well-accepted, and not controversial at this point.<sup>102</sup>

## 5. Statistical Data and Anecdotal Evidence Combine to Establish Compelling Interest

The types of evidence routinely presented to show the existence of a compelling interest include statistical and anecdotal evidence.<sup>103</sup> Where gross statistical disparities exist, they alone may constitute prima facie proof of a pattern or practice of discrimination. Anecdotal evidence, such as testimony from minority or female business owners, is most useful as a supplement to strong statistical evidence, as it cannot carry the burden for the entity by itself. See *infra*.

For example, the Croson majority implicitly endorsed the value of personal accounts of discrimination, but Croson and subsequent decisions also make clear that selective anecdotal evidence about M/WBE experiences alone would not provide an ample basis in evidence to demonstrate public or private discrimination in a municipality's construction industry.<sup>104</sup>

Thus, personal accounts of actual discrimination or the effects of discriminatory practices are admissible and effective, and anecdotal evidence of a governmental entity's institutional practices that provoke discriminatory market conditions is particularly probative. In order to carry the day, however, such evidence must be supplemented with strong statistical proof:

A state need not conclusively prove the existence of past or present racial discrimination to establish a strong basis in evidence for concluding that remedial action is necessary. See, e.g., Concrete Works, 321 F.3d at 958. Instead, a state may meet its burden by relying on “a significant statistical disparity” between the availability of qualified, willing, and able minority subcontractors and the utilization of such subcontractors by the governmental entity or its prime contractors. Croson, 488 U.S. at 509, 109 S.Ct. 706 (plurality opinion). We further require that such evidence be “corroborated by significant anecdotal evidence

<sup>102</sup> See W.H. Scott Const. Co. v. City of Jackson, 199 F.3d 206, 217 (5th Cir. 1999) (“Combatting racial discrimination is a compelling government interest.”); see also Croson, 488 U.S. at 492 (“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 evils of private prejudice.”); Adarand III, 515 U.S. at 237 (“The unhappy persistence of both the practice and the lingering effects of racial discrimination against minority groups in this country is an unfortunate reality, and government is not disqualified from acting in response to it.”).

<sup>103</sup> Croson, 488 U.S. at 501.

<sup>104</sup> Croson, 488 U.S. at 480 (noting as a weakness in the City's case that the Richmond City Council heard “no direct evidence of race-conscious discrimination on the part of the city in letting contracts or any evidence that the City's prime contractors had discriminated against minority-owned subcontractors”); See also Coral Construction Co. v. King County, 941 F.2d 910, 919 (9th Cir. 1991) (“While anecdotal evidence may suffice to prove individual claims of discrimination, rarely, if ever, can such evidence show a systematic pattern of discrimination necessary for the adoption of an affirmative action plan.”).

of racial discrimination.” Md. Troopers Ass'n, Inc. v. Evans, 993 F.2d 1072, 1077 (4th Cir.1993).<sup>105</sup>

Of note, several courts have rejected assertions by plaintiffs attacking programs that anecdotal evidence must be verified (or sworn) to be considered as part of a governmental entity’s evidentiary proffer.<sup>106</sup>

#### a) Statistical Data Generally

In *Croson*, the court explained that an inference of discrimination may be made with empirical evidence that demonstrates “a significant statistical disparity between the number of qualified minority contractors . . . and the number of such contractors actually engaged by the locality or the locality’s prime contractors.”<sup>107</sup> A predicate to governmental action is a demonstration that gross statistical disparities exist between the proportion of M/WBEs awarded government contracts and the proportion of M/WBEs in the local industry “willing and able to do the work,” in order to justify its use of race-conscious contract measures. Ensley Branch N.A.A.C.P. v. Seibels, 31 F.3d 1548, 1565 (11th Cir. 1994). In other words, a disparity study is intended to evaluate whether there is a statistically-significant disconnect – *i.e.*, disparity – between the availability of and utilization of women- or minority-owned firms in public contracting.

In order to adequately assess statistical evidence, there must be information identifying the basic qualifications of minority (or women) contractors “willing and able to do the job” and the Court must determine, based upon these qualifications, the relevant statistical pool with which to make the appropriate statistical comparisons.<sup>108</sup>

#### b) Availability

The attempted methods of calculating M/WBE (or DBE) availability have varied from case to case. In Contractors Association of Eastern Pennsylvania v. City of Philadelphia, 6 F.3d 990 (3rd Cir. 1993), the Third Circuit stated that available and qualified minority-owned businesses comprise the “relevant statistical pool” for purposes of determining availability. The Court permitted availability to be based on the metropolitan statistical area (MSA) and local list of the Office of Minority Opportunity for Non-M/WBEs, which itself was based on census data.

<sup>105</sup> H.B. Rowe, 615 F.3d 241.

<sup>106</sup> Associated General Contractors of America, San Diego Chapter v. California D.O.T., 713 F.3d 1187, 1196-97 (9th Cir. 2013) (“AGC contends that the anecdotal evidence has little or no probative value in identifying discrimination because it is not verified. AGC cites to no controlling authority for a verification requirement. Both the Fourth and Tenth Circuits have rejected the need to verify anecdotal evidence.”), citing H.B. Rowe, 6115 F.3d at 249; Concrete Works, 321 F.3d at 989. See also Kossmann Contracting Co. v. City of Houston, Case No. H-14-1203, at 58 (S.D. Texas 2016) (“Plaintiff criticizes the anecdotal evidence with which NERA supplemented its statistical analysis as not having been verified and investigated. Anecdotes are not the sole or even primary evidence of discrimination in this case. . . . One reason anecdotal evidence is valuable supplemental evidence is that it reaches what statistics cannot: a witness’ narrative of an incident told from the witness’ perspective and including the witness’ perceptions.”) (quotations and citations omitted).

<sup>107</sup> Croson, 488 U.S. at 509.

<sup>108</sup> See e.g., Associated General Contractors v. California D.O.T., 713 F.2d at 1197-1199.

In Associated General Contractors v. City of Columbus,<sup>109</sup> the city’s consultants collected data on the number of M/WBE firms in the Columbus MSA in order to calculate the percentage of available M/WBE firms. Three sources were considered to determine the number of M/WBEs “ready, willing and able” to perform construction work for the city. However, the Court found that none of the measures of availability purported to measure the number of M/WBEs who were qualified and willing to bid as a prime contractor on city construction projects because neither the City Auditor Vendor Payment History file, Subcontractor Participation Reports, or Contract Document Database of the city were attentive to which firms were able to be responsible or provide either a bid bond or performance bond. The Court wrote, “[t]here is no basis in the evidence for an inference that qualified M/WBE firms exist in the same proportions as they do in relation to all construction firms in the market.”<sup>110</sup>

In H.B. Rowe, availability was calculated using a vendor list that included: “(1) subcontractors approved by the Department to perform subcontract work on state-funded projects, (2) subcontractors that performed such work during the study period, and (3) contractors qualified to perform prime construction work on state-funded contracts.”<sup>111</sup>

Similarly, in Associated General Contractors v. California D.O.T., the court noted with approval that in the course of conducting its disparity study for Caltrans “[t]he research firm gathered extensive data to calculate disadvantaged business availability in the California transportation contracting industry”[,] and used “public records, interviews and assessments as to whether a firm could be considered available for Caltrans contracts[.]”<sup>112</sup>

A common question in collecting and applying availability data is whether prime contractor and subcontractor data needs to be evaluated separately; the trend is to accept combined data.

NCI’s argument is that IDOT essentially abused its discretion under this regulation by failing to separate prime contractor availability from subcontractor availability. However, NCI has not identified any aspect of the regulations that requires such separation. Indeed, as the district court observed, the regulations require the local goal to be focused on overall DBE participation in the recipient’s DOT-assisted contracts. See 49 C.F.R. § 26.45(a)(1). It would make little sense to separate prime contractor and subcontractor availability as suggested by NCI when DBEs will also compete for prime contracts and any success will be reflected in the recipient’s calculation of success in meeting the overall goal.<sup>113</sup>

<sup>109</sup> Associated General Contractors of America v. City of Columbus, 936 F. Supp. 1363 (1996), reversed on related grounds, 172 F.3d 411 (6th Cir. 1999).

<sup>110</sup> Associated General Contractors, 936 F. Supp. at 1389. The Court also questioned why the City did not simply use the records it already maintains “of all firms which have submitted bids on prime contracts” since it represents “a ready source of information regarding the identity of the firms which are qualified to provide contracting services as prime contractors.” *Id.*

<sup>111</sup> 615 F.3d at 244.

<sup>112</sup> 713 F.3d at 1191-92. Cf. Engineering Contractors v. Metropolitan Dade, 122 F.3d 895 (when special qualifications are necessary to undertake a particular task, the relevant statistical pool must include only those minority-owned firms qualified to provide the requested services).

<sup>113</sup> Northern Contracting, Inc. v. Illinois DOT, 473 F.3d 715, 723 (7th Cir. 2007); see also Associated General Contractors v. California D.O.T., 713 F.2d at 1199 (citing Northern Contracting); H.B. Rowe, 615

Also, several courts have accepted the use of a “custom census” methodology for calculating availability. For example, in Northern Contracting, after identifying the relevant geographic market and product market (transportation construction) the analyst “surveyed Dun & Bradstreet’s *Marketplace*, which is a comprehensive database of American businesses that identifies which businesses are minority or women-owned. Wainwright supplemented this survey with IDOT’s list of DBEs in Illinois.”<sup>114</sup> In Kossman, for example, the consulting analyst “relied on data acquired from Dun & Bradstreet’s Hoovers subsidiary on the total number of businesses in the defined market area. . . . Because the Dun & Bradstreet data did not adequately identify all M/WBEs, NERA collected information on M/WBEs in Texas and surrounding states through lists from public and private entities, as well as prior NERA studies, and culled records for M/WBEs within the [City’s] defined market area.”<sup>115</sup>

### c) Utilization

Utilization is a natural corollary to availability, in terms of statistical calculation. Different courts have applied utilization rates to different base measures, including percentage-based analyses regarding contract awards and dollars paid.

For example, in H.B. Rowe, the state demonstrated statistical disparity using subcontracting dollars won by minority subcontractors.<sup>116</sup> In Associated General Contractors v. California D.O.T., the State’s disparity study consultants calculated the percentage of contracting dollars that were paid to DBE firms.<sup>117</sup> This is referred to as the rate of utilization. From this point, one could determine if a disparity exists and, if so, to what extent.

In Cone Corp. v. Hillsborough County, 908 F.3d 908 (11th Cir. 1990), the following utilization statistics were developed and presented to justify an MBE program:

The County documented the disparity between the percentage of MBE contractors in the area and the percentage of contracts awarded to those MBE contractors. Hillsborough County determined that the percentage of County construction dollars going to MBE contractors compared to the total percentage of County construction dollars spent. . . . The data extracted from the studies indicates that while ten percent of the businesses and twelve percent of the contractors in the County were minorities, only 7.89% of the County purchase orders, 1.22% of the County purchase dollars, 6.3% of the awarded bids, and 6.5%

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F.3d at 245 (court accepted combined data based on experts’ explanation that prime contractors are also qualified to do subcontracting work, and often do).

<sup>114</sup> 473 F.3d at 718.

<sup>115</sup> Id. at 5. See also Midwest Fence Corp. v U.S. D.O.T., 840 F.3d 932, 950 (7th Cir. 2016) (discussing and approving custom census method).

<sup>116</sup> 615 F.3d at 241, 250-51 (“[A] state may meet its burden by relying on ‘a significant statistical disparity’ between the availability of qualified, willing, and able minority subcontractors and the utilization of such subcontractors by the governmental entity or its prime contractors.”), citing Croson, 488 U.S. at 509, 109 S.Ct. 706.

<sup>117</sup> 713 F.3d at 1191-1193. In Kossman v. City of Houston, NERA used both “award amounts” and “paid amounts” to determine utilization. Id. at 3, n. 10. The court, in approving the statistical proffer, looked only at the award amounts to “simplify matters.” Id.

of the awarded dollars went to minorities. The statistical disparities between the total percentage of minorities involved in construction and the work going to minorities, therefore, varied from approximately four to ten percent, with a glaring 10.78% disparity between the percentage of minority contractors in the County and the percentage of County construction dollars awarded to minorities. Such a disparity clearly constitutes a prima facie case of discrimination indicating that the racial classification in the County plan were necessary.<sup>118</sup>

As with availability, *supra*, some courts have deemed it appropriate to collect and analyze combined prime and subcontractor data when evaluating utilization.<sup>119</sup>

#### d) Disparity Indices

Once the statistical data has been collected and preliminarily assessed, further analysis must be done to evaluate whether any disparity identified is statistically significant. Reviewing courts have approved the use of disparity indices and standard deviations for this purpose, and G&S will be utilizing them in the present Disparity Study.

One way to demonstrate the under-utilization of M/WBEs in a particular area is to employ a statistical device known as the “disparity index.” The use of such an index was explained, and cited approvingly, in H.B. Rowe.<sup>120</sup>

In H.B. Rowe, after noting the increasing use of disparity indices, the court explained that the State (through a consulting firm) calculated a disparity index for each relevant racial or gender group covered by the DBE program, and further, conducted a standard deviation analysis on each of those indices using t-tests.<sup>121</sup> The resulting calculations “demonstrated marked underutilization of [] African American and Native American subcontractors,” according to the court.<sup>122</sup>

The utility of disparity indices or similar measures to examine the utilization of minorities or women in a particular industry has been recognized by a number of federal circuit courts.<sup>123</sup> Specifically, courts have

<sup>118</sup> Id. at 915-16.

<sup>119</sup> See, e.g., Kossman, at 58 (“Separately considering prime contractors and subcontractors is not only unnecessary but may be misleading. The anecdotal evidence indicates that construction firms had served, on different contracts, as both.”).

<sup>120</sup> 615 F.3d at 243-44.

<sup>121</sup> Id. at 244. The disparity index is calculated by dividing the percentage of available M/WBE participation (amount of contract dollars) by the percentage of M/WBEs in the relevant population of local firms. A disparity index of one (1.0) demonstrates full M/WBE participation, whereas the closer the index is to zero, the greater the under-utilization. Some courts multiply the disparity index by 100, thereby creating a scale between 0 and 100, with 100 representing full utilization. Engineering Contractors, 122 F.3d at 914.

<sup>122</sup> Id.

<sup>123</sup> See Associated General Contractors v. California D.O.T., 713 F.2d at 1191, citing H.B. Rowe; Concrete Works, 36 F.3d at 1523, n. 10 (employing disparity index); Contractors Ass’n, 6 F.3d at 1005 (3d Cir.1993) (employing disparity index).

used these disparity indices to apply the “strong basis in evidence” standard in Croson. As noted, the disparity index in H.B. Rowe was 0.46 for African Americans and was 0.48 for Native Americans.<sup>124</sup> Based on a disparity index of 0.22, the Ninth Circuit upheld the denial of a preliminary injunction to a challenger of the City of San Francisco's MBE plan based upon an equal protection claim.<sup>125</sup> Similarly, the Third Circuit held that a disparity of 0.04 was “probative of discrimination in City contracting in the Philadelphia construction industry.”<sup>126</sup>

#### e) Standard Deviations

The number calculated via the disparity index (established above) is then tested for its validity through the application of a standard deviation analysis. Standard deviation analysis measures the probability that a result is a random deviation from the predicted result (the more standard deviations, the lower the probability the result is a random one). Social scientists consider a finding of two standard deviations significant, meaning that there is about one chance in 20 that the explanation for the deviation could be random, so the deviation must be accounted for by some factor.

As noted above, standard deviations were applied by the State of North Carolina in the statistical analysis utilized to defend its M/WBE program in H.B. Rowe.<sup>127</sup> The Fourth Circuit described the significance of the findings as follows:

For African Americans the t-value of 3.99 fell outside of two standard deviations from the mean and, therefore, was statistically significant at a 95 percent confidence level. In other words, there was at least a 95 percent probability that prime contractors’ underutilization of African American subcontractors was not the result of mere chance. For Native American subcontractors, the t-value of 1.41 was significant at a confidence level of approximately 85 percent.<sup>128</sup>

Similarly, the Eleventh Circuit has directed that “where the difference between the expected value and the observed number is greater than two or three standard deviations’, then the hypothesis that [employees] were hired without regard to race would be suspect.”<sup>129</sup>

#### f) Regression Analyses

In conducting its statistical analysis of the Town of Carrboro’s purchasing, G&S will also be employing a regression analysis, which essentially seeks to control for numerous factors other than discrimination, e.g., firm size, experience level, which may be causing or contributing to any disparity identified. This aspect of

<sup>124</sup> Id. at 245.

<sup>125</sup> AGC v. Coal. for Economic Equity, 950 F.2d 1401, 1414 (9th Cir. 1991).

<sup>126</sup> Contractors Ass’n., 6 F.3d at 1005.

<sup>127</sup> 615 F.3d at 244-45.

<sup>128</sup> Id. at 245.

<sup>129</sup> Peightal v. Metropolitan Dade County, 26 F.3d 1545, 1556 (11th Cir. 1994) (quoting Castaneda v. Partida, 430 U.S. 482, 497 n.17, 97 S.Ct. 1272, 1281 n.17, (1977)).

the G&S methodology likewise has the support of several courts as a current “best practice” for disparity studies.

For example, after the Fourth Circuit in H.B. Rowe noted the statistical significance of certain quantitative analyses showing two standard deviations or a disparity ratio higher than .80, it addressed the value of a regression analysis as a further evaluative tool. Specifically, in discussing the disparity evidence offered by the State, the court favorably noted:

To corroborate the disparity data, MGT conducted a regression analysis studying the influence of certain company and business characteristics - with a particular focus on owner race and gender - on a firm's gross revenues. MGT obtained the data from a telephone survey of firms that conducted or attempted to conduct business with the Department. The survey pool consisted of a random sample of 647 such firms; of this group, 627 participated in the survey.

MGT used the firms' gross revenues as the dependent variable in the regression analysis to test the effect of other variables, including company age and number of full-time employees, and the owners' years of experience, level of education, race, ethnicity, and gender. The analysis revealed that minority and women ownership universally had a negative effect on revenue. African American ownership of a firm had the largest negative effect on that firm's gross revenue of all the independent variables included in the regression model. These findings led MGT to conclude that “for African Americans, in particular, the disparity in firm revenue was not due to capacity-related or managerial characteristics alone.”<sup>130</sup>

In Kossmann v. City of Houston, the key feature of the supporting study was a regression analysis addressing availability and utilization.<sup>131</sup> Using both statistical and anecdotal evidence, the study ultimately concluded that “business discrimination against M/WBEs existed in the geographic and industry markets for [the City's] awarding of construction contracts”:

[W]e conclude that there is strong evidence of large, adverse, and frequently statistically significant disparities between minority and female participation in business enterprise activity in [Defendant's] relevant market area and the actual current availability of those businesses. We further conclude that these disparities cannot be explained solely, or even primarily, by difference between M/WBE and Non-M/WBE business populations in factors untainted by discrimination, and that these differences therefore give rise to a strong inference of the continued presence of discrimination in [Defendant's] market area. There is also strong anecdotal evidence of continuing barriers to the full and fair participation of M/WBEs on [Defendant] contracts and subcontracts, despite the implementation of the M/W/SBE Program, and in the wider Houston construction economy. Remedial efforts remain necessary to ensure that Houston does not function as a passive participant in discrimination.<sup>132</sup>

<sup>130</sup> Id. at 245-46; 250.

<sup>131</sup> Id. at pp. 2-10.

<sup>132</sup> Kossmann, at pg. 11.

## B. Requirement for a Narrowly-Tailored Remedy

Under the Croson framework, any race-conscious plan or remedy must also be narrowly tailored to address the effects of past discrimination.<sup>133</sup>

The Fourth Circuit addressed the parameters of this requirement in Tuttle v. Arlington County: When reviewing whether a state racial classification is narrowly tailored, we consider factors such as: (1) the efficacy of alternative race-neutral policies, (2) the planned duration of the policy, (3) the relationship between the numerical goal and the percentage of minority group members in the relevant population or work force, (4) the flexibility of the policy, including the provision of waivers if the goal cannot be met, and (5) the burden of the policy on innocent third parties.<sup>134</sup>

Similar guideposts are provided in several post-Croson cases addressing efforts to meet the “narrowly tailored” prong – which we simply list for ease of reference:

- Relief is limited to minority groups for which there is identified discrimination;
- Remedies are limited to redressing the discrimination within the boundaries of the enacting jurisdiction;
- The goals of the programs should be flexible and provide waiver provisions;
- Race and/or gender-neutral measures should be considered to the extent reasonably possible; and
- The program should include provisions or mechanisms for periodic review and sunset.<sup>135</sup>

Inherent in the above discussion is the notion that M/WBE Programs and remedies must maintain flexibility with regard to local conditions in the public and private sectors. Courts have suggested project-by-project goal setting and waiver provisions as means of ensuring fairness to all vendors.

Also, “review” or “sunset” provisions are strongly suggested components for an M/WBE program to guarantee that remedies do not out-live their intended remedial purpose. As an example, the Fourth Circuit had little problem rejecting a challenged college scholarship program because it had no “sunset” provision.<sup>136</sup> In contrast, in H.B. Rowe, the court specifically noted with approval the mandatory review and sunset provisions included in the relevant North Carolina statute (§ 136-28.4).<sup>137</sup>

<sup>133</sup> See Michigan Road Builders Ass’n v. Milliken, 834 F.2d 583, 589-90 (6th Cir. 1987). See also Sherbrooke Turf, 345 F.3d at 972 (citing Croson, 488 U.S. at 496).

<sup>134</sup> 195 F.3d at 706 (citation omitted); see also Croson, 488 U.S. at 507-08; Sherbrooke Turf, 345 F.3d at 971-72 (“Narrow tailoring does not require exhaustion of every conceivable race-neutral alternative, but it does require serious, good faith consideration of workable race-neutral alternatives.”); Adarand VII, at 1177.

<sup>135</sup> Sherbrooke Turf, 345 F.3d at 971 (“In determining whether a race-conscious remedy is narrowly tailored, we look to factors such as the efficacy of alternative remedies, the flexibility and duration of the race-conscious remedy, the relationship of the numerical goals to the relevant labor market, and the impact of the remedy on third parties.”).

<sup>136</sup> Podberesky, 38 F.3d at 160 (“The program thus could remain in force indefinitely based on arbitrary statistics unrelated to constitutionally permissible purposes.”).

<sup>137</sup> 615 F.3d at 239.

### C. Conclusion

The Croson decision, handed down thirty years ago, continues to cast a long shadow over M/WBE programs and legislation. Significant refinement by the Supreme Court and the federal Circuit Courts of Appeal transpired in its wake, though, addressing the acceptable and proper methodologies for achieving the legal standards established by Croson.

In fact, the Court in Kossman more recently included in its opinion a lengthy legal overview of what it dubbed “Croson’s Continuing Significance.” In this section of its decision, the court opined about why a statistical analysis like that presented by the City of Houston was necessary and proper under the Equal Protection scheme established by Croson and refined by its (continuing) progeny.<sup>138</sup> It is in this legal environment, and with this jurisprudential background, that any M/WBE program or policy implemented by the Town of Carrboro will be evaluated.

