



Clarke
County
School
District

**DISPARITY STUDY
REPORT
May 2023**



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I. INTRODUCTION

A. Scope of Work

In 2022, the Clarke County (GA) School District (hereinafter “CCSD” or “District”) contracted with Griffin & Strong, P.C. (“GSPC”) to conduct a Disparity Study to determine the effectiveness of the current policies related to local, minority, and women owned businesses and to recommend modifications and adjustments, if necessary, to the District’s policies that comply with the law.

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. In order for the legal requirements of *Croson* and its progeny to be satisfied for any race or gender-based activities, GSPC must determine whether the District has been a passive or active participant in any identified discrimination.

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

B. Objectives

The principal questions of this Study were:

1. Is there a statistically significant disparity within the relevant geographic markets between the percentage of certified Minority- and Women-owned businesses willing and able to provide goods or services to the District in each of the categories of contracts and the percentage of dollars spent by the District or District 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, GSPC followed a carefully designed work plan that allowed Study team members to fully analyze Availability, Utilization, and Disparity with regard to MWBE participation. The final work plan consisted of, but was not limited to, the following major tasks:

- Establishing data parameters and finalizing a work plan;
- Legal analysis;
- Reviewing policy and procurement processes;
- Collecting electronic data, inputting manual data, organizing and cleaning data, and filling any data gaps;
- Conducting geographic and product market area analyses;
- Conducting Utilization analyses;
- Determining