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<sup>138</sup> Id. at pp. 34-49, and 53-62.

**Table of Cases and Authorities**

Adarand Constructors, Inc. v. Pena, 515 U.S. 200 (1995) (Adarand III)

Adarand Constructors, Inc. v. Slater, 228 F.3d 1147 (10th Cir. 2000) (Adarand VII)

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Students for Fair Admissions, Inc. v. President and Fellows of Harvard College, 600 U.S. \_\_\_\_ (2023)

Tuttle v. Arlington County School Board, 195 F.3d 698 (4th Cir. 1999)

W.H. Scott Const. Co. v. City of Jackson, 199 F.3d 206 (5th Cir. 1999)

Wygant v. Jackson Bd. of Educ., 476 U.S. 267 (1986)

U.S. Const. amend. XIV §1



TOWN OF CARRBORO • NC



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STRONG

## APPENDIX C

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## DATA ASSESSMENT REPORT

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TOWN OF CARRBORO, NC  
2025 DISPARITY STUDY

## APPENDIX C: DATA ASSESSMENT REPORT

**CARRBORO, NORTH CAROLINA  
2025 DISPARITY STUDY  
DATA ASSESSMENT REPORT**

Griffin & Strong, (“G&S”) conducted a virtual data assessment meeting on August 24, 2023. This report summarizes that meeting and sets forth action items and preliminary questions to be answered. It is necessary to issue a data assessment report prior to completing the data collection plan to confirm that G&S has the correct understanding of how and where data is kept by the Town. All data requests will be submitted to the department project managers, with Jon Hartman-Brown, the Economic Development Director of the Town of Carrboro, carbon copied.

The meeting was attended by:

Name	Title
<b>Michele Clark Jenkins</b>	Sr. Director, Griffin & Strong
<b>Dr. Vince Eagan</b>	Principal Investigator, Griffin & Strong
<b>David Maher</b>	Legal Partner, Griffin & Strong
<b>Jerrica Lighting</b>	Deputy Project Manager, Griffin & Strong
<b>Thomas Tran</b>	Data Analytics Coordinator, Griffin & Strong
<b>Jon Hartman-Brown</b>	Director of Economic Development Department (Town of Carrboro)
<b>Anita Jones-McNair</b>	Chief Race & Equity Officer (Town of Carrboro)
<b>Robert Douglass</b>	IT Supportive Engineer 2 (Town of Carrboro)
<b>Jane Bowden</b>	Finance Director (Town of Carrboro)
<b>Lakisha White-Kelly</b>	Public Works (Town of Carrboro)

### A. Scope Statement

The Disparity Study (“Study”) will analyze contracting opportunities funded by the Town in order to determine the effectiveness of the current M/WBE program and whether a statistical disparity exists from which may be inferred by the existence of past or present public discrimination in the appropriate relevant market area.

The study period for the Study was determined as a five-year period from July 1, 2017, to June 30, 2022 (FYs 2018–2022).

The following Industry Categories were discussed and approved by the Town:

1. Construction
2. Architecture & Engineering (“A&E”)
3. Other Professional Services

4. Other Services
5. Goods

The Town's departments participating in the Study include:

- Communication and Engagement Department
- Economic Development Department
- Finance Department
  - Purchasing Office
- Fire-Rescue Department
- Police Department
  - Narcotics
- Information Technology Department
- Housing and Community Services Department
- Human Resources
- Planning Department
  - Inspections
  - Zoning & Inspections
  - Geographic Information Systems (GIS)
- Public Works Department
- Recreation, Parks, & Cultural Resources Department
  - Administrative
  - Programs Division
  - Facilities Division
  - Century Center

The Town does not have any airports, museums, or transportation agencies. Roads are federally funded along with affordable housing projects. The Town does not manage any utilities.

## **B. Preliminary Purchasing Practices**

- Purchasing threshold (constitute formal – constitute informal): this will be stated in the policy documents.
  - Under \$1,000 payment goes to direct pay (Munis system) with no specific bidding requirements.
  - Over \$1,000 payment is recorded as an encumbrance (PO) (Munis system): either contract or supply
  - From \$1,000-\$4,999.99: Informal bidding for supplies, material, construction, and repair and requires minimum two quotes. For construction, informal bid requires minimum three quotes.
  - From \$5,000-\$29,999.99: Informal bidding requires minimum three written quotes.
  - From \$30,000-\$89,999.99: Informal bidding requires minimum three written quotes.
  - From \$90,000-\$299,999.99: Formal bidding for Purchase Order & Supplies. For Construction it is an informal bidding which must include written specifications, advertising, and sealed bids and must be sent to the finance department.

- From \$300,000-\$499,999.99: Formal bidding for all.
- Above \$500,000: Formal bidding.
- Finance department has centralized data system. However, the individual departments keep their own bid tab and data requests will be made to their project managers.
- Town of Carrboro does not have any third parties that do procurement. Public works and Recreation & Parks make the most purchasing and procurement. The Town does not use commodity codes (such as NIGP codes or NAICS codes). Unsure if there is a database that hosts all the submitted applications.
- The Town originally combined Professional and Other Services together, the Town has agreed on G&S's five Industry Category Breakdown (Construction, Agriculture and Engineering, Professional Services, Other Services and Goods.)
- Town has one capital project manager, Mr. Schmadeke. He manages Public Works but not Recreation and Parks.

### C. Specific Data Files

It was determined in this meeting that G&S will need from the Town:

1. Solicitations (Study Period)
2. Vendor List (Current)
3. Purchase Orders (Study Period)
4. Bids (Study Period)
5. Payments (Study Period)
6. Awards (Study Period)
7. P-Cards (Excluded from Study)
8. Subcontractor data (Study Period)
9. Building Permit Data (Study Period)
10. CMARs/Joint Venture (Excluded/ Do not have)
11. Certified Lists/Third Party (Current)

#### 1. Solicitations

No master solicitation list is kept.

#### 2. Vendor Lists

- All firms become vendors by filling out the Vendor Application form which is on the Town website.
- The Vendor Application form requests type of goods or services provided and whether they are a minority or woman owned firm.

- There is not an official vendor list or prequalified list. There is historical reference to firms who have worked with the Town previously.
- Firms do not have to be registered to bid.
- Finance keeps an unofficial vendor list which are the Vendor Applications.
- The Vendor Applications allow firms to self-identify and provide a description of their work.
- When a firm registers, they can choose to be notified of the future contract by selecting an option on website.
- Minority and Women have a 10% goal on formal construction project of \$300,000 or more.

### **3. Awards and Contracts Purchase Orders (POs)**

- The Contract Authorization form asks if federal funds will be used. This form is also kept by the individual project managers and have all the information on the awards and bids.
- The Contract Award Letter is on paper but should also be kept in PDF and has the full amount of the award. G&S should be able to get all the Contract Award Letters, but it will not show any change orders.
- MUNIS (Financial System) will show the cumulative payments, subcontractors and any change orders, but will not have the initial award amount. Cumulative payments will show payments to subcontractors in Construction.
- Project Managers maintain all the information on every project.
- The Contract Management Module in MUNIS holds Purchase Orders. MUNIS may also have a description and vendor information with the PO.
- Purchase Orders contain ALL awards.
- The full amount of the award is in contract award letter (initial amount). All award letters for the five-year Study Period should be in pdf format.

### **4. Bidders (unsuccessful)**

- When there is a bid, it will be notification is distributed on the Town website and in the newspaper.
- Bid tabs are kept by the individual project managers, not Finance. Project managers for each department hold specific contract information in detail such as subcontractors and full award for the contract.
- The department project managers are only required to keep bid tabs for one year.
- Generally, the Town does not require a firm to be prequalified to bid contract. Firms provide the name(s) of their subcontractors on their bid package. The subcontractor data is kept in the bid package.

- Firms qualify on a contract-by-contract basis. Under normal circumstances firms do not have to prequalify. However, there are some instances, and it is not written policy.

### **5. Payment Data**

- The Town uses MUNIS as its Finance system.
- Payment data can be pulled out from the Vendor Inquiry in the AP system, from Finance, containing GL codes, object codes, project codes. This data is electronic. Payments may or may not have contract and Purchase Order numbers associated with them.
- Payments will have a project code if it is a project and a description in the Vendor Inquiry which is electronic.
- The full amount is calculated from cumulative/progressive payments going out. The cumulative payment can be found in MUNIS, and the AP System in the Finance Department.

### **6. P-Cards (Excluded from Study)**

- The Town's P-cards are through Bank of America. There is a Portal in WORKS that contains the reconciliation with receipts from each month.
- The threshold for most departments is \$5,000 for most departments and there are some emergency P-cards that are unlimited.

### **7. Subcontractors**

- Subcontractors are primarily used on Construction projects and the information of the subcontractors on these projects is kept in MUNIS with the applications for payments. It is not clear whether this is kept for all subcontractors or just M/WBEs.
- Public Works maintains the release lien waiver for construction projects.
- Construction prime contractors have to report payments to subcontractors (both M/WBEs and Non-M/WBEs). This information is kept in Appendix E within the contract.
- Subcontractor data for non-construction projects may not be kept. Firms state who their subcontractors are on their bid package, but do not have to report on how much they were to be paid.

### **8. Building Permit Data**

- The Town maintains building permit data kept in the Planning department.

### **9. CMAR/Joint Ventures**

- The Town does not have any CMARs, to their knowledge. They do not have any joint ventures.

**10. Certified List**

- Certification is on the state level through the State of North Carolina HUB Office.
- Mention of HUB contractors in contracts that go out for formal bids.
- Formal construction bids note if it is a HUB project or not.



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## APPENDIX D

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## RELEVANT MARKET

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## APPENDIX D: RELEVANT MARKET

The tables in Appendix D (Tables D-1 through D-5) present the dollar value of awards by counties for the Town of Carrboro prime spending, broken down by the five Industry Categories. The top counties are arranged from the highest dollar value to the lowest dollar value, first within the Relevant Geographic Market and then within the State of North Carolina, and then outside of the State of North Carolina. The first percentage column is the percentage of Town of Carrboro prime spending with firms in that county. The last column is the cumulative percentage of Town of Carrboro spending with firms for that county and the counties above it. The counties highlighted in orange are the relevant market for the study. Counties outside of North Carolina with less than \$5,000 in spending were omitted from Other Services and Goods (Tables D-4 and D-5).

**Table D-1: Prime Construction by Counties**  
 (Using Payment Dollars, FY 2018-2022)  
 Town of Carrboro Disparity Study

County	State	Relevant Market	Total Amount	Percent	Cumulative Percent
WAKE	NC	10-County, NC	\$5,248,542	53.95%	53.95%
JOHNSTON	NC	10-County, NC	\$1,172,574	12.05%	66.01%
ORANGE	NC	10-County, NC	\$712,647	7.33%	73.33%
DURHAM	NC	10-County, NC	\$625,162	6.43%	79.76%
ALAMANCE	NC	10-County, NC	\$231,828	2.38%	82.14%
CHATHAM	NC	10-County, NC	\$151,015	1.55%	83.69%
GUILFORD	NC	10-County, NC	\$755	0.01%	83.70%
LENOIR	NC	Rest of Counties in NC	\$1,109,619	11.41%	95.11%
FORSYTH	NC	Rest of Counties in NC	\$177,424	1.82%	96.93%
GREENE	NC	Rest of Counties in NC	\$162,044	1.67%	98.60%
ST. LOUIS	NC	Rest of Counties in NC	\$42,934	0.44%	99.04%
RANDOLPH	NC	Rest of Counties in NC	\$19,445	0.20%	99.24%
HAMILTON	OH	Rest of USA	\$27,500	0.28%	99.52%
JOHNSON	MS	Rest of USA	\$24,568	0.25%	99.77%
FRANKLIN	OH	Rest of USA	\$14,655	0.15%	99.93%
ESSEX	NJ	Rest of USA	\$6,862	0.07%	100.00%
GWINNETT	GA	Rest of USA	\$400	0.00%	100.00%

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**Table D-2: Prime A&E by Counties**  
 (Using Payment Dollars, FY 2018-2022)  
 Town of Carrboro Disparity Study

County	State	Relevant Market	Total Amount	Percent	Cumulative Percent
DURHAM	NC	10-County, NC	\$2,247,695	52.20%	52.20%
WAKE	NC	10-County, NC	\$1,312,942	30.49%	82.69%
ORANGE	NC	10-County, NC	\$272,966	6.34%	89.03%
ALAMANCE	NC	10-County, NC	\$475	0.01%	89.04%
BUNCOMBE	NC	Rest of Counties in NC	\$68,000	1.58%	90.62%
IREDELL	NC	Rest of Counties in NC	\$32,473	0.75%	91.37%
MECKLENBURG	NC	Rest of Counties in NC	\$14,145	0.33%	91.70%
COOK	IL	Rest of USA	\$199,866	4.64%	96.34%
ORANGE	CA	Rest of USA	\$67,744	1.57%	97.92%
KALAMAZOO	MI	Rest of USA	\$49,940	1.16%	99.08%
BUCKS	PA	Rest of USA	\$39,261	0.91%	99.99%
ARAPAHOE	CO	Rest of USA	\$556	0.01%	100.00%

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**Table D-3: Prime Professional Services by Counties**  
 (Using Payment Dollars, FY 2018-2022)  
 Town of Carrboro Disparity Study

County	State	Relevant Market	Total Amount	Percent	Cumulative Percent
ORANGE	NC	10-County, NC	\$1,090,952	61.79%	61.79%
GUILFORD	NC	10-County, NC	\$342,341	19.39%	81.18%
WAKE	NC	10-County, NC	\$173,061	9.80%	90.98%
DURHAM	NC	10-County, NC	\$31,318	1.77%	92.75%
MECKLENBURG	NC	Rest of Counties in NC	\$45,644	2.59%	95.34%
WATAUGA	NC	Rest of Counties in NC	\$15,205	0.86%	96.20%
FORSYTH	NC	Rest of Counties in NC	\$437	0.02%	96.23%
NEW HANOVER	NC	Rest of Counties in NC	\$280	0.02%	96.24%
COOK	IL	Rest of USA	\$50,562	2.86%	99.11%
HENNEPIN	MN	Rest of USA	\$4,236	0.24%	99.35%
CLACKAMAS	OR	Rest of USA	\$3,313	0.19%	99.53%
FULTON	GA	Rest of USA	\$3,124	0.18%	99.71%
MILWAUKEE	WI	Rest of USA	\$2,512	0.14%	99.85%
RICHLAND	SC	Rest of USA	\$1,420	0.08%	99.93%
DUPAGE	IL	Rest of USA	\$1,194	0.07%	100.00%

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**Table D-4: Prime Other Services by Counties**  
 (Using Payment Dollars, FY 2018-2022)  
 Town of Carrboro Disparity Study

County	State	Relevant Market	Total Amount	Percent	Cumulative Percent
WAKE	NC	10-County, NC	\$2,168,070	39.13%	39.13%
DURHAM	NC	10-County, NC	\$1,190,775	21.49%	60.62%
ORANGE	NC	10-County, NC	\$470,245	8.49%	69.11%
GUILFORD	NC	10-County, NC	\$229,351	4.14%	73.24%
ALAMANCE	NC	10-County, NC	\$189,860	3.43%	76.67%
CHATHAM	NC	10-County, NC	\$43,488	0.78%	77.46%
PERSON	NC	10-County, NC	\$27,739	0.50%	77.96%
JOHNSTON	NC	10-County, NC	\$2,800	0.05%	78.01%
MECKLENBURG	NC	Rest of Counties in NC	\$102,719	1.85%	79.86%
BUNCOMBE	NC	Rest of Counties in NC	\$73,494	1.33%	81.19%
NASH	NC	Rest of Counties in NC	\$43,511	0.79%	81.97%
FORSYTH	NC	Rest of Counties in NC	\$29,955	0.54%	82.51%
MECKLENBUR	NC	Rest of Counties in NC	\$17,775	0.32%	82.83%
RANDOLPH	NC	Rest of Counties in NC	\$12,619	0.23%	83.06%
LEE	NC	Rest of Counties in NC	\$12,395	0.22%	83.29%
VANCE	NC	Rest of Counties in NC	\$11,726	0.21%	83.50%
NEW HANOVER	NC	Rest of Counties in NC	\$7,400	0.13%	83.63%
HALIFAX	NC	Rest of Counties in NC	\$6,800	0.12%	83.75%
GASTON	NC	Rest of Counties in NC	\$2,600	0.05%	83.80%
DAVIDSON	NC	Rest of Counties in NC	\$1,018	0.02%	83.82%
FRANKLIN	NC	Rest of Counties in NC	\$984	0.02%	83.84%
IREDELL	NC	Rest of Counties in NC	\$810	0.01%	83.85%
CARTERET	NC	Rest of Counties in NC	\$538	0.01%	83.86%
DAVIE	NC	Rest of Counties in NC	\$500	0.01%	83.87%
NEW HANOVE	NC	Rest of Counties in NC	\$320	0.01%	83.88%
MCDOWELL	NC	Rest of Counties in NC	\$10	0.00%	83.88%
NASSAU	NY	Rest of USA	\$68,620	1.24%	85.11%
GWINNETT	GA	Rest of USA	\$64,854	1.17%	86.28%
OURAY	CO	Rest of USA	\$52,600	0.95%	87.23%
SALT LAKE	UT	Rest of USA	\$40,000	0.72%	87.96%
VIRGINIA BEACH CITY	VA	Rest of USA	\$38,693	0.70%	88.65%
FULTON	GA	Rest of USA	\$37,999	0.69%	89.34%
CHITTENDEN	VT	Rest of USA	\$37,811	0.68%	90.02%
DALLAS	TX	Rest of USA	\$36,499	0.66%	90.68%
SALEM CITY	VA	Rest of USA	\$35,400	0.64%	91.32%
BALTIMORE	MD	Rest of USA	\$34,597	0.62%	91.94%

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**Table D-4 (cont): Prime Other Services by Counties**  
 (Using Payment Dollars, FY 2018-2022)  
 Town of Carrboro Disparity Study

County	State	Relevant Market	Total Amount	Percent	Cumulative Percent
MONTGOMERY	PA	Rest of USA	\$31,558	0.57%	92.51%
GREENVILLE	SC	Rest of USA	\$30,977	0.56%	93.07%
ST. LOUIS	MO	Rest of USA	\$26,664	0.48%	93.55%
COBB	GA	Rest of USA	\$26,649	0.48%	94.04%
PORTAGE	OH	Rest of USA	\$24,745	0.45%	94.48%
SANTA CLARA	CA	Rest of USA	\$24,711	0.45%	94.93%
CHESTER	PA	Rest of USA	\$20,918	0.38%	95.31%
DUBOIS	IN	Rest of USA	\$19,194	0.35%	95.65%
BROWARD	FL	Rest of USA	\$16,950	0.31%	95.96%
HILLSBOROUGH	FL	Rest of USA	\$16,707	0.30%	96.26%
FAIRFAX	VA	Rest of USA	\$15,800	0.29%	96.54%
KALAMAZOO	MI	Rest of USA	\$13,169	0.24%	96.78%
COLLIN	TX	Rest of USA	\$12,577	0.23%	97.01%
NEW YORK	NY	Rest of USA	\$11,572	0.21%	97.22%
ORANGE	IL	Rest of USA	\$10,521	0.19%	97.41%
PLYMOUTH	MA	Rest of USA	\$10,245	0.18%	97.59%
TOLLAND	CT	Rest of USA	\$9,000	0.16%	97.75%
SACRAMENTO	CA	Rest of USA	\$7,750	0.14%	97.89%
SPARTANBURG	SC	Rest of USA	\$7,391	0.13%	98.03%
HANOVER	VA	Rest of USA	\$6,738	0.12%	98.15%
UNKNOWN	UNKNOWN	Rest of USA	\$5,950	0.11%	98.26%
MONROE	PA	Rest of USA	\$5,889	0.11%	98.36%
FAIRFIELD	CT	Rest of USA	\$5,481	0.10%	98.46%
OAKLAND	MI	Rest of USA	\$5,040	0.09%	98.55%

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**Table D-5: Prime Goods by Counties**  
 (Using Payment Dollars, FY 2018-2022)  
 Town of Carrboro Disparity Study

County	State	Relevant Market	Total Amount	Percent	Cumulative Percent
ORANGE	NC	10-County, NC	\$1,924,771	17.98%	17.98%
WAKE	NC	10-County, NC	\$1,370,119	12.80%	30.79%
GUILFORD	NC	10-County, NC	\$1,126,425	10.53%	41.31%
DURHAM	NC	10-County, NC	\$334,575	3.13%	44.44%
ALAMANCE	NC	10-County, NC	\$146,282	1.37%	45.81%
CHATHAM	NC	10-County, NC	\$65,007	0.61%	46.41%
JOHNSTON	NC	10-County, NC	\$58,426	0.55%	46.96%
PERSON	NC	10-County, NC	\$4,045	0.04%	47.00%
MECKLENBURG	NC	Rest of Counties in NC	\$748,441	6.99%	53.99%
BEAUFORT	NC	Rest of Counties in NC	\$627,002	5.86%	59.85%
BUNCOMBE	NC	Rest of Counties in NC	\$544,684	5.09%	64.94%
NASH	NC	Rest of Counties in NC	\$434,567	4.06%	69.00%
MECKLENBUR	NC	Rest of Counties in NC	\$289,319	2.70%	71.70%
SAMPSON	NC	Rest of Counties in NC	\$272,013	2.54%	74.24%
SPARTANBURG	NC	Rest of Counties in NC	\$187,899	1.76%	76.00%
FORSYTH	NC	Rest of Counties in NC	\$89,433	0.84%	76.84%
SURRY	NC	Rest of Counties in NC	\$83,610	0.78%	77.62%
WILSON	NC	Rest of Counties in NC	\$66,096	0.62%	78.23%
ALEXANDRIA CITY	NC	Rest of Counties in NC	\$56,958	0.53%	78.77%
WILKES	NC	Rest of Counties in NC	\$53,865	0.50%	79.27%
IREDELL	NC	Rest of Counties in NC	\$45,753	0.43%	79.70%
HARNETT	NC	Rest of Counties in NC	\$42,491	0.40%	80.09%
NEW HANOVER	NC	Rest of Counties in NC	\$17,263	0.16%	80.26%
RANDOLPH	NC	Rest of Counties in NC	\$16,383	0.15%	80.41%
DAVIDSON	NC	Rest of Counties in NC	\$15,900	0.15%	80.56%
CABARRUS	NC	Rest of Counties in NC	\$13,468	0.13%	80.68%
HENDERSON	NC	Rest of Counties in NC	\$11,126	0.10%	80.79%
MONTGOMERY	NC	Rest of Counties in NC	\$10,619	0.10%	80.89%
CALDWELL	NC	Rest of Counties in NC	\$3,120	0.03%	80.92%
CUMBERLAND	NC	Rest of Counties in NC	\$1,274	0.01%	80.93%
STOKES	NC	Rest of Counties in NC	\$1,147	0.01%	80.94%
WORCESTER	NC	Rest of Counties in NC	\$660	0.01%	80.94%
HILLSBOROUGH	FL	Rest of USA	\$318,712	2.98%	83.92%
SEMINOLE	FL	Rest of USA	\$287,702	2.69%	86.61%
ALLEN	IN	Rest of USA	\$221,256	2.07%	88.68%
COLLIN	TX	Rest of USA	\$214,267	2.00%	90.68%

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**Table D-5 (cont.): Prime Goods by Counties**  
 (Using Payment Dollars, FY 2018-2022)  
 Town of Carrboro Disparity Study

County	State	Relevant Market	Total Amount	Percent	Cumulative Percent
COOK	IL	Rest of USA	\$115,065	1.08%	91.75%
DENVER	CO	Rest of USA	\$109,417	1.02%	92.78%
DALLAS	TX	Rest of USA	\$81,987	0.77%	93.54%
FRANKLIN	OH	Rest of USA	\$54,666	0.51%	94.05%
UNKNOWN	UNKNOWN	Rest of USA	\$47,666	0.45%	94.50%
MECKLENBUR	GA	Rest of USA	\$38,308	0.36%	94.86%
CHEROKEE	SC	Rest of USA	\$31,266	0.29%	95.15%
MARICOPA	AZ	Rest of USA	\$24,911	0.23%	95.38%
FULTON	GA	Rest of USA	\$24,460	0.23%	95.61%
ORANGE	KS	Rest of USA	\$21,660	0.20%	95.81%
ORANGE	IL	Rest of USA	\$20,224	0.19%	96.00%
ORANGE	AL	Rest of USA	\$20,029	0.19%	96.19%
NASSAU	NY	Rest of USA	\$18,500	0.17%	96.36%
ORANGE	CA	Rest of USA	\$17,968	0.17%	96.53%
MONTGOMERY	NY	Rest of USA	\$16,144	0.15%	96.68%
PRINCE WILLIAM	VA	Rest of USA	\$14,639	0.14%	96.82%
WAKE	IL	Rest of USA	\$13,918	0.13%	96.95%
HARRIS	TX	Rest of USA	\$13,315	0.12%	97.07%
ORANGE	MS	Rest of USA	\$12,776	0.12%	97.19%
UNION	OH	Rest of USA	\$11,543	0.11%	97.30%
ORANGE	PA	Rest of USA	\$11,478	0.11%	97.41%
WAUKESHA	WI	Rest of USA	\$11,271	0.11%	97.51%
HENRICO	VA	Rest of USA	\$10,399	0.10%	97.61%
DURHAM	GA	Rest of USA	\$10,321	0.10%	97.71%
RICHMOND	MI	Rest of USA	\$9,931	0.09%	97.80%
ST. CLAIR	IL	Rest of USA	\$9,863	0.09%	97.89%
MIDDLESEX	MA	Rest of USA	\$9,625	0.09%	97.98%
ORANGE	NY	Rest of USA	\$9,477	0.09%	98.07%
SAN DIEGO	CA	Rest of USA	\$9,423	0.09%	98.16%
SANGAMON	IL	Rest of USA	\$8,165	0.08%	98.23%
BROWARD	FL	Rest of USA	\$8,089	0.08%	98.31%
ORANGE	MA	Rest of USA	\$8,067	0.08%	98.38%
PITKIN	CO	Rest of USA	\$8,027	0.08%	98.46%
KING	WA	Rest of USA	\$7,270	0.07%	98.53%
OAKLAND	MI	Rest of USA	\$6,516	0.06%	98.59%
PALM BEACH	FL	Rest of USA	\$6,298	0.06%	98.65%
TOMPKINS	NY	Rest of USA	\$6,232	0.06%	98.71%
NEW LONDON	CT	Rest of USA	\$6,110	0.06%	98.76%
MARION	IN	Rest of USA	\$6,027	0.06%	98.82%
LAKE	IL	Rest of USA	\$5,959	0.06%	98.87%
COBB	GA	Rest of USA	\$5,903	0.06%	98.93%
DOUGLAS	NE	Rest of USA	\$5,862	0.05%	98.98%
FLAGLER	FL	Rest of USA	\$5,591	0.05%	99.04%
ST. LOUIS	MO	Rest of USA	\$5,166	0.05%	99.08%

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## APPENDIX E

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## AVAILABILITY NUMBERS

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APPENDIX E: AVAILABILITY NUMBERS

Tables E-1 through E-5 present numbers on M/WBE availability corresponding to the availability percentages in Figures 1-5 in the Quantitative Analysis chapter. The availability methodology for creating the Master Vendor table for these availability tables is contained in Chapter V: Quantitative Analysis.

**Table E-1: Availability of Firms  
by Business Ownership in Market Area**

Construction – Master Vendor File  
Town of Carrboro Disparity Study

Business Ownership Classification	Number of Firms	Percent of Firms
African American	413	17.07%
Asian American	24	0.99%
Hispanic American	109	4.51%
American Indian	11	0.45%
<b>TOTAL MINORITY</b>	<b>557</b>	<b>23.03%</b>
Non-Minority Woman	237	9.80%
<b>TOTAL MWBE</b>	<b>794</b>	<b>32.82%</b>
Non-MWBE	1,625	67.18%
<b>TOTAL FIRMS</b>	<b>2,419</b>	<b>100.00%</b>

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**Table E-2: Availability of Firms  
by Business Ownership in Market Area**

A&E - Master Vendor File  
Town of Carrboro Disparity Study

Business Ownership Classification	Number of Firms	Percent of Firms
African American	64	10.31%
Asian American	29	4.67%
Hispanic American	22	3.54%
American Indian	4	0.64%
<b>TOTAL MINORITY</b>	<b>119</b>	<b>19.16%</b>
Non-Minority Woman	82	13.20%
<b>TOTAL MWBE</b>	<b>201</b>	<b>32.37%</b>
Non-MWBE	420	67.63%
<b>TOTAL FIRMS</b>	<b>621</b>	<b>100.00%</b>

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**Table E-3: Availability of Firms  
by Business Ownership in Market Area**

Professional Services - Master Vendor File  
Town of Carrboro Disparity Study

Business Ownership Classification	Number of Firms	Percent of Firms
African American	300	15.36%
Asian American	36	1.84%
Hispanic American	13	0.67%
American Indian	7	0.36%
<b>TOTAL MINORITY</b>	<b>356</b>	<b>18.23%</b>
Non-Minority Woman	95	4.86%
<b>TOTAL MWBE</b>	<b>451</b>	<b>23.09%</b>
Non-MWBE	1,502	76.91%
<b>TOTAL FIRMS</b>	<b>1,953</b>	<b>100.00%</b>

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**Table E-4: Availability of Firms  
by Business Ownership in Market Area**

Prime Data, Other Services - Master Vendor File  
Town of Carrboro Disparity Study

Business Ownership Classification	Number of Firms	Percent of Firms
African American	715	11.37%
Asian American	44	0.70%
Hispanic American	54	0.86%
American Indian	15	0.24%
<b>TOTAL MINORITY</b>	<b>828</b>	<b>13.16%</b>
Non-Minority Woman	220	3.50%
<b>TOTAL MWBE</b>	<b>1,048</b>	<b>16.66%</b>
Non-MWBE	5,242	83.34%
<b>TOTAL FIRMS</b>	<b>6,290</b>	<b>100.00%</b>

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**Table E-5: Availability of Firms  
by Business Ownership in Market Area**

Prime Data, Goods - Master Vendor File  
Town of Carrboro Disparity Study

<b>Business Ownership Classification</b>	<b>Number of Firms</b>	<b>Percent of Firms</b>
African American	162	6.46%
Asian American	23	0.92%
Hispanic American	14	0.56%
American Indian	2	0.08%
<b>TOTAL MINORITY</b>	<b>201</b>	<b>8.01%</b>
Non-Minority Woman	130	5.18%
<b>TOTAL MWBE</b>	<b>331</b>	<b>13.19%</b>
Non-MWBE	2,178	86.81%
<b>TOTAL FIRMS</b>	<b>2,509</b>	<b>100.00%</b>

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## APPENDIX F

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## DISPARITY RATIOS

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2025 DISPARITY STUDY

## APPENDIX F: DISPARITY RATIOS

The tables in Appendix F (Tables F-1 through F-5) present prime disparity ratios on the Town of Carrboro projects by year over the Study Period, prime disparity ratios for projects less than \$500,000 (Tables F-6 through F-10), and prime disparity ratios for projects less than \$1,000,000 (Tables F-11 through F-15).

There was Underutilization in prime contracts for all available M/WBE groups, except:

- Non-Minority Women owned firms in Construction
- Asian American owned firms in Other Services
- Hispanic American Owned firms in A&E and Other Services

G&S also conducted a disparity analysis for contracts under \$500,000 and under \$1 million. There was Underutilization in prime contracts for all available M/WBE groups, except:

Contracts under \$500,000

- Non-Minority Women owned firms in A&E and Goods
- Asian American owned firms in Other Services and Goods
- Hispanic American Owned firms in Construction, A&E and Other Services

For both contracts under \$1 million

- Non-Minority Women owned firms in A&E and Goods
- Asian American owned firms in Other Services and Goods
- Hispanic American Owned firms in A&E and Other Services
- In Construction, Hispanic American owned firms were in Parity

**Table F-1: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, Construction  
 Using Payment Dollars, FY 2018-2022  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80	Statistical Significance
2018	African American	0.00%	17.07%	0.00	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	0.00%	4.51%	0.00	Underutilization	*	
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>23.03%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.54%	9.80%	5.55	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.54%</b>	<b>32.82%</b>	<b>1.66</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	99.46%	67.18%	148.05	Overutilization		
2019	African American	0.00%	17.07%	0.00	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	0.62%	4.51%	13.69	Underutilization	*	
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.62%</b>	<b>23.03%</b>	<b>2.68</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	44.26%	9.80%	451.71	Overutilization		
	<b>TOTAL MWBE</b>	<b>44.87%</b>	<b>32.82%</b>	<b>136.71</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	55.13%	67.18%	82.06	Underutilization		
2020	African American	0.00%	17.07%	0.00	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	0.04%	4.51%	0.85	Underutilization	*	
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.04%</b>	<b>23.03%</b>	<b>0.17</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	3.99%	9.80%	40.70	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>4.03%</b>	<b>32.82%</b>	<b>12.27</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	95.97%	67.18%	142.87	Overutilization		
2021	African American	0.00%	17.07%	0.00	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	0.00%	4.51%	0.00	Underutilization	*	
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>23.03%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	6.10%	9.80%	62.22	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>6.10%</b>	<b>32.82%</b>	<b>18.57</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	93.90%	67.18%	139.79	Overutilization		
2022	African American	7.63%	17.07%	44.71	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	9.25%	4.51%	205.35	Overutilization		
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>16.89%</b>	<b>23.03%</b>	<b>73.33</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	2.23%	9.80%	22.74	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>19.11%</b>	<b>32.82%</b>	<b>58.23</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	80.89%	67.18%	120.41	Overutilization		
Total	African American	0.87%	17.07%	5.08	Underutilization	*	p <.05
	Asian American	0.00%	0.99%	0.00	Underutilization	*	p <.05
	Hispanic American	1.24%	4.51%	27.57	Underutilization	*	p <.05
	American Indian	0.00%	0.45%	0.00	Underutilization	*	p <.05
	<b>TOTAL MINORITY</b>	<b>2.11%</b>	<b>23.03%</b>	<b>9.16</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-Minority Woman	15.48%	9.80%	158.03	Overutilization		
	<b>TOTAL MWBE</b>	<b>17.59%</b>	<b>32.82%</b>	<b>53.60</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	TOTAL Non-MWBE	82.41%	67.18%	122.67	Overutilization		

Griffin & Strong, 2024

**Table F-2: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, Prime A&E  
 Using Payment Dollars, FY 2018-2022  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2018	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	20.28%	3.54%	572.53	Overutilization		
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>20.28%</b>	<b>19.16%</b>	<b>105.85</b>	<b>Overutilization</b>		
	Non-Minority Woman	0.00%	13.20%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>20.28%</b>	<b>32.37%</b>	<b>62.67</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	79.72%	67.63%	117.87	Overutilization		
2019	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	8.61%	3.54%	243.02	Overutilization		
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>8.61%</b>	<b>19.16%</b>	<b>44.93</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	17.38%	13.20%	131.63	Overutilization		
	<b>TOTAL MWBE</b>	<b>25.99%</b>	<b>32.37%</b>	<b>80.30</b>	<b>Underutilization</b>		
	TOTAL Non-MWBE	74.01%	67.63%	109.43	Overutilization		
2020	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	12.89%	3.54%	363.98	Overutilization		
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>12.89%</b>	<b>19.16%</b>	<b>67.29</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	24.98%	13.20%	189.19	Overutilization		
	<b>TOTAL MWBE</b>	<b>37.88%</b>	<b>32.37%</b>	<b>117.02</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	62.12%	67.63%	91.86	Underutilization		
2021	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	1.22%	3.54%	34.51	Underutilization	*	
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>1.22%</b>	<b>19.16%</b>	<b>6.38</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	2.96%	13.20%	22.45	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>4.19%</b>	<b>32.37%</b>	<b>12.93</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	95.81%	67.63%	141.67	Overutilization		
2022	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	0.88%	3.54%	24.87	Underutilization	*	
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.88%</b>	<b>19.16%</b>	<b>4.60</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	1.73%	13.20%	13.08	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>2.61%</b>	<b>32.37%</b>	<b>8.06</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	97.39%	67.63%	144.00	Overutilization		
Total	African American	0.00%	10.31%	0.00	Underutilization	*	p <.05
	Asian American	0.00%	4.67%	0.00	Underutilization	*	p <.05
	Hispanic American	4.99%	3.54%	140.92	Overutilization		
	American Indian	0.00%	0.64%	0.00	Underutilization	*	p <.05
	<b>TOTAL MINORITY</b>	<b>4.99%</b>	<b>19.16%</b>	<b>26.05</b>	<b>Underutilization</b>	*	p <.05
	Non-Minority Woman	8.13%	13.20%	61.54	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>13.12%</b>	<b>32.37%</b>	<b>40.53</b>	<b>Underutilization</b>	*	p <.05
	TOTAL Non-MWBE	86.88%	67.63%	128.46	Overutilization		

Griffin & Strong, 2024

**Table F-3: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, Prime Professional Services  
 Using Payment Dollars, FY 2018-2022  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2018	African American	0.00%	15.36%	0.00	Underutilization	*	
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>18.23%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>23.09%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	76.91%	130.03	Overutilization		
2019	African American	0.99%	15.36%	6.48	Underutilization	*	
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.99%</b>	<b>18.23%</b>	<b>5.46</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.99%</b>	<b>23.09%</b>	<b>4.31</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	99.01%	76.91%	128.73	Overutilization		
2020	African American	0.00%	15.36%	0.00	Underutilization	*	
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>18.23%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>23.09%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	76.91%	130.03	Overutilization		
2021	African American	0.00%	15.36%	0.00	Underutilization	*	
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>18.23%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>23.09%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	76.91%	130.03	Overutilization		
2022	African American	0.00%	15.36%	0.00	Underutilization	*	
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>18.23%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>23.09%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	76.91%	130.03	Overutilization		
Total	African American	0.24%	15.36%	1.59	Underutilization	*	p <.05
	Asian American	0.00%	1.84%	0.00	Underutilization	*	p <.05
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	p <.05
	American Indian	0.00%	0.36%	0.00	Underutilization	*	p <.05
	<b>TOTAL MINORITY</b>	<b>0.24%</b>	<b>18.23%</b>	<b>1.34</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>0.24%</b>	<b>23.09%</b>	<b>1.06</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	TOTAL Non-MWBE	99.76%	76.91%	129.71	Overutilization		

Griffin & Strong, 2024

**Table F-4: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, Prime Other Services  
 Using Payment Dollars, FY 2018-2022  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2018	African American	0.01%	11.37%	0.05	Underutilization	*	
	Asian American	2.40%	0.70%	343.15	Overutilization		
	Hispanic American	0.36%	0.86%	42.21	Underutilization	*	
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>2.77%</b>	<b>13.16%</b>	<b>21.03</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.45%	3.50%	12.89	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>3.22%</b>	<b>16.66%</b>	<b>19.32</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	96.78%	83.34%	116.13	Overutilization		
2019	African American	0.05%	11.37%	0.43	Underutilization	*	
	Asian American	5.39%	0.70%	770.21	Overutilization		
	Hispanic American	1.34%	0.86%	156.49	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>6.78%</b>	<b>13.16%</b>	<b>51.51</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	3.50%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>6.78%</b>	<b>16.66%</b>	<b>40.70</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	93.22%	83.34%	111.86	Overutilization		
2020	African American	0.03%	11.37%	0.24	Underutilization	*	
	Asian American	5.93%	0.70%	847.32	Overutilization		
	Hispanic American	1.78%	0.86%	207.42	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>7.74%</b>	<b>13.16%</b>	<b>58.76</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	3.50%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>7.74%</b>	<b>16.66%</b>	<b>46.43</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	92.26%	83.34%	110.71	Overutilization		
2021	African American	0.05%	11.37%	0.42	Underutilization	*	
	Asian American	10.87%	0.70%	1554.49	Overutilization		
	Hispanic American	3.95%	0.86%	460.24	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>14.87%</b>	<b>13.16%</b>	<b>112.98</b>	<b>Overutilization</b>		
	Non-Minority Woman	0.00%	3.50%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>14.87%</b>	<b>16.66%</b>	<b>89.27</b>	<b>Underutilization</b>		
	TOTAL Non-MWBE	85.13%	83.34%	102.15	Overutilization		
2022	African American	0.02%	11.37%	0.19	Underutilization	*	
	Asian American	12.87%	0.70%	1840.13	Overutilization		
	Hispanic American	4.05%	0.86%	471.86	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>16.94%</b>	<b>13.16%</b>	<b>128.72</b>	<b>Overutilization</b>		
	Non-Minority Woman	0.00%	<b>3.50%</b>	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>16.94%</b>	<b>16.66%</b>	<b>101.70</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	83.06%	83.34%	99.66	Underutilization		
Total	African American	0.03%	11.37%	0.22	Underutilization	*	p <.05
	Asian American	5.92%	0.70%	846.84	Overutilization		
	Hispanic American	1.71%	0.86%	198.91	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	Small Number
	<b>TOTAL MINORITY</b>	<b>7.66%</b>	<b>13.16%</b>	<b>58.17</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-Minority Woman	0.18%	3.50%	5.03	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>7.83%</b>	<b>16.66%</b>	<b>47.01</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	TOTAL Non-MWBE	92.17%	83.34%	110.59	Overutilization		

**Table F-5: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, Prime Goods  
 Using Payment Dollars, FY 2018-2022  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2018	African American	0.00%	6.46%	0.00	Underutilization	*	
	Asian American	0.36%	0.92%	39.13	Underutilization	*	
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.36%</b>	<b>8.01%</b>	<b>4.48</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	4.87%	5.18%	94.00	Underutilization		
	<b>TOTAL MWBE</b>	<b>5.23%</b>	<b>13.19%</b>	<b>39.64</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	94.77%	86.81%	109.17	Overutilization		
2019	African American	0.01%	6.46%	0.22	Underutilization	*	
	Asian American	0.53%	0.92%	58.19	Underutilization	*	
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.55%</b>	<b>8.01%</b>	<b>6.83</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	3.30%	5.18%	63.60	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>3.84%</b>	<b>13.19%</b>	<b>29.13</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	96.16%	86.81%	110.77	Overutilization		
2020	African American	0.04%	6.46%	0.56	Underutilization	*	
	Asian American	0.48%	0.92%	52.47	Underutilization	*	
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.52%</b>	<b>8.01%</b>	<b>6.45</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	1.70%	5.18%	32.89	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>2.22%</b>	<b>13.19%</b>	<b>16.84</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	97.78%	86.81%	112.64	Overutilization		
2021	African American	0.00%	6.46%	0.00	Underutilization	*	
	Asian American	0.31%	0.92%	33.80	Underutilization	*	
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.31%</b>	<b>8.01%</b>	<b>3.87</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	1.02%	5.18%	19.69	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>1.33%</b>	<b>13.19%</b>	<b>10.08</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	98.67%	86.81%	113.67	Overutilization		
2022	African American	0.00%	6.46%	0.00	Underutilization	*	
	Asian American	0.00%	0.92%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>8.01%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	2.42%	5.18%	46.63	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>2.42%</b>	<b>13.19%</b>	<b>18.31</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	97.58%	86.81%	112.41	Overutilization		
Total	African American	0.01%	6.46%	0.15	Underutilization	*	p <.05
	Asian American	0.33%	0.92%	36.35	Underutilization	*	p <.05
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	p <.05
	American Indian	0.00%	0.08%	0.00	Underutilization	*	Small Number
	<b>TOTAL MINORITY</b>	<b>0.34%</b>	<b>8.01%</b>	<b>4.28</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-Minority Woman	2.33%	5.18%	44.95	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>2.67%</b>	<b>13.19%</b>	<b>20.25</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	TOTAL Non-MWBE	97.33%	86.81%	112.12	Overutilization		

Griffin & Strong, 2024

**Table F-6: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, Construction  
 Using Awards Dollars, FY 2018-2022, Less than \$500,000  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80	Statistical Significance
2018	African American	0.00%	17.07%	0.00	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	0.00%	4.51%	0.00	Underutilization	*	
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>23.03%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	9.80%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>32.82%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	67.18%	148.86	Overutilization		
2019	African American	0.00%	17.07%	0.00	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	12.30%	4.51%	272.89	Overutilization		
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>12.30%</b>	<b>23.03%</b>	<b>53.40</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	13.85%	9.80%	141.33	Overutilization		
	<b>TOTAL MWBE</b>	<b>26.14%</b>	<b>32.82%</b>	<b>79.65</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	73.86%	67.18%	109.94	Overutilization		
2020	African American	0.00%	17.07%	0.00	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	0.00%	4.51%	0.00	Underutilization	*	
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>23.03%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	9.80%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>32.82%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	67.18%	148.86	Overutilization		
2021	African American	0.00%	17.07%	0.00	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	0.00%	4.51%	0.00	Underutilization	*	
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>23.03%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	21.25%	9.80%	216.92	Overutilization		
	<b>TOTAL MWBE</b>	<b>21.25%</b>	<b>32.82%</b>	<b>64.75</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	78.75%	67.18%	117.22	Overutilization		
2022	African American	28.70%	17.07%	168.12	Overutilization		
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	48.10%	4.51%	1067.54	Overutilization		
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>76.81%</b>	<b>23.03%</b>	<b>333.57</b>	<b>Overutilization</b>		
	Non-Minority Woman	5.23%	9.80%	53.36	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>82.03%</b>	<b>32.82%</b>	<b>249.93</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	17.97%	67.18%	26.74	Underutilization	*	
Total	African American	4.34%	17.07%	25.44	Underutilization	*	p <.05
	Asian American	0.00%	0.99%	0.00	Underutilization	*	p <.05
	Hispanic American	7.96%	4.51%	176.61	Overutilization		
	American Indian	0.00%	0.45%	0.00	Underutilization	*	p <.05
	<b>TOTAL MINORITY</b>	<b>12.30%</b>	<b>23.03%</b>	<b>53.42</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-Minority Woman	6.36%	9.80%	64.96	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>18.67%</b>	<b>32.82%</b>	<b>56.87</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	TOTAL Non-MWBE	81.33%	67.18%	121.08	Overutilization		

Griffin & Strong, 2024

**Table F-7: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, A&E  
 Using Awards Dollars, FY 2018-2022, Less than \$500,000  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2018	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.54%	0.00	Underutilization	*	
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>19.16%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	13.20%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>32.37%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	67.63%	147.86	Overutilization		
2019	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	22.13%	3.54%	624.65	Overutilization		
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>22.13%</b>	<b>19.16%</b>	<b>115.48</b>	<b>Overutilization</b>		
	Non-Minority Woman	54.58%	13.20%	413.32	Overutilization		
	<b>TOTAL MWBE</b>	<b>76.71%</b>	<b>32.37%</b>	<b>236.99</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	23.29%	67.63%	34.44	Underutilization	*	
2020	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.54%	0.00	Underutilization	*	
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>19.16%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	13.20%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>32.37%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	67.63%	147.86	Overutilization		
2021	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.54%	0.00	Underutilization	*	
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>19.16%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	13.20%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>32.37%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	67.63%	147.86	Overutilization		
2022	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.54%	0.00	Underutilization	*	
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>19.16%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	13.20%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>32.37%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	67.63%	147.86	Overutilization		
Total	African American	0.00%	10.31%	0.00	Underutilization	*	p <.05
	Asian American	0.00%	4.67%	0.00	Underutilization	*	p <.05
	Hispanic American	5.51%	3.54%	155.64	Overutilization		
	American Indian	0.00%	0.64%	0.00	Underutilization	*	p <.05
	<b>TOTAL MINORITY</b>	<b>5.51%</b>	<b>19.16%</b>	<b>28.77</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-Minority Woman	13.60%	13.20%	102.99	Overutilization		Small Number
	<b>TOTAL MWBE</b>	<b>19.11%</b>	<b>32.37%</b>	<b>59.05</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	TOTAL Non-MWBE	80.89%	67.63%	119.60	Overutilization		

**Table F-8: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, Professional Services  
 Using Awards Dollars, FY 2018-2022, Less than \$500,000  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2018	African American	53.75%	15.36%	349.93	Overutilization		
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>53.75%</b>	<b>18.23%</b>	<b>294.89</b>	<b>Overutilization</b>		
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>53.75%</b>	<b>23.09%</b>	<b>232.77</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	46.25%	76.91%	60.13	Underutilization	*	
2019	African American	0.00%	15.36%	0.00	Underutilization	*	
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>18.23%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>23.09%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	100.00%	76.91%	130.03	Overutilization		
2020	African American	0.00%	15.36%	0.00	Underutilization	*	
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>18.23%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>23.09%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	100.00%	76.91%	130.03	Overutilization		
2021	African American	0.00%	15.36%	0.00	Underutilization	*	
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>18.23%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>23.09%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	100.00%	76.91%	130.03	Overutilization		
2022	African American	0.00%	15.36%	0.00	Underutilization	*	
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>18.23%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>23.09%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	100.00%	76.91%	130.03	Overutilization		
Total	African American	5.18%	15.36%	33.72	Underutilization	*	p <.05
	Asian American	0.00%	1.84%	0.00	Underutilization	*	p <.05
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	p <.05
	American Indian	0.00%	0.36%	0.00	Underutilization	*	p <.05
	<b>TOTAL MINORITY</b>	<b>5.18%</b>	<b>18.23%</b>	<b>28.41</b>	<b>Underutilization</b>	*	p <.05
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>5.18%</b>	<b>23.09%</b>	<b>22.43</b>	<b>Underutilization</b>	*	p <.05
	TOTAL Non-MWBE	94.82%	76.91%	123.29	Overutilization		

**Table F-9: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, Other Services  
 Using Awards Dollars, FY 2018-2022, Less than \$500,000  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2018	African American	0.00%	11.37%	0.00	Underutilization	*	
	Asian American	16.34%	0.70%	2335.43	Overutilization		
	Hispanic American	0.00%	0.86%	0.00	Underutilization	*	
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>16.34%</b>	<b>13.16%</b>	<b>124.10</b>	<b>Overutilization</b>		
	Non-Minority Woman	3.03%	3.50%	86.49	Underutilization		
	<b>TOTAL MWBE</b>	<b>19.36%</b>	<b>16.66%</b>	<b>116.21</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	80.64%	83.34%	96.76	Underutilization		
2019	African American	0.00%	11.37%	0.00	Underutilization	*	
	Asian American	14.07%	0.70%	2011.52	Overutilization		
	Hispanic American	3.33%	0.86%	387.75	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>17.40%</b>	<b>13.16%</b>	<b>132.18</b>	<b>Overutilization</b>		
	Non-Minority Woman	0.00%	3.50%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>17.40%</b>	<b>16.66%</b>	<b>104.43</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	82.60%	83.34%	99.11	Underutilization		
2020	African American	0.06%	11.37%	0.51	Underutilization	*	
	Asian American	0.65%	0.70%	92.62	Underutilization		
	Hispanic American	1.04%	0.86%	120.74	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>1.74%</b>	<b>13.16%</b>	<b>13.23</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	0.00%	3.50%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>1.74%</b>	<b>16.66%</b>	<b>10.46</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	98.26%	83.34%	117.90	Overutilization		
2021	African American	0.07%	11.37%	0.66	Underutilization	*	
	Asian American	1.89%	0.70%	270.43	Overutilization		
	Hispanic American	4.63%	0.86%	538.82	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>6.59%</b>	<b>13.16%</b>	<b>50.08</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	0.00%	3.50%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>6.59%</b>	<b>16.66%</b>	<b>39.57</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	93.41%	83.34%	112.08	Overutilization		
2022	African American	0.07%	11.37%	0.63	Underutilization	*	
	Asian American	14.60%	0.70%	2086.88	Overutilization		
	Hispanic American	6.60%	0.86%	768.29	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>21.27%</b>	<b>13.16%</b>	<b>161.55</b>	<b>Overutilization</b>		
	Non-Minority Woman	0.00%	<b>3.50%</b>	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>21.27%</b>	<b>16.66%</b>	<b>127.64</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	78.73%	83.34%	94.47	Underutilization		
Total	African American	0.05%	11.37%	0.43	Underutilization	*	p <.05
	Asian American	7.04%	0.70%	1006.62	Overutilization		
	Hispanic American	3.10%	0.86%	360.96	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	Small Number
	<b>TOTAL MINORITY</b>	<b>10.19%</b>	<b>13.16%</b>	<b>77.41</b>	<b>Underutilization</b>	*	p <.05
	Non-Minority Woman	0.41%	3.50%	11.77	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>10.60%</b>	<b>16.66%</b>	<b>63.63</b>	<b>Underutilization</b>	*	p <.05
	TOTAL Non-MWBE	89.40%	83.34%	107.27	Overutilization		

**Table F-10: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, Goods  
 Using Awards Dollars, FY 2018-2022, Less than \$500,000  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2018	African American	0.00%	6.46%	0.00	Underutilization	*	
	Asian American	15.24%	0.92%	1662.32	Overutilization		
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>15.24%</b>	<b>8.01%</b>	<b>190.22</b>	<b>Overutilization</b>		
	Non-Minority Woman	22.95%	5.18%	443.03	Overutilization		
	<b>TOTAL MWBE</b>	<b>38.19%</b>	<b>13.19%</b>	<b>289.51</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	61.81%	86.81%	71.20	Underutilization	*	
2019	African American	0.00%	6.46%	0.00	Underutilization	*	
	Asian American	0.00%	0.92%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>8.01%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	18.26%	5.18%	352.36	Overutilization		
	<b>TOTAL MWBE</b>	<b>18.26%</b>	<b>13.19%</b>	<b>138.39</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	81.74%	86.81%	94.17	Underutilization		
2020	African American	0.00%	6.46%	0.00	Underutilization	*	
	Asian American	0.00%	0.92%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>8.01%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	0.00%	5.18%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>13.19%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	100.00%	86.81%	115.20	Overutilization		
2021	African American	0.00%	6.46%	0.00	Underutilization	*	
	Asian American	0.00%	0.92%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>8.01%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	12.02%	5.18%	231.90	Overutilization		
	<b>TOTAL MWBE</b>	<b>12.02%</b>	<b>13.19%</b>	<b>91.08</b>	<b>Underutilization</b>		
	TOTAL Non-MWBE	87.98%	86.81%	101.36	Overutilization		
2022	African American	0.00%	6.46%	0.00	Underutilization	*	
	Asian American	0.00%	0.92%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>8.01%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	1.73%	5.18%	33.39	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>1.73%</b>	<b>13.19%</b>	<b>13.12</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	98.27%	86.81%	113.20	Overutilization		
Total	African American	0.00%	6.46%	0.00	Underutilization	*	p <.05
	Asian American	0.95%	0.92%	104.12	Overutilization		Small Number
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	p <.05
	American Indian	0.00%	0.08%	0.00	Underutilization	*	Small Number
	<b>TOTAL MINORITY</b>	<b>0.95%</b>	<b>8.01%</b>	<b>11.91</b>	<b>Underutilization</b>	*	p <.05
	Non-Minority Woman	6.01%	5.18%	116.01	Overutilization		Small Number
	<b>TOTAL MWBE</b>	<b>6.97%</b>	<b>13.19%</b>	<b>52.80</b>	<b>Underutilization</b>	*	p <.05
	TOTAL Non-MWBE	93.03%	86.81%	107.17	Overutilization		

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**Table F-11: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, Construction  
 Using Awards Dollars, FY 2018-2022, Less than \$1,000,000  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80	Statistical Significance
2018	African American	0.00%	17.07%	0.00	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	0.00%	4.51%	0.00	Underutilization	*	
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>23.03%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	9.80%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>32.82%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	67.18%	148.86	Overutilization		
2019	African American	0.00%	17.07%	0.00	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	12.30%	4.51%	272.89	Overutilization		
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>12.30%</b>	<b>23.03%</b>	<b>53.40</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	13.85%	9.80%	141.33	Overutilization		
	<b>TOTAL MWBE</b>	<b>26.14%</b>	<b>32.82%</b>	<b>79.65</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	73.86%	67.18%	109.94	Overutilization		
2020	African American	0.00%	17.07%	0.00	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	0.00%	4.51%	0.00	Underutilization	*	
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>23.03%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	9.80%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>32.82%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	67.18%	148.86	Overutilization		
2021	African American	0.00%	17.07%	0.00	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	0.00%	4.51%	0.00	Underutilization	*	
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>23.03%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	21.25%	9.80%	216.92	Overutilization		
	<b>TOTAL MWBE</b>	<b>21.25%</b>	<b>32.82%</b>	<b>64.75</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	78.75%	67.18%	117.22	Overutilization		
2022	African American	9.89%	17.07%	57.91	Underutilization	*	
	Asian American	0.00%	0.99%	0.00	Underutilization	*	
	Hispanic American	16.57%	4.51%	367.68	Overutilization		
	American Indian	0.00%	0.45%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>26.45%</b>	<b>23.03%</b>	<b>114.89</b>	<b>Overutilization</b>		
	Non-Minority Woman	1.80%	9.80%	18.38	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>28.25%</b>	<b>32.82%</b>	<b>86.08</b>	<b>Underutilization</b>		
	TOTAL Non-MWBE	71.75%	67.18%	106.80	Overutilization		
Total	African American	2.44%	17.07%	14.27	Underutilization	*	p <.05
	Asian American	0.00%	0.99%	0.00	Underutilization	*	p <.05
	Hispanic American	4.46%	4.51%	99.08	Parity		Small Number
	American Indian	0.00%	0.45%	0.00	Underutilization	*	p <.05
	<b>TOTAL MINORITY</b>	<b>6.90%</b>	<b>23.03%</b>	<b>29.97</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-Minority Woman	3.57%	9.80%	36.44	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>10.47%</b>	<b>32.82%</b>	<b>31.90</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	TOTAL Non-MWBE	89.53%	67.18%	133.27	Overutilization		

**Table F-12: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, A&E  
 Using Awards Dollars, FY 2018-2022, Less than \$1,000,000  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2018	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.54%	0.00	Underutilization	*	
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>19.16%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	13.20%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>32.37%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	67.63%	147.86	Overutilization		
2019	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	22.13%	3.54%	624.65	Overutilization		
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>22.13%</b>	<b>19.16%</b>	<b>115.48</b>	<b>Overutilization</b>		
	Non-Minority Woman	54.58%	13.20%	413.32	Overutilization		
	<b>TOTAL MWBE</b>	<b>76.71%</b>	<b>32.37%</b>	<b>236.99</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	23.29%	67.63%	34.44	Underutilization	*	
2020	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.54%	0.00	Underutilization	*	
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>19.16%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	13.20%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>32.37%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	67.63%	147.86	Overutilization		
2021	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.54%	0.00	Underutilization	*	
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>19.16%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	13.20%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>32.37%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	67.63%	147.86	Overutilization		
2022	African American	0.00%	10.31%	0.00	Underutilization	*	
	Asian American	0.00%	4.67%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.54%	0.00	Underutilization	*	
	American Indian	0.00%	0.64%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>19.16%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	0.00%	13.20%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>32.37%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	67.63%	147.86	Overutilization		
Total	African American	0.00%	10.31%	0.00	Underutilization	*	p <.05
	Asian American	0.00%	4.67%	0.00	Underutilization	*	p <.05
	Hispanic American	5.51%	3.54%	155.64	Overutilization		
	American Indian	0.00%	0.64%	0.00	Underutilization	*	p <.05
	<b>TOTAL MINORITY</b>	<b>5.51%</b>	<b>19.16%</b>	<b>28.77</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-Minority Woman	13.60%	13.20%	102.99	Overutilization		Small Number
	<b>TOTAL MWBE</b>	<b>19.11%</b>	<b>32.37%</b>	<b>59.05</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	TOTAL Non-MWBE	80.89%	67.63%	119.60	Overutilization		

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**Table F-13: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, Professional Services  
 Using Awards Dollars, FY 2018-2022, Less than \$1,000,000  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2018	African American	53.75%	15.36%	349.93	Overutilization		
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>53.75%</b>	<b>18.23%</b>	<b>294.89</b>	<b>Overutilization</b>		
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>53.75%</b>	<b>23.09%</b>	<b>232.77</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	46.25%	76.91%	60.13	Underutilization	*	
2019	African American	0.00%	15.36%	0.00	Underutilization	*	
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>18.23%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>23.09%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	100.00%	76.91%	130.03	Overutilization		
2020	African American	0.00%	15.36%	0.00	Underutilization	*	
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>18.23%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>23.09%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	100.00%	76.91%	130.03	Overutilization		
2021	African American	0.00%	15.36%	0.00	Underutilization	*	
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>18.23%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>23.09%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	100.00%	76.91%	130.03	Overutilization		
2022	African American	0.00%	15.36%	0.00	Underutilization	*	
	Asian American	0.00%	1.84%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.36%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>18.23%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>23.09%</b>	<b>0.00</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	100.00%	76.91%	130.03	Overutilization		
Total	African American	5.18%	15.36%	33.72	Underutilization	*	p < .05
	Asian American	0.00%	1.84%	0.00	Underutilization	*	p < .05
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	p < .05
	American Indian	0.00%	0.36%	0.00	Underutilization	*	p < .05
	<b>TOTAL MINORITY</b>	<b>5.18%</b>	<b>18.23%</b>	<b>28.41</b>	<b>Underutilization</b>	*	p < .05
	Non-Minority Woman	0.00%	4.86%	0.00	Underutilization	*	p < .05
	<b>TOTAL MWBE</b>	<b>5.18%</b>	<b>23.09%</b>	<b>22.43</b>	<b>Underutilization</b>	*	p < .05
	TOTAL Non-MWBE	94.82%	76.91%	123.29	Overutilization		

**Table F-14: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, Other Services  
 Using Awards Dollars, FY 2018-2022, Less than \$1,000,000  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2018	African American	0.00%	11.37%	0.00	Underutilization	*	
	Asian American	16.34%	0.70%	2335.43	Overutilization		
	Hispanic American	0.00%	0.86%	0.00	Underutilization	*	
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>16.34%</b>	<b>13.16%</b>	<b>124.10</b>	<b>Overutilization</b>		
	Non-Minority Woman	3.03%	3.50%	86.49	Underutilization		
	<b>TOTAL MWBE</b>	<b>19.36%</b>	<b>16.66%</b>	<b>116.21</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	80.64%	83.34%	96.76	Underutilization		
2019	African American	0.00%	11.37%	0.00	Underutilization	*	
	Asian American	14.07%	0.70%	2011.52	Overutilization		
	Hispanic American	3.33%	0.86%	387.75	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>17.40%</b>	<b>13.16%</b>	<b>132.18</b>	<b>Overutilization</b>		
	Non-Minority Woman	0.00%	3.50%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>17.40%</b>	<b>16.66%</b>	<b>104.43</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	82.60%	83.34%	99.11	Underutilization		
2020	African American	0.06%	11.37%	0.51	Underutilization	*	
	Asian American	0.65%	0.70%	92.62	Underutilization		
	Hispanic American	1.04%	0.86%	120.74	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>1.74%</b>	<b>13.16%</b>	<b>13.23</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	0.00%	3.50%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>1.74%</b>	<b>16.66%</b>	<b>10.46</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	98.26%	83.34%	117.90	Overutilization		
2021	African American	0.07%	11.37%	0.66	Underutilization	*	
	Asian American	1.89%	0.70%	270.43	Overutilization		
	Hispanic American	4.63%	0.86%	538.82	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>6.59%</b>	<b>13.16%</b>	<b>50.08</b>	<b>Underutilization</b>	*	
	Non-Minority Woman	0.00%	3.50%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>6.59%</b>	<b>16.66%</b>	<b>39.57</b>	<b>Underutilization</b>	*	
	TOTAL Non-MWBE	93.41%	83.34%	112.08	Overutilization		
2022	African American	0.07%	11.37%	0.63	Underutilization	*	
	Asian American	14.60%	0.70%	2086.88	Overutilization		
	Hispanic American	6.60%	0.86%	768.29	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>21.27%</b>	<b>13.16%</b>	<b>161.55</b>	<b>Overutilization</b>		
	Non-Minority Woman	0.00%	<b>3.50%</b>	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>21.27%</b>	<b>16.66%</b>	<b>127.64</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	78.73%	83.34%	94.47	Underutilization		
Total	African American	0.05%	11.37%	0.43	Underutilization	*	p <.05
	Asian American	7.04%	0.70%	1006.62	Overutilization		
	Hispanic American	3.10%	0.86%	360.96	Overutilization		
	American Indian	0.00%	0.24%	0.00	Underutilization	*	Small Number
	<b>TOTAL MINORITY</b>	<b>10.19%</b>	<b>13.16%</b>	<b>77.41</b>	<b>Underutilization</b>	*	p <.05
	Non-Minority Woman	0.41%	3.50%	11.77	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>10.60%</b>	<b>16.66%</b>	<b>63.63</b>	<b>Underutilization</b>	*	p <.05
	TOTAL Non-MWBE	89.40%	83.34%	107.27	Overutilization		

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**Table F-15: Disparity Results, Relevant Market Area, Master Vendor List**  
 Business Ownership Classification by Fiscal Year, Goods  
 Using Awards Dollars, FY 2018-2022, Less than \$1,000,000  
 Town of Carrboro Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2018	African American	0.00%	6.46%	0.00	Underutilization	*	
	Asian American	15.24%	0.92%	1662.32	Overutilization		
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>15.24%</b>	<b>8.01%</b>	<b>190.22</b>	<b>Overutilization</b>		
	Non-Minority Woman	22.95%	5.18%	443.03	Overutilization		
	<b>TOTAL MWBE</b>	<b>38.19%</b>	<b>13.19%</b>	<b>289.51</b>	<b>Overutilization</b>		
2019	TOTAL Non-MWBE	61.81%	86.81%	71.20	Underutilization	*	
	African American	0.00%	6.46%	0.00	Underutilization	*	
	Asian American	0.00%	0.92%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>8.01%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	18.26%	5.18%	352.36	Overutilization		
2020	<b>TOTAL MWBE</b>	<b>18.26%</b>	<b>13.19%</b>	<b>138.39</b>	<b>Overutilization</b>		
	TOTAL Non-MWBE	81.74%	86.81%	94.17	Underutilization		
	African American	0.00%	6.46%	0.00	Underutilization	*	
	Asian American	0.00%	0.92%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>8.01%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
2021	Non-Minority Woman	0.00%	5.18%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>0.00%</b>	<b>13.19%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	100.00%	86.81%	115.20	Overutilization		
	African American	0.00%	6.46%	0.00	Underutilization	*	
	Asian American	0.00%	0.92%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
	American Indian	0.00%	0.08%	0.00	Underutilization	*	
2022	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>8.01%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	
	Non-Minority Woman	12.02%	5.18%	231.90	Overutilization		
	<b>TOTAL MWBE</b>	<b>12.02%</b>	<b>13.19%</b>	<b>91.08</b>	<b>Underutilization</b>		
	TOTAL Non-MWBE	87.98%	86.81%	101.36	Overutilization		
	African American	0.00%	6.46%	0.00	Underutilization	*	
	Asian American	0.00%	0.92%	0.00	Underutilization	*	
	Hispanic American	0.00%	0.56%	0.00	Underutilization	*	
Total	American Indian	0.00%	0.08%	0.00	Underutilization	*	
	<b>TOTAL MINORITY</b>	<b>0.00%</b>	<b>8.01%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-Minority Woman	1.73%	5.18%	33.39	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>1.73%</b>	<b>13.19%</b>	<b>13.12</b>	<b>Underutilization</b>	<b>*</b>	
	TOTAL Non-MWBE	98.27%	86.81%	113.20	Overutilization		
	African American	0.00%	6.46%	0.00	Underutilization	*	<b>p &lt;.05</b>
	Asian American	0.95%	0.92%	104.12	Overutilization		<b>Small Number</b>
Hispanic American	0.00%	0.56%	0.00	Underutilization	*	<b>p &lt;.05</b>	
American Indian	0.00%	0.08%	0.00	Underutilization	*	<b>Small Number</b>	
<b>TOTAL MINORITY</b>	<b>0.95%</b>	<b>8.01%</b>	<b>11.91</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>	
Non-Minority Woman	6.01%	5.18%	116.01	Overutilization		<b>Small Number</b>	
<b>TOTAL MWBE</b>	<b>6.97%</b>	<b>13.19%</b>	<b>52.80</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>	
TOTAL Non-MWBE	93.03%	86.81%	107.17	Overutilization			

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## APPENDIX G

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## DETAILED REGRESSION ANALYSIS

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TOWN OF CARRBORO, NC  
2025 DISPARITY STUDY

## APPENDIX G: DETAILED REGRESSION ANALYSIS

The Tables in Appendix G (Tables 2 through 19) report additional regression results. The regression specifications and parameter estimates attempt to identify the possibly causal role that race, ethnicity, and gender have on private sector outcomes related to public contracting success, and public contracting disparities after controlling for a variety of race neutral capacity factors in the Town of Carrboro, North Carolina (NC) Market area.

The results of the G&S Disparity Analysis provide a framework to rationalize observed disparities in public contracting outcomes/success with the Town of Carrboro, NC between M/WBEs and non-M/WBEs in the Town of Carrboro, NC, Market Area. The regression analysis suggests that any observed disparities in public contracting outcomes between M/WBEs and non-M/WBEs are not explained by differential capacities for public contracting success with the Town of Carrboro, NC. G&S's regression specifications control for firm public contracting capacity by including measures such as the education level of the firm owner, the age and market tenure of the firm, the size of the firm with respect to the number of employees and revenues, firm bonding capacity, willingness and ability to do business with the Town of Carrboro, NC, registration status, and firm financial standing. The inclusion of these control covariates in the regression specifications permit an assessment of public contracting success/failure conditional on M/WBE and non-M/WBE public contracting capacity. The existence of public contracting success or disparities between M/WBEs and non-M/WBEs—particularly when disaggregating by the racial/ethnic/gender status of owners – even after controlling for capacity suggests that relative to non-M/WBEs, M/WBEs face barriers independent of their capacity—or their ability—in securing public contracts and subcontracts with the Town of Carrboro, NC.

Perhaps most indicative of racial/ethnic/gender conditioned disparities in public contracting outcomes in the Town of Carrboro, NC, Market Area, is the finding that relative to non-M/WBEs, firms owned by African Americans, Hispanic Americans, Asian Americans, and American Indians are more likely to have “never” been a prime contractor or subcontractor with the Town of Carrboro, NC. This suggests that at any prime award, disparities between non-M/WBEs and Certified Minority and Disadvantaged firms cannot be explained by lower prime bid submission rates. This indicative finding is underscored by the finding that relative to non-M/WBEs, the prime bid submission rates of firms classified as Minority, Historically Underutilized Business Enterprises<sup>139</sup>, and Women are no different. This suggests that at any prime award, disparities between non-M/WBEs and M/WBEs and Disadvantaged firms cannot be explained by lower prime bid submission rates.

### A. Statistical and Econometric Framework

Methodologically, the G&S statistical and econometric analysis of possible M/WBE public contracting disparities with the Town of Carrboro, NC utilizes both a standard Regression Model framework and a Categorical Regression Model (CRM) framework.<sup>140</sup> As the covariates measuring public contracting activity/outcomes and other respondent characteristics in Table 1 are categorical responses to

<sup>139</sup> As certified by the State of North Carolina.

<sup>140</sup> For overview of the CRM, See: Richard D. McKelvey and William Zavoina. 1975. “A Statistical Model for the Analysis of Ordinal Level Dependent Variables,” *Journal of Mathematical Sociology*, 4: pp. 103 - 120.

questionnaire items (e.g., public contracting bid ranges, yes, no), a CRM specifies the categories as latent variables with likelihood thresholds that are conditioned on other conditioning covariates. In the case where there are more than two categories and the succession of categories have a natural ranking, a CRM permits a determination as to how particular covariates condition the likelihood/probability of being in the highest valued category relative to the lower-valued categories. In the case of just two categorical but not naturally ordered categories, the CRM reduces to a Binary Regression Model (BRM).<sup>141</sup>

A relevant CRM/BRM is used to estimate the linear predictions of particular ordinal-ranked outcomes as a function of the presumably “race-neutral” capacity of the firm. The motivation here is to initially determine how particular market and public sector contracting outcomes are determined by factors other than the ethnicity/race/gender and M/WBE classification status of the firm. The estimated linear predictions are then standardized and utilized in regression specification where the regressors are the binary ethnicity/race/gender and M/WBE indicators for individuals. The estimated coefficients inform the extent to which ethnicity/race/gender and M/WBE status impact the likelihood of an outcome, on average, relative to White-owned firms and non-M/WBEs.<sup>142</sup>

Statistical significance is determined on the basis of the estimated coefficient’s probability value—or P-value. The P-value is the probability of obtaining an estimate of the coefficient by chance alone, assuming that the null hypothesis of the variable having a zero effect is true. As a convention, G&S rejects the null hypothesis of no effect, and concludes the estimated coefficient is statistically significant as long as P-value  $\leq .05$ , which is highlighted in bold for all parameter estimates. In all instances, the estimated standard errors are “robust” with respect to heteroskedasticity. The  $R^2$  is also reported as a goodness-of-fit measure.

The regression strategy also reports on two different specifications of the outcome of interest. The first includes a broad classification of non-White firms as measured by whether or not they are certified and/or

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<sup>141</sup> More formally, if the latent realization of an outcome is  $Y_i^*$ , ranging from  $-\infty$  to  $\infty$ , a structural and conditional specification for  $Y_i^*$  is  $Y_i^* = \mathbf{X}_i \beta + \varepsilon_i$ , where  $\mathbf{X}$  is a vector of exogenous covariates,  $\beta$  is a vector of coefficients measuring the effects of particular covariates on the realization of  $Y_i^*$ , and  $\varepsilon_i$  is a random error. For categorical and ordinal outcomes  $m = 1 \dots J$ ,  $Y_i = m$  if  $\tau_{m-1} \leq Y_i^* < \tau_m$ , where the  $\tau_i$  are thresholds for the particular realizations of  $Y_i^* = m$ . Conditional on  $\mathbf{X}$  the likelihood/probability that  $Y_i$  takes on a particular realization is  $Pr(Y_i = m | \mathbf{X}) = \Phi(\tau_m - \mathbf{X}\beta) - \Phi(\tau_{m-1} - \mathbf{X}\beta)$ , where  $\Phi$  is the cumulative density function of  $\varepsilon$ . The G&S methodology utilizes covariates that control and/or proxy for the education level of the firm owner, the age of the firm, the size of the firm with respect to the number of employees and revenues, firm bonding capacity, and firm financial standing.

<sup>142</sup> In particular, let  $y^p_i$  be the predicted linear probability for a particular ordinal outcome estimate from a CRM or BRM, the regressand in the regression model is  $p_i = [y^p_i - \mu_y]/\sigma_y$ , where  $\mu_y$  is the mean of  $y^p_i$ , and  $\sigma_y$  is the standard deviation of  $y^p_i$ .

deemed as M/WBEs. Each category in this regression approach will have overlap of firms owned by particular racial/ethnic groups and Women. As this overlap might mask differences in outcomes for particular non-White minorities and Women, the second specification disaggregates the broad categories by specific racial/ethnic/gender groups. The exposition and discussion of the results are, in general, couched in terms of whether the outcome of interest suggests that broad M/WBE and race/ethnicity/gender/ status characteristics of a firm is a possible driver or not of public contracting and other relevant disparities with respect to non-M/WBEs in the Carrboro, NC, Market Area. In particular, G&S does not necessarily exposit upon the statistical insignificance or significance of M/WBE or racial/ethnic/gender status in a regression if it is not uniform across all the various categories, as the absence of such a uniformity suggests that for particular M/WBEs, or on average, the outcome of interest is a driver of public contracting disparities in the Carrboro, NC, Market Area, and can be at least partially explained by M/WBE and/or racial/ethnic/gender status.

### **B. G&S Survey of Business Owners Data**

The Town of Carrboro, NC disparity analysis is based on survey data compiled by G&S, and constitutes a sample of firms from various Town of Carrboro and other vendor lists. The G&S survey was a questionnaire that captured data on firm and individual owner characteristics in the Town of Carrboro, NC, Market Area. The questionnaire was sent to those various lists. Table 1 reports, for the 191 survey responses captured, a statistical summary of the variables that are relevant to the G&S regression-based analysis of outcomes relevant to, and informative of, public procurement disparities in the Town of Carrboro, NC, Market Area. The variables marked with an asterisk are those utilized as factors determining a firm's "race-neutral capacity to compete in both the private and public sector of the Town of Carrboro, NC Relevant Market Area. All responses are relevant for the 7/1/17 to 6/30/22 time period.

**Table 1: Statistical Summary of Variables**

Town of Carrboro, NC, Market Area

Covariate	Description	Mean	Standard Deviation	Number of Observations
Firm entered market within past five years	Binary Variable: 1 = yes	.340	.475	191
Number of times denied a commercial bank loan	Ordinal Variable:1=0; 2=1- 10; 3=11-25;4=26-50;5=51-100; 6 = Over 100	1.15	.880	191
Number of prime bids submitted on the Carrboro NC projects	Ordinal Variable:1=0; 2=1- 10; 3=11-25;4=26-50;5=51-100; 6 = Over 100	1.01	.410	191
Number of Carrboro NC prime contracts awarded between 7/1/17 - 6/30/22	Ordinal Variable:1=0; 2=1- 10; 3=11-25;4=26-50;5=51-100; 6 = Over 100	.984	.505	191
Number of Carrboro NC subcontracts awarded between 7/1/17 - 6/30/22	Ordinal Variable:1=0; 2=1- 10; 3=11-25;4=26-50;5=51-100; 6 = Over 100	1.02	.307	191
Neither Prime nor Subcontract awarded between 7/1/17 - 6/30/22	Binary Variable: 1 = Yes	.827	.379	191
Firm has experienced private sector discrimination	Binary Variable: 1 = Yes	.209	.408	191
Firm has experienced discrimination at Carrboro NC	Binary Variable: 1 = Yes	.031	.175	191
Firm owner agrees informal relationships with the Carrboro NC is a Barrier to securing contracts	Binary Variable: 1 = Yes	.105	.307	191
Owner has more than 20 years of experience	Binary Variable: 1 = Yes	.545	.499	191
Firm has more than 10 employees*	Binary Variable: 1 = Yes	.199	.400	191
Firm owner has a baccalaureate/post-graduate degree*	Binary Variable: 1 = Yes	.377	.486	191
Firm gross revenue greater than \$1,500,000*	Binary Variable: 1 = Yes	.105	.307	191
Firm bonding limit greater than \$2,500,000*	Binary Variable: 1 = Yes	.429	.496	191
Financing is a Barrier to Submitting* Bids and Securing Contracts From Carrboro NC	Binary Variable: 1 = Yes	.953	.212	191
Performance Bonds are a Barrier to Submitting* Bids and Securing Contracts From Carrboro NC	Binary Variable: 1 = Yes	.801	.400	191
Firm is in the construction sector	Binary Variable: 1 = Yes	.173	.379	191
Firm is registered with Carrboro NC*	Binary Variable: 1 = Yes	.204	.404	191
Firm is a certified Minority Business Enterprise	Binary Variable: 1 = Yes	.482	.501	191
Firm is a certified Woman Business enterprise	Binary Variable: 1 = Yes	.377	.486	191
Firm is a Historically Underutilized Business Enterprise	Binary Variable: 1 = Yes	.618	.487	191
Majority Firm Owner is African American	Binary Variable: 1 = Yes	.518	.501	191
Majority Firm Owner is Hispanic American	Binary Variable: 1 = Yes	.047	.212	191
Majority Firm Owner is Asian American	Binary Variable: 1 = Yes	.068	.253	191
Majority Firm Owner is American Indian	Binary Variable: 1 = Yes	.037	.188	191
Majority Firm Owner is Biracial/multiracial	Binary Variable: 1 = Yes	.010	.102	191
Majority Firm Owner is Other Race	Binary Variable: 1 = Yes	.010	.102	191
Majority Firm Owner is a Woman	Binary Variable: 1 = Yes	.670	.471	191
Firms only use M/WBEs when required	Binary Variable: 1 = Yes	.272	.446	191
Exclusion from informal Carrboro NC networks resulted in lost contract awards.	Binary Variable: 1 = Yes	.168	.374	191

\*Covariate utilized as a proxy for firm capacity

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**C. M/WBE Status and Firm Entry in the Town of Carrboro, NC, Market Area**

To determine if M/WBE status is a barrier to the formation of new businesses in the Town of Carrboro, NC, Market Area, Tables 2 and 3 report, for each of the distinct M/WBEs and owner self-reported race/ethnicity in the G&S sample, the estimated parameters of an Ordinary Least Squares (OLS) Regression with the standardized linear probability of being a new firm as the dependent variable.

The absence of statistical significance for the parameter estimates in Table 2 suggest that relative to Non-M/WBE firms, broadly classified Minority-owned firms, Women-owned, and Historically Underutilized Business Enterprises are neither more or less likely to be new firms in the Town of Carrboro, NC, Market Area. When disaggregated by race/gender/ethnicity status, the statistical significance for the estimated coefficient suggests that firms owned by African Americans, Asian Americans, and Bi/multiracial Americans are relatively more likely to be new firms. This suggests that any public contracting disparities between Non-M/WBEs and firms owned by these type of M/WBEs can possibly be explained by differential rates of market experience.

**Table 2: Ordinary Least Parameter Estimates-Firm Entry**  
M/WBE Status and New Firm Entry Probabilities  
in the Town of Carrboro, NC, Market Area

	Coefficient	P-value
<i>Regressand:</i> Standardized linear prediction that firm is a new entrant to market		
Firm is a Certified minority business enterprise: (Binary)	0.4374	0.0680
Firm is a Certified Woman enterprise: (Binary)	-0.1622	0.3907
Firm is a Certified Historically Underutilized Business Enterprise: (Binary)	-0.2944	0.1579
Constant	0.0333	0.7987
Number of Observations	171	
$R^2$	0.0339	

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**Table 3: Ordinary Least Parameter Estimates-Firm Entry**  
Race/ethnicity/gender and New Firm Entry Probabilities  
in the Carrboro NC, Market Area

	Coefficient	P-value
<i>Regressand:</i> Standardized linear prediction that firm is a new entrant to market		
Firm is African American owned: (Binary)	0.4608	<b>0.0001</b>
Firm is Hispanic American owned: (Binary)	0.3448	0.6033
Firm is Asian American owned: (Binary)	0.4351	<b>0.0197</b>
Firm is American Indian owned: (Binary)	0.6584	0.0925
Firm is bi/multiracial-owned: (Binary)	0.9800	<b>0.0024</b>
Firm is other race-owned: (Binary)	-1.9006	0.3603
Firm is Woman-owned: (Binary)	0.1800	0.0928
Constant	-0.4416	<b>0.0138</b>
Number of Observations	171	
R <sup>2</sup>	0.1208	

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**D. M/WBE Status and Number of Prime Bid Submissions In the Town of Carrboro, NC, Market Area**

One reason disparities in public contracting outcomes between M/WBEs and Non-M/WBEs could exist is that relative to Non-M/WBEs, M/WBEs may be less interested in, and/or less likely to submit bids for public contracts. To determine if this is the case in the Town of Carrboro, NC, Market Area, Tables 4 and 5 report regression parameter estimates with the linear prediction of number of prime bid submissions as the dependent variable.

The absence of statistical significance for the parameter estimates in Tables 4 suggest that relative to Non-M/WBE firms, broadly classified Minority-owned firms, Women-owned, and Historically Underutilized Business Enterprises are neither more or less likely to submit bids for prime contracts in the Town of Carrboro, NC, Market Area. This suggests that at any prime award, disparities between Non-M/WBEs and M/WBEs cannot be explained by differential prime bid submission rates. When disaggregating by race/ethnicity/gender/ status, the results in Table 5 indicate that firms owned by Women are more or likely to submit prime bids relative to Non-M/WBEs. This suggests that any disparities in public procurement outcomes between firms owned by Women and Non-M/WBEs in the Town of Carrboro, NC, Market Area cannot possibly be explained by the relatively lower prime bid submissions rates of firms owned by Women.

**Table 4: Ordinary Least Parameter Estimates-Prime Submissions**  
M/WBE Status and Number of Prime Bid Submissions  
In the Carrboro, NC, Market Area

	Coefficient	P-value
<i>Regressand</i> : Standardized linear prediction of number of prime bid submissions		
Firm is a Certified minority business enterprise: (Binary)	0.0879	0.6518
Firm is a Certified Woman enterprise: (Binary)	0.1578	0.3498
Firm is a Certified Historically Underutilized Business Enterprise: (Binary)	0.0110	0.9552
Constant	-0.1086	0.3506
Number of Observations	191	
R <sup>2</sup>	0.0106	

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**Table 5: Ordinary Least Parameter Estimates-Prime Submissions**  
Race/ethnicity/gender and Number of Prime Bid Submissions  
In the Carrboro, NC, Market Area

	Coefficient	P-value
<i>Regressand</i> : Standardized linear prediction of number of prime bid submissions		
Firm is African American owned: (Binary)	0.2907	0.0590
Firm is Hispanic American owned: (Binary)	-0.2029	0.5834
Firm is Asian American owned: (Binary)	0.0378	0.8901
Firm is American Indian owned: (Binary)	0.7090	0.1053
Firm is bi/multiracial-owned: (Binary)	1.0250	0.2943
Firm is other race-owned: (Binary)	0.1524	0.9018
Firm is Woman-owned: (Binary)	0.3168	<b>0.0278</b>
Constant	-0.3943	<b>0.0064</b>
Number of Observations	191	
R <sup>2</sup>	0.0699	

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**E. M/WBE Status and Number of Prime Contracts Awarded In the Town of Carrboro, NC, Market Area**

As the submission of prime bids is an input to prime bid success, notwithstanding any disparities in prime bid submission rates between M/WBEs and Non-M/WBEs, are there disparities in public contracting success conditional upon unobserved submission rates? To explore this in the case in the Town of Carrboro, NC, Market Area, Tables 6 and 7 report regression parameter estimates where the dependent variable is the linear prediction of number of prime contracts awarded.

The absence of statistical significance for the parameter estimates in Tables 6 suggest that relative to Non-M/WBE firms, broadly classified Minority-owned firms, Women-owned, and Historically Underutilized Business Enterprises are neither more or less likely to have win prime contracts in the Town of Carrboro, NC, Market Area. This suggests that there are no public contracting disparities between certified M/WBES and Non-M/WBEs in the Town of Carrboro, NC. When disaggregating by the race/ethnicity/gender status of firm owners in Table 7, the estimated parameters suggest that relative to Non-M/WBEs, firms owned by African Americans and Other Race are less likely to win a prime contract award from the Town of Carrboro, NC. This suggests that at least for these type of M/WBEs, there are contracting award disparities between them and Non-M/WBEs in Town of Carrboro, NC.

**Table 6: Ordinary Least Parameter Estimates-Prime Awards**  
M/WBE Status and Number of Prime Contracts Awarded  
In the Carrboro, NC, Market Area

	Coefficient	P-value
<i>Regressand:</i> Standardized linear prediction of number of prime contracts awarded		
Firm is a Certified minority business enterprise: (Binary)	0.1655	0.4430
Firm is a Certified Woman enterprise: (Binary)	0.2598	0.1271
Firm is a Certified Historically Underutilized Business Enterprise: (Binary)	-0.2351	0.2445
Constant	-0.0325	0.7893
Number of Observations	191	
R <sup>2</sup>	0.0215	

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**Table 7: Ordinary Least Parameter Estimates-Prime Awards**  
Race/ethnicity/gender/ status and Number of Prime Contracts Awarded  
In the Carrboro, NC, Market Area

	Coefficient	P-value
<i>Regressand:</i> Standardized linear prediction of number of prime contracts awarded		
Firm is African American owned: (Binary)	-0.1235	<b>0.0125</b>
Firm is Hispanic American owned: (Binary)	-0.1121	0.7263
Firm is Asian American owned: (Binary)	-0.2631	0.3307
Firm is American Indian owned: (Binary)	0.2031	0.5666
Firm is bi/multiracial-owned: (Binary)	0.1366	0.6395
Firm is other race-owned: (Binary)	-1.1858	<b>0.0041</b>
Firm is Woman-owned: (Binary)	0.2603	0.0691
Constant	-0.0837	0.6194
Number of Observations	191	
R <sup>2</sup>	0.0419	

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**F. M/WBE Status and Number of Subcontracts Awarded In the Carrboro, NC, Market Area**

To the extent that submitting and winning public contract bids requires experience, which can also be gained through subcontracting with lead prime firms with Town of Carrboro, NC, contracts, M/WBEs can potentially become more frequent and successful prime contract bidders by acquiring experience as subcontractors. As such, the low-frequency of prime bid submission and lower likelihood of being a prime contractor by M/WBEs need not be a concern if they are gaining valuable subcontracting experience that will translate into high frequency contract bids and success later. To explore if this is the case in the Town of Carrboro, NC, Market Area, Tables 8 and 9 report regression parameter estimates where the dependent variable is the linear prediction of number of subcontracts awarded.

The parameter estimates in Tables 8 suggest that relative to Non-M/WBE firms, broadly classified Minority-owned firms, Women-owned, and Historically Underutilized Business Enterprises firms are less likely to win subcontracts with the Town of Carrboro, NC. This suggests that any public contracting disparities between these type of M/WBEs and Non-M/WBEs can possibly be explained by differential experiences in subcontracting. When disaggregating by the race/ethnicity/gender status of firm owners in Table 9, the estimated parameters suggest that relative to Non-M/WBEs, firms owned African Americans, Bi/multiracial Americans, and Other Race are less likely to win a subcontract award from the Town of Carrboro, NC. This suggests that at least for these type of M/WBEs, any disparities between them and Non-M/WBEs in public contracting awards cannot be explained, at least in part, by differential experiences acquired through subcontracting.

**Table 8: Ordinary Least Parameter Estimates-Subcontract Awards**  
SM/WBE Status and Number of Subcontracts Awarded  
In the Town of Carrboro, NC, Market Area

	Coefficient	P-value
<i>Regressand:</i> Standardized linear prediction of number of subcontracts awarded		
Firm is a Certified minority business enterprise: (Binary)	-0.2521	<b>0.0130</b>
Firm is a Certified Woman enterprise: (Binary)	0.2982	0.0740
Firm is a Certified Historically Underutilized Business Enterprise: (Binary)	0.0822	0.6417
Constant	-0.0417	0.7190
Number of Observations	191	
$R^2$	0.0250	

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**Table 9: Ordinary Least Parameter Estimates-Subcontract Awards**  
 Owner Racial/Ethnic Status and Number of Subcontracts Awarded  
 In the Town of Carrboro, NC, Market Area

	Coefficient	P-value
<i>Regressand:</i> Standardized linear prediction of number of subcontracts awarded		
Firm is African American owned: (Binary)	-0.1711	<b>0.0213</b>
Firm is Hispanic American owned: (Binary)	0.0403	0.9111
Firm is Asian American owned: (Binary)	-0.0624	0.8486
Firm is American Indian owned: (Binary)	0.3577	0.3907
Firm is bi/multiracial-owned: (Binary)	-0.1763	<b>0.0180</b>
Firm is other race-owned: (Binary)	-0.7710	<b>0.0304</b>
Firm is Woman-owned: (Binary)	0.0630	0.7012
Constant	0.0456	0.7791
Number of Observations	191	
$R^2$	0.0205	

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**G. M/WBE Status and No Prime or Subcontract Awarded in the Town of Carrboro, NC, Market Area**

As the results in Tables 8 and 9 reflect only the effect of M/WBE status on the number of Town of Carrboro, NC, contracts and subcontracts, it may obscure the effects of, and the distribution of, zero outcomes—never having secured a Town of Carrboro, NC, prime contract and subcontract. Tables 10 and 11 report Logit parameter estimates where the dependent variable is whether the firm “never” won since 7/1/17 a prime contract or subcontract from the Town of Carrboro, NC. The estimated parameters with statistical significance in Table 10 suggest that relative to Non-M/WBEs, Historically Underutilized Business Enterprises are more likely to have never received a Town of Carrboro, NC, prime contract or subcontract. This suggests that these type of firms face barriers in securing opportunities to secure prime contracts and sub-award contracts with the Town of Carroboro, NC. Disaggregating by race/ethnicity/gender status, the results in Table 11 suggest that firms owned by African Americans, Hispanic Americans, Asian Americans, and American Indians are more likely to have “never” been a prime contractor or subcontractor with the Town of Carrboro, NC. To the extent that success in public contracting is proportional to having prior prime contracts or subcontracts, the parameter estimates in Tables 10 and 11 suggest that for firms classified as Historically Underutilized Business Enterprises, and owned by African Americans, Hispanic Americans, Asian Americans, and American Indians, any contracting disparities between and Non-M/WBEs can possibly be explained by their relative disadvantage in having secured prior prime contracts or subcontracts from the Town of Carrboro, NC.

**Table 10: Ordinary Least Parameter Estimates**  
M/WBE Status and No Prime or Subcontracts Awarded  
In the Carrboro, NC, Market Area

	Coefficient	P-value
<i>Regressand</i> : Standardized linear prediction of number of no prime or subcontracts awarded		
Firm is a Certified minority business enterprise: (Binary)	-0.0259	0.7071
Firm is a Certified Woman enterprise: (Binary)	-0.0519	0.3992
Firm is a Certified Historically Underutilized Business Enterprise: (Binary)	0.0821	<b>0.0315</b>
Constant	0.9849	<b>0.0000</b>
Number of Observations	191	
R <sup>2</sup>	0.0093	

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**Table 11: Ordinary Least Parameter Estimates**  
Owner Racial/Ethnic Status and No Prime or Subcontracts Awarded  
In the Carrboro, NC, Market Area

	Coefficient	P-value
<i>Regressand</i> : Standardized linear prediction of number of no prime or subcontracts awarded		
Firm is African American owned: (Binary)	0.2164	<b>0.0018</b>
Firm is Hispanic American owned: (Binary)	0.2240	<b>0.0291</b>
Firm is Asian American owned: (Binary)	0.2347	<b>0.0213</b>
Firm is American Indian owned: (Binary)	0.3425	<b>0.0471</b>
Firm is bi/multiracial-owned: (Binary)	0.2188	0.4219
Firm is other race-owned: (Binary)	-0.0397	0.5918
Firm is Woman-owned: (Binary)	0.0406	0.4682
Constant	0.8233	<i>0.0000</i>
Number of Observations	191	
R <sup>2</sup>	0.0870	

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#### H. M/WBE Status and Perceived Discrimination in the Town of Carrboro, NC Private Sector

Disparate contracting and subcontracting outcomes between M/WBEs and Non-M/WBEs could reflect, at least in part, the effects of discrimination against them by private sector firms, which discourages their entry into the market, and/or undermines their capacity to compete for public sector projects. Tables 12 and 13 report OLS parameter estimates of the the effects of M/WBE status on the standardized probability having experienced discrimination—in particular the perception of having experienced discrimination in the private sector of the Town of Carrboro, NC, Market Area.

If perceptions of discrimination correlate positively with actual discrimination in the private sector, the

estimated parameters in Table 12 suggest that relative to Non-M/WBEs, firms classified as Historically Underutilized Business Enterprises are more likely to experience discrimination in the private sector of the Town of Carrboro, NC, Market Area. When disaggregated by the race/ethnicity/gender status of firm owners, the estimated parameters in Table 13 suggest that relative to Non-M/WBEs, firms owned by African Americans, Asian Americans, American Indians, and Women are more likely to experience discrimination in the private sector of the Town of Carrboro NC, Market Area. To the extent that private sector discrimination can undermine the capacity of M/WBEs to compete for public sector procurement, this suggests that, at least in the Town of Carrboro, NC, Market Area, private sector discrimination may explain, at least in part, public contracting disparities between these type of M/WBEs and Non-M/WBEs.

**Table 12: Ordinary Least Parameter Estimates-Private Sector Discrimination**  
M/WBE Status and Perceived Discrimination in the Private Sector

	Coefficient	P-value
<i>Regressand:</i> Standardized linear prediction of experiencing perceived discrimination in the private sector		
Firm is a Certified minority business enterprise: (Binary)	0.1953	0.3700
Firm is a Certified Woman enterprise: (Binary)	-0.3183	0.0632
Firm is a Certified Historically Underutilized Business Enterprise: (Binary)	0.1832	<b>0.0129</b>
Constant	-0.0873	0.4859
Number of Observations	191	
$R^2$	0.0311	

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**Table 13: Ordinary Least Parameter Estimates-Private Sector Discrimination**  
Race/ethnicity/gender/ status and Perceived Discrimination in the Private Sector

	Coefficient	P-value
<i>Regressand:</i> Standardized linear prediction of experiencing perceived discrimination in the private sector		
Firm is African American owned: (Binary)	0.7924	<b>0.0000</b>
Firm is Hispanic American owned: (Binary)	0.2150	0.4925
Firm is Asian American owned: (Binary)	0.7243	<b>0.0032</b>
Firm is American Indian owned: (Binary)	0.8677	<b>0.0052</b>
Firm is bi/multiracial-owned: (Binary)	0.9937	<b>0.0003</b>
Firm is other race-owned: (Binary)	0.0531	0.9620
Firm is Woman-owned: (Binary)	0.1183	<b>0.0260</b>
Constant	-0.5922	<b>0.0021</b>
Number of Observations	191	
$R^2$	0.1432	

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**I. M/WBE Status and Perceived Discrimination At the Town of Carrboro, NC**

Disparate contracting and subcontracting outcomes between M/WBEs and Non-M/WBEs could reflect, at least in part, the effects of discrimination against them by the Town of Carrboro, NC, which conditions their entry into the market, and opportunities for success at the Town of Carrboro, NC.<sup>143</sup> Tables 14 and 15 report OLS parameter estimates of the the effects of M/WBE status on the standardized probability of having experienced discrimination—in particular the perception of having experienced discrimination at the Town of Carrboro, NC.

If perceptions of discrimination correlate positively with actual discrimination at the Town of Carrboro, NC, the estimated parameters in Table 14 suggest that relative to Non-M/WBEs, certified Minority-owned firms are more likely to experience discrimination at the Town of Carrboro, NC. When disaggregated by the race/ethnicity/gender status of firm owners, the statistical significance of the estimated parameters in Table 14 suggest that relative to Non-M/WBEs, firms owned by African Americans, Asian Americans, American Indians, Bi/multiracial Americans, and Other Race are more likely to experience discrimination at the Town of Carrboro, NC. To the extent that discrimination at the Town of Carrboro, NC, can undermine the capacity of M/WBEs to compete for public sector procurement, this suggests that discrimination at the Town of Carrboro, NC, may explain, at least in part, public contracting disparities between Non-M/WBEs and M/WBEs.

**Table 14: Ordinary Least Parameter Estimates-Carrboro NC Discrimination**  
M/WBE Status and Perceived Discrimination at the Town of Carrboro, NC

	Coefficient	P-value
Firm is a Certified minority business enterprise: (Binary)	0.1490	<b>0.0283</b>
Firm is a Certified Woman enterprise: (Binary)	-0.3180	0.0591
Firm is a Certified Historically Underutilized Business Enterprise: (Binary)	0.3343	0.1000
Constant	-0.1584	0.1595
Number of Observations	191	
R <sup>2</sup>	0.0436	

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<sup>143</sup> For the effects that discrimination can have upon the entry and performance of minority-owned firms. See: Borjas, George J., and Stephen G. Bronars. 1989. "Consumer Discrimination and Self-employment." *Journal of Political Economy*, 97: pp. 581-605.

**Table 15: Ordinary Least Parameter Estimates-Carrboro NC Discrimination**  
Race/ethnicity/gender/ status and Perceived Discrimination at Carrboro NC

	Coefficient	P-value
<i>Regressand:</i> Standardized linear prediction of experiencing perceived discrimination at Carrboro NC		
Firm is African American owned: (Binary)	0.5669	<b>0.0014</b>
Firm is Hispanic American owned: (Binary)	0.0652	0.8330
Firm is Asian American owned: (Binary)	0.7678	<b>0.0098</b>
Firm is American Indian owned: (Binary)	0.4142	<b>0.0310</b>
Firm is bi/multiracial-owned: (Binary)	0.9572	<b>0.0413</b>
Firm is other race-owned: (Binary)	0.4903	<b>0.0434</b>
Firm is Woman-owned: (Binary)	-0.0969	0.5023
Constant	-0.3146	0.0638
Number of Observations	191	
$R^2$	0.0833	

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**J. M/WBE Status and Formal/Informal Relationships In the Town of Carrboro NC, Market Area**

Similar to discrimination at the Town of Carrboro, NC, the existence of formal/informal public contracting networks that confer advantages to insiders in securing public contracts and subcontracts, and exclude M/WBEs, could possibly have an adverse effect on M/WBEs ability to secure public contracts and subcontracts with the Town of Carrboro, NC.<sup>144</sup> To explore the role of such formal/informal networks, Tables 16 and 17 report OLS parameter estimates where the dependent variable is the standardized linear probability that the firm owner agrees that a lack of a relationship with the Town of Carrboro, NC, is a barrier to winning contracts.

The absence of statistical significance for the parameter estimates in Table 16 suggest that relative to Non-M/WBE firms, broadly classified Minority-owned firms, Women-owned, and Historically Underutilized Business Enterprises are neither more or less likely to perceive that informal relationships matter for contracting success with the Town of Carrboro, NC. When disaggregated by the race/ethnicity/gender status of firm owners, the estimated parameters in Table 17 suggest that relative to Non-M/WBEs, firms owned by African Americans and Bi/multiracial Americans, are more likely to agree informal networks are important for public contracting success with the Town of Carrboro, NC. This suggests that, at least for these type of M/WBEs, contracting disparities between them and Non-M/WBEs can explained, at least in part, by their exclusion from Town of Carrboro, NC, public contracting networks that reduces their ability to secure prime contracts and subcontracts.

<sup>144</sup> For evidence that access to informal networks can increase the likelihood of success in securing public contracting See: Sedita, Silvia Rita, and Roberta Apa. 2015. "The Impact of Inter-organizational Relationships on Contractors' Success in Winning Public Procurement Projects: The Case of the Construction Industry in the Veneto Region." *International Journal of Project Management*, 33: pp. 1548-1562.

**Table 16: Ordinary Least Parameter Estimates-Town Informal Contracting Networks**  
M/WBE Status and Formal/Informal Town Relationships  
In the Carrboro, NC, Market Area

	Coefficient	P-value
<i>Regressand:</i> Standardized linear prediction of agreeing that formal/ informal Town Relationships are Barriers to securing contracts		
Firm is a Certified minority business enterprise: (Binary)	0.1537	0.4554
Firm is a Certified Woman enterprise: (Binary)	-0.0159	0.9294
Firm is a Certified Historically Underutilized business enterprise: (Binary)	0.0363	0.8619
Constant	-0.0906	0.4680
Number of Observations	171	
R <sup>2</sup>	0.0073	

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**Table 17: Ordinary Least Parameter Estimates-Town Informal Contracting Networks**  
Race/ethnicity/gender status and Formal/Informal Town Relationships  
In the Carrboro, NC, Market Area

	Coefficient	P-value
<i>Regressand:</i> Standardized linear prediction of agreeing that formal/ informal Town Relationships are Barriers to securing contracts		
Firm is African American owned: (Binary)	0.2030	<b>0.0413</b>
Firm is Hispanic American owned: (Binary)	0.2041	0.6043
Firm is Asian American owned: (Binary)	0.3039	0.3387
Firm is American Indian owned: (Binary)	0.3726	0.2934
Firm is bi/multiracial-owned: (Binary)	0.8576	<b>0.0321</b>
Firm is other race-owned: (Binary)	-0.9361	0.3764
Firm is Woman-owned: (Binary)	0.0130	0.9405
Constant	-0.1668	0.3402
Number of Observations	171	
R <sup>2</sup>	0.0314	

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**K. Non-Minority Prime Contractor Use of M/WBEs In the Town of Carrboro, NC, Market Area**

To the extent that the Town of Carrboro, NC, requires prime contractors to utilize M/WBEs as subcontractors, a counterfactual worth considering is how effective such a requirement is. In particular, in the absence of such a policy, M/WBE subcontractors in the Town of Carrboro, NC, could fare worse, as Lovaton et al (2012) found in the case of New Jersey’s implementation of a race-neutral public procurement

program.<sup>145</sup> To explore this, Tables 18 and 19 report OLS parameter estimates where the dependent variable is the standardized linear probability that the firm owner agrees that non-minority prime contractors will only use M/WBEs as subcontractors when required.

The statistical significance of the estimated parameters in Table 18 suggest that that relative to Non-M/WBEs, firms certified as Minority are more likely to agree that Non-M/WBE prime contractor firms only use M/WBEs when required in the Town of Carrboro, NC. When disaggregated by the race/ethnicity/gender status of firm owners, the estimated parameters in Table 19 suggest that relative to Non-M/WBEs, firms owned by African Americans, American Indians, and Bi/Multiracial Americans are more likely to agree that Non-M/WBE prime contractor firms only use M/WBEs when required in the Town of Carrboro, NC. This suggests that, at least for these type of M/WBEs, contracting disparities between them and Non-M/WBEs can explained, at least in part, by the lack of enforcing M/WBE participation requirements on Town of Carrboro, NC, public contracting awards to Non-M/WBEs.

**Table 18: Ordinary Least Parameter Estimates**

Required Use of M/WBEs By Non-Minority Prime Contractors and M/WBE Status in the Carrboro, NC, Market Area

	Coefficient	P-value
<i>Regressand:</i> Standardized linear prediction of agreeing that non-minority prime contractors only use M/WBEs when required		
Firm is a Certified minority business enterprise: (Binary)	0.2514	<b>0.001</b>
Firm is a Certified Woman enterprise: (Binary)	-0.1429	0.4103
Firm is a Certified Historically Underutilized Business Enterprise: (Binary)	-0.0582	0.7933
Constant	-0.0312	0.7741
Number of Observations	191	
R <sup>2</sup>	0.0131	

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<sup>145</sup> See: Lovaton Davila, R., Ha, Inhyuck S., and Myers, Samuel L, 2012. Affirmative Action Retrenchment in Public Procurement and Contracting. *Applied Economics Letters*, 19(18), pp.1857-1860.

**Table 19: Ordinary Least Parameter Estimates**  
 Required Use of M/WBEs By Non-Minority Prime  
 Contractors and Race/Ethnicity/Gender Status in the Carrboro, NC, Market Area

	Coefficient	P-Value
<i>Regressand:</i> Standardized linear prediction of agreeing that non-minority prime contractors only use M/WBEs when required		
Firm is African American owned: (Binary)	0.3613	<b>0.0265</b>
Firm is Hispanic American owned: (Binary)	0.0522	0.8554
Firm is Asian American owned: (Binary)	0.4828	0.0842
Firm is American Indian owned: (Binary)	0.6007	<b>0.0445</b>
Firm is bi/multiracial-owned: (Binary)	1.3575	<b>0.0251</b>
Firm is other race-owned: (Binary)	-0.6798	0.5118
Firm is Woman-owned: (Binary)	0.0786	0.5971
Constant	-0.3044	<b>0.0340</b>
Number of Observations	191	
$R^2$	0.0612	

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## APPENDIX H

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## SURVEY OF BUSINESS OWNERS

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TOWN OF CARRBORO, NC  
2025 DISPARITY STUDY

APPENDIX H: SURVEY OF BUSINESS OWNERS

## Town of Carrboro, NC 2024 Disparity Study Survey of Business Owners

**A brief note on how tables are calculated**

Duplicate responses have been removed. Duplicate responses were removed based on businesses having either the same email address or same business name.

The total count of responses for each question includes only those participants who responded to that question. Participants who skipped or were not given a question are not included.

Table 1. Is your company a not-for-profit organization or a government entity?									
	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Yes</b>	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<b>No</b>	17	42	100	13	7	9	2	1	191
	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 2. Which one of the following is your company’s primary line of business?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Construction	7	8	11	3	3	0	0	1	33
	41.2 %	19 %	11 %	23.1 %	42.9 %	0 %	0 %	100 %	17.3 %
Construction – Related Professional Services (“A&E”)	0	2	6	1	2	2	0	0	13
	0 %	4.8 %	6 %	7.7 %	28.6 %	22.2 %	0 %	0 %	6.8 %
Other Professional Services	3	14	39	4	1	3	1	0	65
	17.6 %	33.3 %	39 %	30.8 %	14.3 %	33.3 %	50 %	0 %	34 %
Other Services	3	12	35	3	1	3	0	0	57
	17.6 %	28.6 %	35 %	23.1 %	14.3 %	33.3 %	0 %	0 %	29.8 %
Goods	4	6	9	2	0	1	1	0	23
	23.5 %	14.3 %	9 %	15.4 %	0 %	11.1 %	50 %	0 %	12 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 3. How long has your company been in operation?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Under 1 year	0	0	1	0	0	0	0	0	1
	0 %	0 %	1 %	0 %	0 %	0 %	0 %	0 %	0.5 %
1-5 years	2	8	42	6	3	4	0	0	65
	11.8 %	19 %	42 %	46.2 %	42.9 %	44.4 %	0 %	0 %	34 %
6-10 years	1	7	18	1	0	1	0	0	28
	5.9 %	16.7 %	18 %	7.7 %	0 %	11.1 %	0 %	0 %	14.7 %
11-15 years	4	7	16	2	2	2	1	0	34
	23.5 %	16.7 %	16 %	15.4 %	28.6 %	22.2 %	50 %	0 %	17.8 %
16-20 years	3	3	7	2	1	1	0	1	18
	17.6 %	7.1 %	7 %	15.4 %	14.3 %	11.1 %	0 %	100 %	9.4 %
Over 20 years	7	17	16	2	1	1	1	0	45
	41.2 %	40.5 %	16 %	15.4 %	14.3 %	11.1 %	50 %	0 %	23.6 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 4. Is at least 51% percent of your company owned and controlled by a woman or women (the company is operated and managed by a woman or women)?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	<b>Caucasian</b>	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
<b>Yes</b>	0	42	67	9	5	3	2	0	128
	0 %	100 %	67 %	69.2 %	71.4 %	33.3 %	100 %	0 %	67 %
<b>No</b>	17	0	33	4	2	6	0	1	63
	100 %	0 %	33 %	30.8 %	28.6 %	66.7 %	0 %	100 %	33 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Table 5. Which of the following categories would you consider to be the race or ethnic origin that the person or persons that own at least 51% of the company identify as? Please note that “Bi-racial” means that the single majority owner is of mixed race. “Multi-racial” means that there are multiple owners who make up the 51% stake for majority ownership that are of different, non-Caucasian, racial or ethnic origins. If 51% of ownership does not fit into any of the categories, please list as Other and specify.

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>White</b>	17	42	0	0	0	0	0	0	59
	100 %	100 %	0 %	0 %	0 %	0 %	0 %	0 %	30.9 %
<b>Black</b>	0	0	99	0	0	0	0	0	99
	0 %	0 %	99 %	0 %	0 %	0 %	0 %	0 %	51.8 %
<b>Hispanic</b>	0	0	0	13	0	0	0	0	13
	0 %	0 %	0 %	100 %	0 %	0 %	0 %	0 %	6.8 %
<b>Asian American</b>	0	0	0	0	0	9	0	0	9
	0 %	0 %	0 %	0 %	0 %	100 %	0 %	0 %	4.7 %
<b>American Indian</b>	0	0	0	0	7	0	0	0	7
	0 %	0 %	0 %	0 %	100 %	0 %	0 %	0 %	3.7 %
<b>Bi-Racial or Multi-Racial</b>	0	0	0	0	0	0	2	0	2
	0 %	0 %	0 %	0 %	0 %	0 %	100 %	0 %	1 %
<b>Publicly Traded Company</b>	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<b>Other Non-White (specify):</b>	0	0	1	0	0	0	0	1	2
	0 %	0 %	1 %	0 %	0 %	0 %	0 %	100 %	1 %

Table 5. Which of the following categories would you consider to be the race or ethnic origin that the person or persons that own at least 51% of the company identify as? Please note that “Bi-racial” means that the single majority owner is of mixed race. “Multi-racial” means that there are multiple owners who make up the 51% stake for majority ownership that are of different, non-Caucasian, racial or ethnic origins. If 51% of ownership does not fit into any of the categories, please list as Other and specify.

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<i>Total</i>
<i>Total</i>	17	42	100	13	7	9	2	1	191

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Table 6. What is your current single project bonding limit?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
\$100,000 or less	0	1	21	4	1	1	0	0	28
	0 %	2.4 %	21 %	30.8 %	14.3 %	11.1 %	0 %	0 %	14.7 %
\$100,001 - \$250,000	0	2	7	0	0	0	0	0	9
	0 %	4.8 %	7 %	0 %	0 %	0 %	0 %	0 %	4.7 %
\$250,001 - \$500,000	0	1	4	0	1	2	0	0	8
	0 %	2.4 %	4 %	0 %	14.3 %	22.2 %	0 %	0 %	4.2 %
\$500,001 - \$750,000	1	1	0	1	0	0	0	0	3
	5.9 %	2.4 %	0 %	7.7 %	0 %	0 %	0 %	0 %	1.6 %
\$750,001 - \$1,000,000	0	3	5	2	1	1	0	0	12
	0 %	7.1 %	5 %	15.4 %	14.3 %	11.1 %	0 %	0 %	6.3 %
\$1,000,001 - \$2,500,000	2	6	4	1	0	0	0	0	13
	11.8 %	14.3 %	4 %	7.7 %	0 %	0 %	0 %	0 %	6.8 %
\$2,500,001 - \$5,000,000	1	0	1	0	0	0	0	0	2
	5.9 %	0 %	1 %	0 %	0 %	0 %	0 %	0 %	1 %
\$5,000,001 to \$10,000,000	1	1	1	0	0	0	0	0	3
	5.9 %	2.4 %	1 %	0 %	0 %	0 %	0 %	0 %	1.6 %
Over \$10 million	0	0	0	0	0	0	0	1	1
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	100 %	0.5 %
Do Not Know	6	8	16	1	1	1	1	0	34
	35.3 %	19 %	16 %	7.7 %	14.3 %	11.1 %	50 %	0 %	17.8 %
Not Applicable	6	19	41	4	3	4	1	0	78
	35.3 %	45.2 %	41 %	30.8 %	42.9 %	44.4 %	50 %	0 %	40.8 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Table 7. Indicate what you have performed as on any public or private contract since July 1, 2017.

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Prime Contractor/ Vendor/ Consultant and Subcontractor	4	11	25	4	3	4	0	1	52
	23.5 %	26.2 %	25 %	30.8 %	42.9 %	44.4 %	0 %	100 %	27.2 %
Prime Contractor/ Vendor/ Consultant	1	9	12	3	1	2	1	0	29
	5.9 %	21.4 %	12 %	23.1 %	14.3 %	22.2 %	50 %	0 %	15.2 %
Subcontractor	8	9	26	5	2	1	0	0	51
	47.1 %	21.4 %	26 %	38.5 %	28.6 %	11.1 %	0 %	0 %	26.7 %
Neither	4	13	37	1	1	2	1	0	59
	23.5 %	31 %	37 %	7.7 %	14.3 %	22.2 %	50 %	0 %	30.9 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 8. On average, how many employees and regular independent contractors does your company keep on the payroll, including full-time and part-time staff? (Number of Employees)

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	1	6	20	1	1	0	0	0	29
	5.9 %	14.3 %	20 %	7.7 %	14.3 %	0 %	0 %	0 %	15.2 %
1-10	9	20	70	11	5	7	2	0	124
	52.9 %	47.6 %	70 %	84.6 %	71.4 %	77.8 %	100 %	0 %	64.9 %
11-30	6	12	7	1	1	1	0	0	28
	35.3 %	28.6 %	7 %	7.7 %	14.3 %	11.1 %	0 %	0 %	14.7 %
31-50	1	1	1	0	0	0	0	0	3
	5.9 %	2.4 %	1 %	0 %	0 %	0 %	0 %	0 %	1.6 %
51-75	0	0	1	0	0	1	0	0	2
	0 %	0 %	1 %	0 %	0 %	11.1 %	0 %	0 %	1 %
76-100	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
101-300	0	3	1	0	0	0	0	1	5
	0 %	7.1 %	1 %	0 %	0 %	0 %	0 %	100 %	2.6 %
Over 300	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 9. What is the highest level of education completed by the owner of your company? Would you say:

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Some High School	1	0	0	1	0	0	0	0	2
	5.9 %	0 %	0 %	7.7 %	0 %	0 %	0 %	0 %	1 %
High School graduate	1	2	3	1	0	0	0	0	7
	5.9 %	4.8 %	3 %	7.7 %	0 %	0 %	0 %	0 %	3.7 %
Some College	4	7	11	2	1	1	1	0	27
	23.5 %	16.7 %	11 %	15.4 %	14.3 %	11.1 %	50 %	0 %	14.1 %
College Graduate	6	17	36	5	5	3	0	0	72
	35.3 %	40.5 %	36 %	38.5 %	71.4 %	33.3 %	0 %	0 %	37.7 %
Post Graduate Degree	3	14	48	4	1	5	1	0	76
	17.6 %	33.3 %	48 %	30.8 %	14.3 %	55.6 %	50 %	0 %	39.8 %
Trade or Technical Certificate	2	1	2	0	0	0	0	0	5
	11.8 %	2.4 %	2 %	0 %	0 %	0 %	0 %	0 %	2.6 %
Do Not Know	0	1	0	0	0	0	0	1	2
	0 %	2.4 %	0 %	0 %	0 %	0 %	0 %	100 %	1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 10. How many years of experience in your company’s line of business does the primary owner of your company have?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
1-5	0	4	15	1	1	2	0	0	23
	0 %	9.5 %	15 %	7.7 %	14.3 %	22.2 %	0 %	0 %	12 %
6-10	1	4	12	2	2	1	0	0	22
	5.9 %	9.5 %	12 %	15.4 %	28.6 %	11.1 %	0 %	0 %	11.5 %
11-15	1	4	9	2	2	0	2	0	20
	5.9 %	9.5 %	9 %	15.4 %	28.6 %	0 %	100 %	0 %	10.5 %
16-20	0	5	13	2	0	2	0	0	22
	0 %	11.9 %	13 %	15.4 %	0 %	22.2 %	0 %	0 %	11.5 %
More than 20	15	25	51	6	2	4	0	1	104
	88.2 %	59.5 %	51 %	46.2 %	28.6 %	44.4 %	0 %	100 %	54.5 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 11. Which of the following categories best approximates your company's gross revenues for the year of 2022. Your best estimate will suffice.

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
\$100,000 or less	4 23.5 %	10 23.8 %	55 55 %	4 30.8 %	3 42.9 %	2 22.2 %	0 0 %	0 0 %	78 40.8 %
\$100,001 - \$250,000	0 0 %	4 9.5 %	15 15 %	1 7.7 %	1 14.3 %	1 11.1 %	1 50 %	0 0 %	23 12 %
\$250,001 - \$500,000	2 11.8 %	6 14.3 %	10 10 %	4 30.8 %	1 14.3 %	0 0 %	0 0 %	0 0 %	23 12 %
\$500,001 - \$750,000	1 5.9 %	4 9.5 %	9 9 %	0 0 %	1 14.3 %	0 0 %	0 0 %	0 0 %	15 7.9 %
\$750,001 - \$1,000,000	2 11.8 %	3 7.1 %	2 2 %	1 7.7 %	0 0 %	4 44.4 %	0 0 %	0 0 %	12 6.3 %
\$1,000,001 - \$1,320,000	2 11.8 %	2 4.8 %	0 0 %	1 7.7 %	0 0 %	0 0 %	1 50 %	0 0 %	6 3.1 %
\$1,320,001 - \$1,500,000	2 11.8 %	0 0 %	3 3 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	6 3.1 %
\$1,500,001 - \$5,000,000	3 17.6 %	6 14.3 %	1 1 %	1 7.7 %	0 0 %	1 11.1 %	0 0 %	0 0 %	12 6.3 %
\$5,000,001 - \$10,000,000	0 0 %	3 7.1 %	1 1 %	0 0 %	0 0 %	1 11.1 %	0 0 %	0 0 %	5 2.6 %
\$10,000,001 - \$15,000,000	1 5.9 %	1 2.4 %	1 1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	3 1.6 %
\$15,000,001 - \$19,000,000	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
\$19,000,001 - \$45,000,000	0 0 %	1 2.4 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 100 %	2 1 %
Over \$45,000,000	0 0 %	2 4.8 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	2 1 %
Do Not Know	0 0 %	0 0 %	3 3 %	0 0 %	1 14.3 %	0 0 %	0 0 %	0 0 %	4 2.1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 12. Is your company registered to do business with the Town of Carrboro through Carrboro’s Vendor Application-Bidder Profile Form (via the Town of Carrboro Website)?

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Yes</b>	5	6	25	3	0	0	0	0	39
	29.4 %	14.3 %	25 %	23.1 %	0 %	0 %	0 %	0 %	20.4 %
<b>No</b>	12	36	75	10	7	9	2	1	152
	70.6 %	85.7 %	75 %	76.9 %	100 %	100 %	100 %	100 %	79.6 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 13. Is your company registered to do business with any other government entity including but not limited to: Town of Chapel Hill, Chatham County, Durham County, State of NC, and/or NCDOT?

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Yes</b>	13	37	85	11	5	8	1	1	161
	76.5 %	88.1 %	85 %	84.6 %	71.4 %	88.9 %	50 %	100 %	84.3 %
<b>No</b>	4	5	15	2	2	1	1	0	30
	23.5 %	11.9 %	15 %	15.4 %	28.6 %	11.1 %	50 %	0 %	15.7 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 14. If you answered “No” to Q14 above, why is your company not registered to do business with the Town of Carrboro? Indicate all that apply. [Do not know how to register?]

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	10	29	54	4	5	4	0	1	107
	83.3 %	80.6 %	72 %	40 %	71.4 %	44.4 %	0 %	100 %	70.4 %
<b>Selected</b>	2	7	21	6	2	5	2	0	45
	16.7 %	19.4 %	28 %	60 %	28.6 %	55.6 %	100 %	0 %	29.6 %
<b>Total</b>	12	36	75	10	7	9	2	1	152

Table 15. Did not know there was a registry?

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	3	10	28	3	4	6	1	1	56
	25 %	27.8 %	37.3 %	30 %	57.1 %	66.7 %	50 %	100 %	36.8 %
<b>Selected</b>	9	26	47	7	3	3	1	0	96
	75 %	72.2 %	62.7 %	70 %	42.9 %	33.3 %	50 %	0 %	63.2 %
<b>Total</b>	12	36	75	10	7	9	2	1	152

Table 16. Do not see any benefit in registering?

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	11	32	70	10	6	8	2	1	140
	91.7 %	88.9 %	93.3 %	100 %	85.7 %	88.9 %	100 %	100 %	92.1 %
<b>Selected</b>	1	4	5	0	1	1	0	0	12
	8.3 %	11.1 %	6.7 %	0 %	14.3 %	11.1 %	0 %	0 %	7.9 %
<b>Total</b>	12	36	75	10	7	9	2	1	152

Table 17. Do not want to do business with government?

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	12	36	74	10	7	9	2	1	151
	100 %	100 %	98.7 %	100 %	100 %	100 %	100 %	100 %	99.3 %
<b>Selected</b>	0	0	1	0	0	0	0	0	1
	0 %	0 %	1.3 %	0 %	0 %	0 %	0 %	0 %	0.7 %
<b>Total</b>	12	36	75	10	7	9	2	1	152

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Table 18. Do not want to do business with Town of Carrboro?

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	12	35	72	10	7	9	2	1	148
	100 %	97.2 %	96 %	100 %	100 %	100 %	100 %	100 %	97.4 %
<b>Selected</b>	0	1	3	0	0	0	0	0	4
	0 %	2.8 %	4 %	0 %	0 %	0 %	0 %	0 %	2.6 %
<b>Total</b>	12	36	75	10	7	9	2	1	152

Table 19. Do not see opportunities in my field of work?

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	10	28	67	10	7	6	2	1	131
	83.3 %	77.8 %	89.3 %	100 %	100 %	66.7 %	100 %	100 %	86.2 %
<b>Selected</b>	2	8	8	0	0	3	0	0	21
	16.7 %	22.2 %	10.7 %	0 %	0 %	33.3 %	0 %	0 %	13.8 %
<b>Total</b>	12	36	75	10	7	9	2	1	152

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Table 20. Do not believe firm would be awarded contract?

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	12	31	65	9	7	8	2	1	135
	100 %	86.1 %	86.7 %	90 %	100 %	88.9 %	100 %	100 %	88.8 %
<b>Selected</b>	0	5	10	1	0	1	0	0	17
	0 %	13.9 %	13.3 %	10 %	0 %	11.1 %	0 %	0 %	11.2 %
<b>Total</b>	12	36	75	10	7	9	2	1	152

Table 21. Other (fill in blank)

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	12	30	66	9	6	8	2	0	133
	100 %	83.3 %	88 %	90 %	85.7 %	88.9 %	100 %	0 %	87.5 %
<b>Selected</b>	0	6	9	1	1	1	0	1	19
	0 %	16.7 %	12 %	10 %	14.3 %	11.1 %	0 %	100 %	12.5 %
<b>Total</b>	12	36	75	10	7	9	2	1	152

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 22. For participants who selected 'Other', responses fell in the following categories.

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Blank/Not Applicable	0	0	1	0	0	0	0	0	1
	0 %	0 %	11.1 %	0 %	0 %	0 %	0 %	0 %	5.3 %
Contract too large	0	0	1	0	0	0	0	0	1
	0 %	0 %	11.1 %	0 %	0 %	0 %	0 %	0 %	5.3 %
Did not know there was a registry?	0	0	1	0	0	0	0	1	2
	0 %	0 %	11.1 %	0 %	0 %	0 %	0 %	100 %	10.5 %
Do not see any benefit in registering?	0	0	0	0	1	0	0	0	1
	0 %	0 %	0 %	0 %	100 %	0 %	0 %	0 %	5.3 %
Do not see opportunities in my field of work?	0	0	1	0	0	0	0	0	1
	0 %	0 %	11.1 %	0 %	0 %	0 %	0 %	0 %	5.3 %
Missing required resource	0	0	1	0	0	0	0	0	1
	0 %	0 %	11.1 %	0 %	0 %	0 %	0 %	0 %	5.3 %
Not interested	0	1	0	0	0	0	0	0	1
	0 %	16.7 %	0 %	0 %	0 %	0 %	0 %	0 %	5.3 %
Plan to register	0	1	0	0	0	1	0	0	2
	0 %	16.7 %	0 %	0 %	0 %	100 %	0 %	0 %	10.5 %
Registration Denied	0	1	1	0	0	0	0	0	2
	0 %	16.7 %	11.1 %	0 %	0 %	0 %	0 %	0 %	10.5 %
Registration in progress	0	1	0	1	0	0	0	0	2
	0 %	16.7 %	0 %	100 %	0 %	0 %	0 %	0 %	10.5 %
Too far/Not in Service Area	0	2	3	0	0	0	0	0	5
	0 %	33.3 %	33.3 %	0 %	0 %	0 %	0 %	0 %	26.3 %
<b>Total</b>	0	6	9	1	1	1	0	1	19

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Table 23. From July 1, 2017, through June 30, 2022, how many times has your company submitted bids or proposals for projects as a prime contractor/vendor/consultant on: [Town of Carrboro Public Projects]

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>None</b>	14	33	84	10	6	9	2	1	159
	82.4 %	78.6 %	84 %	76.9 %	85.7 %	100 %	100 %	100 %	83.2 %
<b>1-10</b>	1	4	9	2	1	0	0	0	17
	5.9 %	9.5 %	9 %	15.4 %	14.3 %	0 %	0 %	0 %	8.9 %
<b>11-25</b>	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<b>26-50</b>	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<b>51-100</b>	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<b>Over 100</b>	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<b>Do Not Know/NA</b>	2	5	7	1	0	0	0	0	15
	11.8 %	11.9 %	7 %	7.7 %	0 %	0 %	0 %	0 %	7.9 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 24. Private Sector Projects

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	7	27	64	4	5	4	2	0	113
	41.2 %	64.3 %	64 %	30.8 %	71.4 %	44.4 %	100 %	0 %	59.2 %
1-10	4	7	22	6	2	2	0	0	43
	23.5 %	16.7 %	22 %	46.2 %	28.6 %	22.2 %	0 %	0 %	22.5 %
11-25	0	1	4	0	0	0	0	0	5
	0 %	2.4 %	4 %	0 %	0 %	0 %	0 %	0 %	2.6 %
26-50	0	1	1	0	0	1	0	0	3
	0 %	2.4 %	1 %	0 %	0 %	11.1 %	0 %	0 %	1.6 %
51-100	0	1	1	0	0	2	0	0	4
	0 %	2.4 %	1 %	0 %	0 %	22.2 %	0 %	0 %	2.1 %
Over 100	4	1	0	2	0	0	0	1	8
	23.5 %	2.4 %	0 %	15.4 %	0 %	0 %	0 %	100 %	4.2 %
Do Not Know/NA	2	4	8	1	0	0	0	0	15
	11.8 %	9.5 %	8 %	7.7 %	0 %	0 %	0 %	0 %	7.9 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Table 25. Other Public Sector (non-Town of Carrboro Projects)

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	9	26	54	8	5	3	1	0	106
	52.9 %	61.9 %	54 %	61.5 %	71.4 %	33.3 %	50 %	0 %	55.5 %
1-10	4	9	30	3	2	4	0	0	52
	23.5 %	21.4 %	30 %	23.1 %	28.6 %	44.4 %	0 %	0 %	27.2 %
11-25	0	1	4	1	0	0	0	0	6
	0 %	2.4 %	4 %	7.7 %	0 %	0 %	0 %	0 %	3.1 %
26-50	1	2	2	0	0	2	1	0	8
	5.9 %	4.8 %	2 %	0 %	0 %	22.2 %	50 %	0 %	4.2 %
51-100	0	0	1	0	0	0	0	0	1
	0 %	0 %	1 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Over 100	1	1	1	0	0	0	0	1	4
	5.9 %	2.4 %	1 %	0 %	0 %	0 %	0 %	100 %	2.1 %
Do Not Know/NA	2	3	8	1	0	0	0	0	14
	11.8 %	7.1 %	8 %	7.7 %	0 %	0 %	0 %	0 %	7.3 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Table 26. From July 1, 2017 through June 30, 2022, how many times has your company been awarded contracts to perform as a prime contractor/vendor/consultant: [Town of Carrboro Public Projects]

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	14	33	90	11	6	9	2	1	166
	82.4 %	78.6 %	90 %	84.6 %	85.7 %	100 %	100 %	100 %	86.9 %
1-10	1	3	2	1	1	0	0	0	8
	5.9 %	7.1 %	2 %	7.7 %	14.3 %	0 %	0 %	0 %	4.2 %
11-25	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
26-50	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
51-100	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Over 100	0	1	0	0	0	0	0	0	1
	0 %	2.4 %	0 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Do Not Know/NA	2	5	8	1	0	0	0	0	16
	11.8 %	11.9 %	8 %	7.7 %	0 %	0 %	0 %	0 %	8.4 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Table 27. Private Sector Projects

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	7	27	69	5	5	5	2	0	120
	41.2 %	64.3 %	69 %	38.5 %	71.4 %	55.6 %	100 %	0 %	62.8 %
1-10	4	6	17	5	1	1	0	0	34
	23.5 %	14.3 %	17 %	38.5 %	14.3 %	11.1 %	0 %	0 %	17.8 %
11-25	0	2	4	0	0	1	0	0	7
	0 %	4.8 %	4 %	0 %	0 %	11.1 %	0 %	0 %	3.7 %
26-50	0	2	0	1	0	0	0	0	3
	0 %	4.8 %	0 %	7.7 %	0 %	0 %	0 %	0 %	1.6 %
51-100	0	0	1	1	1	1	0	1	5
	0 %	0 %	1 %	7.7 %	14.3 %	11.1 %	0 %	100 %	2.6 %
Over 100	4	1	0	0	0	1	0	0	6
	23.5 %	2.4 %	0 %	0 %	0 %	11.1 %	0 %	0 %	3.1 %
Do Not Know/NA	2	4	9	1	0	0	0	0	16
	11.8 %	9.5 %	9 %	7.7 %	0 %	0 %	0 %	0 %	8.4 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Table 28. Other Public Sector (non-Town of Carrboro Projects)

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	11	30	67	9	6	6	1	0	130
	64.7 %	71.4 %	67 %	69.2 %	85.7 %	66.7 %	50 %	0 %	68.1 %
1-10	2	7	20	3	1	1	0	0	34
	11.8 %	16.7 %	20 %	23.1 %	14.3 %	11.1 %	0 %	0 %	17.8 %
11-25	0	1	0	0	0	1	0	0	2
	0 %	2.4 %	0 %	0 %	0 %	11.1 %	0 %	0 %	1 %
26-50	1	0	3	0	0	1	1	0	6
	5.9 %	0 %	3 %	0 %	0 %	11.1 %	50 %	0 %	3.1 %
51-100	0	0	1	0	0	0	0	1	2
	0 %	0 %	1 %	0 %	0 %	0 %	0 %	100 %	1 %
Over 100	1	1	0	0	0	0	0	0	2
	5.9 %	2.4 %	0 %	0 %	0 %	0 %	0 %	0 %	1 %
Do Not Know/NA	2	3	9	1	0	0	0	0	15
	11.8 %	7.1 %	9 %	7.7 %	0 %	0 %	0 %	0 %	7.9 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 29. Approximately how many times did you serve as a subcontractor on a Town of Carrboro project from July 1, 2017 through June 30, 2022?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	11	38	96	13	6	9	2	1	176
	64.7 %	90.5 %	96 %	100 %	85.7 %	100 %	100 %	100 %	92.1 %
1-10	3	1	3	0	1	0	0	0	8
	17.6 %	2.4 %	3 %	0 %	14.3 %	0 %	0 %	0 %	4.2 %
11-25	1	0	0	0	0	0	0	0	1
	5.9 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0.5 %
26-50	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
51-100	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Over 100	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Do Not Know	2	3	1	0	0	0	0	0	6
	11.8 %	7.1 %	1 %	0 %	0 %	0 %	0 %	0 %	3.1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 30. Have you received notifications from the Town of Carrboro on bid opportunities?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	<b>Caucasian</b>	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
<b>Yes</b>	4	1	22	2	2	2	0	0	33
	23.5 %	2.4 %	22 %	15.4 %	28.6 %	22.2 %	0 %	0 %	17.3 %
<b>No</b>	13	41	78	11	5	7	2	1	158
	76.5 %	97.6 %	78 %	84.6 %	71.4 %	77.8 %	100 %	100 %	82.7 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Table 31. Are the Town procurement staff responsive or helpful with questions about bidding?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	<b>Caucasian</b>	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
<b>Never</b>	0	2	9	1	0	2	0	0	14
	0 %	4.8 %	9 %	7.7 %	0 %	22.2 %	0 %	0 %	7.3 %
<b>Seldom</b>	0	0	3	0	0	1	0	0	4
	0 %	0 %	3 %	0 %	0 %	11.1 %	0 %	0 %	2.1 %
<b>Often</b>	2	0	2	0	0	0	0	0	4
	11.8 %	0 %	2 %	0 %	0 %	0 %	0 %	0 %	2.1 %
<b>Very Often</b>	1	0	0	0	0	0	0	0	1
	5.9 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0.5 %
<b>Do Not Know</b>	14	40	86	12	7	6	2	1	168
	82.4 %	95.2 %	86 %	92.3 %	100 %	66.7 %	100 %	100 %	88 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Table 32. The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the Town of Carrboro? (check all that apply) [Performance bond requirements]

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	15	38	80	9	6	9	2	1	160
	88.2 %	90.5 %	80 %	69.2 %	85.7 %	100 %	100 %	100 %	83.8 %
<b>Selected</b>	2	4	20	4	1	0	0	0	31
	11.8 %	9.5 %	20 %	30.8 %	14.3 %	0 %	0 %	0 %	16.2 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 33. Excessive paperwork

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	15	32	82	9	6	7	1	1	153
	88.2 %	76.2 %	82 %	69.2 %	85.7 %	77.8 %	50 %	100 %	80.1 %
<b>Selected</b>	2	10	18	4	1	2	1	0	38
	11.8 %	23.8 %	18 %	30.8 %	14.3 %	22.2 %	50 %	0 %	19.9 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Table 34. Bid bond requirements

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	14	39	81	10	6	8	2	1	161
	82.4 %	92.9 %	81 %	76.9 %	85.7 %	88.9 %	100 %	100 %	84.3 %
<b>Selected</b>	3	3	19	3	1	1	0	0	30
	17.6 %	7.1 %	19 %	23.1 %	14.3 %	11.1 %	0 %	0 %	15.7 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 35. Financing

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	16	41	82	10	5	9	2	1	166
	94.1 %	97.6 %	82 %	76.9 %	71.4 %	100 %	100 %	100 %	86.9 %
<b>Selected</b>	1	1	18	3	2	0	0	0	25
	5.9 %	2.4 %	18 %	23.1 %	28.6 %	0 %	0 %	0 %	13.1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 36. Insurance requirements

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	17	40	95	13	6	9	1	1	182
	100 %	95.2 %	95 %	100 %	85.7 %	100 %	50 %	100 %	95.3 %
<b>Selected</b>	0	2	5	0	1	0	1	0	9
	0 %	4.8 %	5 %	0 %	14.3 %	0 %	50 %	0 %	4.7 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 37. Bid specifications

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	17	39	85	10	6	8	1	1	167
	100 %	92.9 %	85 %	76.9 %	85.7 %	88.9 %	50 %	100 %	87.4 %
<b>Selected</b>	0	3	15	3	1	1	1	0	24
	0 %	7.1 %	15 %	23.1 %	14.3 %	11.1 %	50 %	0 %	12.6 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 38. Lack of access to competitive supplier pricing

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	17	38	79	11	5	8	2	1	161
	100 %	90.5 %	79 %	84.6 %	71.4 %	88.9 %	100 %	100 %	84.3 %
<b>Selected</b>	0	4	21	2	2	1	0	0	30
	0 %	9.5 %	21 %	15.4 %	28.6 %	11.1 %	0 %	0 %	15.7 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 39. Limited time given to prepare bid package or quote

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	15	38	86	10	6	8	2	1	166
	88.2 %	90.5 %	86 %	76.9 %	85.7 %	88.9 %	100 %	100 %	86.9 %
<b>Selected</b>	2	4	14	3	1	1	0	0	25
	11.8 %	9.5 %	14 %	23.1 %	14.3 %	11.1 %	0 %	0 %	13.1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Table 40. Limited knowledge of purchasing /contracting policies and procedures

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	17	32	71	8	7	7	1	0	143
	100 %	76.2 %	71 %	61.5 %	100 %	77.8 %	50 %	0 %	74.9 %
<b>Selected</b>	0	10	29	5	0	2	1	1	48
	0 %	23.8 %	29 %	38.5 %	0 %	22.2 %	50 %	100 %	25.1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 41. Language Barriers

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	17	42	100	12	6	9	2	1	189
	100 %	100 %	100 %	92.3 %	85.7 %	100 %	100 %	100 %	99 %
<b>Selected</b>	0	0	0	1	1	0	0	0	2
	0 %	0 %	0 %	7.7 %	14.3 %	0 %	0 %	0 %	1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 42. Lack of experience

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	15	36	86	13	6	8	1	1	166
	88.2 %	85.7 %	86 %	100 %	85.7 %	88.9 %	50 %	100 %	86.9 %
<b>Selected</b>	2	6	14	0	1	1	1	0	25
	11.8 %	14.3 %	14 %	0 %	14.3 %	11.1 %	50 %	0 %	13.1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 43. Lack of personnel

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	15	40	94	12	7	8	2	1	179
	88.2 %	95.2 %	94 %	92.3 %	100 %	88.9 %	100 %	100 %	93.7 %
<b>Selected</b>	2	2	6	1	0	1	0	0	12
	11.8 %	4.8 %	6 %	7.7 %	0 %	11.1 %	0 %	0 %	6.3 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 44. Contract too large

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	14	39	91	12	6	8	2	1	173
	82.4 %	92.9 %	91 %	92.3 %	85.7 %	88.9 %	100 %	100 %	90.6 %
<b>Selected</b>	3	3	9	1	1	1	0	0	18
	17.6 %	7.1 %	9 %	7.7 %	14.3 %	11.1 %	0 %	0 %	9.4 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 45. Contract too expensive to bid

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	16	40	91	12	7	8	2	1	177
	94.1 %	95.2 %	91 %	92.3 %	100 %	88.9 %	100 %	100 %	92.7 %
<b>Selected</b>	1	2	9	1	0	1	0	0	14
	5.9 %	4.8 %	9 %	7.7 %	0 %	11.1 %	0 %	0 %	7.3 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

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Table 46. Selection process

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	16	35	84	11	7	7	2	1	163
	94.1 %	83.3 %	84 %	84.6 %	100 %	77.8 %	100 %	100 %	85.3 %
<b>Selected</b>	1	7	16	2	0	2	0	0	28
	5.9 %	16.7 %	16 %	15.4 %	0 %	22.2 %	0 %	0 %	14.7 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 47. Not certified

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	10	38	78	12	6	5	2	1	152
	58.8 %	90.5 %	78 %	92.3 %	85.7 %	55.6 %	100 %	100 %	79.6 %
<b>Selected</b>	7	4	22	1	1	4	0	0	39
	41.2 %	9.5 %	22 %	7.7 %	14.3 %	44.4 %	0 %	0 %	20.4 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 48. Competition with large firms

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	15	32	71	9	5	5	2	1	140
	88.2 %	76.2 %	71 %	69.2 %	71.4 %	55.6 %	100 %	100 %	73.3 %
<b>Selected</b>	2	10	29	4	2	4	0	0	51
	11.8 %	23.8 %	29 %	30.8 %	28.6 %	44.4 %	0 %	0 %	26.7 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 49. What is the amount of time that it typically takes to receive payment from the Town of Carrboro from the time you submit your invoice for your services on the Town’s projects?

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Less than 30 days</b>	1	1	1	0	0	0	0	0	3
	33.3 %	11.1 %	10 %	0 %	0 %	0 %	0 %	0 %	12 %
<b>30-60 days</b>	1	2	1	1	0	0	0	0	5
	33.3 %	22.2 %	10 %	50 %	0 %	0 %	0 %	0 %	20 %
<b>61-90 days</b>	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<b>91-120 days</b>	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<b>Over 120 days</b>	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<b>Do Not Know/NA</b>	1	6	8	1	1	0	0	0	17
	33.3 %	66.7 %	80 %	50 %	100 %	0 %	0 %	0 %	68 %
<b>Total</b>	3	9	10	2	1	0	0	0	25

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 50. What is the amount of time that it typically takes to receive payment from prime contractors from the time you submit your invoice for your services on the Town of Carrboro projects?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Less than 30 days	1	0	0	0	0	0	0	0	1
	33.3 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	4 %
30-60 days	1	0	0	1	0	0	0	0	2
	33.3 %	0 %	0 %	50 %	0 %	0 %	0 %	0 %	8 %
61-90 days	0	3	0	0	0	0	0	0	3
	0 %	33.3 %	0 %	0 %	0 %	0 %	0 %	0 %	12 %
91-120 days	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Over 120 days	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Do Not Know/NA	1	6	10	1	1	0	0	0	19
	33.3 %	66.7 %	100 %	50 %	100 %	0 %	0 %	0 %	76 %
<b>Total</b>	3	9	10	2	1	0	0	0	25

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 51. Is your company a certified Minority, or Woman Business Enterprise? (collectively, "M/WBE")

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Yes</b>	2	30	78	11	5	7	2	0	135
	11.8 %	71.4 %	78 %	84.6 %	71.4 %	77.8 %	100 %	0 %	70.7 %
<b>No</b>	15	12	22	2	2	2	0	1	56
	88.2 %	28.6 %	22 %	15.4 %	28.6 %	22.2 %	0 %	100 %	29.3 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

Table 52. What is your certification? (Check all that apply) [HUB (Historically Underutilized Business)]

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Yes</b>	2	22	72	10	4	7	1	0	118
	100 %	73.3 %	92.3 %	90.9 %	80 %	100 %	50 %	0 %	87.4 %
<b>No</b>	0	3	5	0	0	0	1	0	9
	0 %	10 %	6.4 %	0 %	0 %	0 %	50 %	0 %	6.7 %
<b>N/A</b>	0	5	1	1	1	0	0	0	8
	0 %	16.7 %	1.3 %	9.1 %	20 %	0 %	0 %	0 %	5.9 %
<b>Total</b>	2	30	78	11	5	7	2	0	135

Table 53. MBE (Minority Business Enterprise)

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Yes	0	7	66	9	3	5	2	0	92
	0 %	23.3 %	84.6 %	81.8 %	60 %	71.4 %	100 %	0 %	68.1 %
No	2	17	10	1	2	1	0	0	33
	100 %	56.7 %	12.8 %	9.1 %	40 %	14.3 %	0 %	0 %	24.4 %
N/A	0	6	2	1	0	1	0	0	10
	0 %	20 %	2.6 %	9.1 %	0 %	14.3 %	0 %	0 %	7.4 %
<b>Total</b>	2	30	78	11	5	7	2	0	135

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 54. WBE (Women Business Enterprise)

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Yes</b>	0	27	34	6	3	0	2	0	72
	0 %	90 %	43.6 %	54.5 %	60 %	0 %	100 %	0 %	53.3 %
<b>No</b>	2	2	35	3	2	6	0	0	50
	100 %	6.7 %	44.9 %	27.3 %	40 %	85.7 %	0 %	0 %	37 %
<b>N/A</b>	0	1	9	2	0	1	0	0	13
	0 %	3.3 %	11.5 %	18.2 %	0 %	14.3 %	0 %	0 %	9.6 %
<b>Total</b>	2	30	78	11	5	7	2	0	135

Table 55. Why is your company not certified as an M/WBE? [I do not understand the certification process]

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	15	7	13	1	2	1	0	1	40
	100 %	58.3 %	59.1 %	50 %	100 %	50 %	0 %	100 %	71.4 %
<b>Selected</b>	0	5	9	1	0	1	0	0	16
	0 %	41.7 %	40.9 %	50 %	0 %	50 %	0 %	0 %	28.6 %
<b>Total</b>	15	12	22	2	2	2	0	1	56

Table 56. We do not meet one or more of the requirements for certification

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	5	12	22	2	1	2	0	0	44
	33.3 %	100 %	100 %	100 %	50 %	100 %	0 %	0 %	78.6 %
<b>Selected</b>	10	0	0	0	1	0	0	1	12
	66.7 %	0 %	0 %	0 %	50 %	0 %	0 %	100 %	21.4 %
<b>Total</b>	15	12	22	2	2	2	0	1	56

Table 57. Certification is too expensive

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	15	10	20	1	2	2	0	1	51
	100 %	83.3 %	90.9 %	50 %	100 %	100 %	0 %	100 %	91.1 %
<b>Selected</b>	0	2	2	1	0	0	0	0	5
	0 %	16.7 %	9.1 %	50 %	0 %	0 %	0 %	0 %	8.9 %
<b>Total</b>	15	12	22	2	2	2	0	1	56

Table 58. I do not want the Town of Carrboro to have information about my company

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	15	12	21	2	2	2	0	1	55
	100 %	100 %	95.5 %	100 %	100 %	100 %	0 %	100 %	98.2 %
<b>Selected</b>	0	0	1	0	0	0	0	0	1
	0 %	0 %	4.5 %	0 %	0 %	0 %	0 %	0 %	1.8 %
<b>Total</b>	15	12	22	2	2	2	0	1	56

Table 59. I have not had time to get certified/the process is too time-consuming

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	14	10	13	1	1	1	0	1	41
	93.3 %	83.3 %	59.1 %	50 %	50 %	50 %	0 %	100 %	73.2 %
<b>Selected</b>	1	2	9	1	1	1	0	0	15
	6.7 %	16.7 %	40.9 %	50 %	50 %	50 %	0 %	0 %	26.8 %
<b>Total</b>	15	12	22	2	2	2	0	1	56

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 60. Certification does not benefit and/or will negatively impact my company

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	14	9	22	2	2	2	0	1	52
	93.3 %	75 %	100 %	100 %	100 %	100 %	0 %	100 %	92.9 %
<b>Selected</b>	1	3	0	0	0	0	0	0	4
	6.7 %	25 %	0 %	0 %	0 %	0 %	0 %	0 %	7.1 %
<b>Total</b>	15	12	22	2	2	2	0	1	56

Table 61. Do not understand how certification can benefit my firm

	<i>Owners' Minority Status</i>								
Responses	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	<b>Total</b>
<b>Not Selected</b>	12	7	18	2	2	2	0	1	44
	80 %	58.3 %	81.8 %	100 %	100 %	100 %	0 %	100 %	78.6 %
<b>Selected</b>	3	5	4	0	0	0	0	0	12
	20 %	41.7 %	18.2 %	0 %	0 %	0 %	0 %	0 %	21.4 %
<b>Total</b>	15	12	22	2	2	2	0	1	56

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 62. How many times have you been denied a commercial (business) bank loan from July 1, 2017 through June 30, 2022?

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
None	14	30	55	8	5	9	1	0	122
	82.4 %	71.4 %	55 %	61.5 %	71.4 %	100 %	50 %	0 %	63.9 %
1-10	0	6	28	2	1	0	0	0	37
	0 %	14.3 %	28 %	15.4 %	14.3 %	0 %	0 %	0 %	19.4 %
11-25	0	0	1	0	0	0	0	0	1
	0 %	0 %	1 %	0 %	0 %	0 %	0 %	0 %	0.5 %
26-50	0	0	1	0	0	0	0	0	1
	0 %	0 %	1 %	0 %	0 %	0 %	0 %	0 %	0.5 %
51-100	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Over 100	0	0	2	1	0	0	0	0	3
	0 %	0 %	2 %	7.7 %	0 %	0 %	0 %	0 %	1.6 %
Do Not Know/NA	3	6	13	2	1	0	1	1	27
	17.6 %	14.3 %	13 %	15.4 %	14.3 %	0 %	50 %	100 %	14.1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 63. Do you feel as though you experienced discriminatory behavior from the private sector (i.e., non-governmental entities) from July 1, 2017 through June 30, 2022?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	<b>Caucasian</b>	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
<b>Yes</b>	1	4	30	3	1	1	0	0	40
	5.9 %	9.5 %	30 %	23.1 %	14.3 %	11.1 %	0 %	0 %	20.9 %
<b>No</b>	13	24	39	4	4	4	1	1	90
	76.5 %	57.1 %	39 %	30.8 %	57.1 %	44.4 %	50 %	100 %	47.1 %
<b>Do Not Know</b>	3	14	31	6	2	4	1	0	61
	17.6 %	33.3 %	31 %	46.2 %	28.6 %	44.4 %	50 %	0 %	31.9 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 64. Do you feel as though you experienced discriminatory behavior from the Town of Carrboro from July 1, 2017 through June 30, 2022?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	<b>Caucasian</b>	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
<b>Yes</b>	1	1	4	0	0	0	0	0	6
	5.9 %	2.4 %	4 %	0 %	0 %	0 %	0 %	0 %	3.1 %
<b>No</b>	15	30	64	4	4	6	1	1	125
	88.2 %	71.4 %	64 %	30.8 %	57.1 %	66.7 %	50 %	100 %	65.4 %
<b>Do Not Know</b>	1	11	32	9	3	3	1	0	60
	5.9 %	26.2 %	32 %	69.2 %	42.9 %	33.3 %	50 %	0 %	31.4 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 65. There is an informal network of prime and subcontractors doing business with the Town of Carrboro that monopolizes the public contracting process.

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	<b>Caucasian</b>	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
<b>Yes</b>	1	1	13	4	0	1	0	0	20
	5.9 %	2.4 %	13 %	30.8 %	0 %	11.1 %	0 %	0 %	10.5 %
<b>No</b>	1	0	2	0	2	0	0	0	5
	5.9 %	0 %	2 %	0 %	28.6 %	0 %	0 %	0 %	2.6 %
<b>Do Not Know</b>	15	41	85	9	5	8	2	1	166
	88.2 %	97.6 %	85 %	69.2 %	71.4 %	88.9 %	100 %	100 %	86.9 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 66. My company’s exclusion from this informal network has prevented us from winning contracts with the Town of Carrboro.

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	<b>Caucasian</b>	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
<b>Strongly Agree</b>	1	0	10	2	0	1	0	0	14
	6.2 %	0 %	10.2 %	15.4 %	0 %	11.1 %	0 %	0 %	7.5 %
<b>Agree</b>	0	2	9	3	2	1	1	0	18
	0 %	4.8 %	9.2 %	23.1 %	40 %	11.1 %	50 %	0 %	9.7 %
<b>Neither Agree or Disagree</b>	13	34	68	8	3	5	1	1	133
	81.2 %	81 %	69.4 %	61.5 %	60 %	55.6 %	50 %	100 %	71.5 %
<b>Disagree</b>	1	1	3	0	0	1	0	0	6
	6.2 %	2.4 %	3.1 %	0 %	0 %	11.1 %	0 %	0 %	3.2 %
<b>Strongly Disagree</b>	1	5	8	0	0	1	0	0	15
	6.2 %	11.9 %	8.2 %	0 %	0 %	11.1 %	0 %	0 %	8.1 %
<b>Total</b>	16	42	98	13	5	9	2	1	186

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 67. Prime contractors/vendors/consultants have more challenging standards in qualifications and in work performance for Historically Underutilized, Minority, and Women-owned businesses to win bids or contracts.

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Strongly Agree	0	0	17	3	1	1	0	0	22
	0 %	0 %	17 %	23.1 %	14.3 %	11.1 %	0 %	0 %	11.5 %
Agree	0	3	21	3	3	1	0	0	31
	0 %	7.1 %	21 %	23.1 %	42.9 %	11.1 %	0 %	0 %	16.2 %
Neither Agree or Disagree	17	35	55	7	3	6	2	1	126
	100 %	83.3 %	55 %	53.8 %	42.9 %	66.7 %	100 %	100 %	66 %
Disagree	0	2	4	0	0	0	0	0	6
	0 %	4.8 %	4 %	0 %	0 %	0 %	0 %	0 %	3.1 %
Strongly Disagree	0	2	3	0	0	1	0	0	6
	0 %	4.8 %	3 %	0 %	0 %	11.1 %	0 %	0 %	3.1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 68. The Town of Carrboro is generally accommodating to the language needs of its vendor community.

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	<b>Caucasian</b>	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
<b>Strongly Agree</b>	0	0	6	0	0	1	0	0	7
	0 %	0 %	6 %	0 %	0 %	11.1 %	0 %	0 %	3.7 %
<b>Agree</b>	4	1	4	0	1	1	1	0	12
	23.5 %	2.4 %	4 %	0 %	14.3 %	11.1 %	50 %	0 %	6.3 %
<b>Neither Agree or Disagree</b>	13	39	87	12	6	7	1	1	166
	76.5 %	92.9 %	87 %	92.3 %	85.7 %	77.8 %	50 %	100 %	86.9 %
<b>Disagree</b>	0	1	3	0	0	0	0	0	4
	0 %	2.4 %	3 %	0 %	0 %	0 %	0 %	0 %	2.1 %
<b>Strongly Disagree</b>	0	1	0	1	0	0	0	0	2
	0 %	2.4 %	0 %	7.7 %	0 %	0 %	0 %	0 %	1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 69. Sometimes, a prime contractor/vendor/consultant will contact a Minority, or Woman business to ask for quotes but never give the proposal sufficient review to consider giving that firm the award.

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Strongly Agree	1	0	16	2	1	1	0	0	21
	5.9 %	0 %	16 %	15.4 %	14.3 %	11.1 %	0 %	0 %	11 %
Agree	1	8	14	5	3	0	0	0	31
	5.9 %	19 %	14 %	38.5 %	42.9 %	0 %	0 %	0 %	16.2 %
Neither Agree or Disagree	14	33	68	6	3	7	2	1	134
	82.4 %	78.6 %	68 %	46.2 %	42.9 %	77.8 %	100 %	100 %	70.2 %
Disagree	1	1	1	0	0	0	0	0	3
	5.9 %	2.4 %	1 %	0 %	0 %	0 %	0 %	0 %	1.6 %
Strongly Disagree	0	0	1	0	0	1	0	0	2
	0 %	0 %	1 %	0 %	0 %	11.1 %	0 %	0 %	1 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 70. Sometimes, a prime contractor/vendor/consultant will include a Minority, or Woman, business as a subcontractor on a bid to meet participation goals, then drop the company as a subcontractor after winning the award.

Responses	Owners' Minority Status								Total
	Caucasian	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
Strongly Agree	1	2	12	4	1	0	0	0	20
	5.9 %	4.8 %	12 %	30.8 %	14.3 %	0 %	0 %	0 %	10.5 %
Agree	1	7	14	0	1	1	0	0	24
	5.9 %	16.7 %	14 %	0 %	14.3 %	11.1 %	0 %	0 %	12.6 %
Neither Agree or Disagree	14	32	73	9	5	7	2	1	143
	82.4 %	76.2 %	73 %	69.2 %	71.4 %	77.8 %	100 %	100 %	74.9 %
Disagree	1	1	1	0	0	0	0	0	3
	5.9 %	2.4 %	1 %	0 %	0 %	0 %	0 %	0 %	1.6 %
Strongly Disagree	0	0	0	0	0	1	0	0	1
	0 %	0 %	0 %	0 %	0 %	11.1 %	0 %	0 %	0.5 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 71. In general, Minority, or Women, businesses tend to be viewed by prime contractors/vendors/subconsultants as less competent than non-minority male-owned businesses.

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	<b>Caucasian</b>	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
<b>Strongly Agree</b>	0	1	18	4	1	0	0	0	24
	0 %	2.4 %	18 %	30.8 %	14.3 %	0 %	0 %	0 %	12.6 %
<b>Agree</b>	3	7	23	2	1	0	1	0	37
	17.6 %	16.7 %	23 %	15.4 %	14.3 %	0 %	50 %	0 %	19.4 %
<b>Neither Agree or Disagree</b>	12	32	55	7	5	7	1	1	120
	70.6 %	76.2 %	55 %	53.8 %	71.4 %	77.8 %	50 %	100 %	62.8 %
<b>Disagree</b>	0	2	2	0	0	1	0	0	5
	0 %	4.8 %	2 %	0 %	0 %	11.1 %	0 %	0 %	2.6 %
<b>Strongly Disagree</b>	2	0	2	0	0	1	0	0	5
	11.8 %	0 %	2 %	0 %	0 %	11.1 %	0 %	0 %	2.6 %
<b>Total</b>	17	42	100	13	7	9	2	1	191

TOWN OF CARRBORO, NC 2025 DISPARITY STUDY

Table 72. I believe that some non-minority prime contractors/vendors/consultants only utilize Minority, or Women businesses when required to do so by the Town of Carrboro, but not for their private sector projects.

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	<b>Caucasian</b>	Woman	Black [African American]	Hispanic	American Indian	Asian American	Bi-Racial or Multi-Racial	Other	
<b>Strongly Agree</b>	2	0	18	4	1	0	0	0	25
	11.8 %	0 %	18 %	30.8 %	14.3 %	0 %	0 %	0 %	13.1 %
<b>Agree</b>	1	6	16	3	0	1	0	0	27
	5.9 %	14.3 %	16 %	23.1 %	0 %	11.1 %	0 %	0 %	14.1 %
<b>Neither Agree or Disagree</b>	12	36	64	6	6	7	2	1	134
	70.6 %	85.7 %	64 %	46.2 %	85.7 %	77.8 %	100 %	100 %	70.2 %
<b>Disagree</b>	2	0	2	0	0	0	0	0	4
	11.8 %	0 %	2 %	0 %	0 %	0 %	0 %	0 %	2.1 %
<b>Strongly Disagree</b>	0	0	0	0	0	1	0	0	1
	0 %	0 %	0 %	0 %	0 %	11.1 %	0 %	0 %	0.5 %
<b>Total</b>	17	42	100	13	7	9	2	1	191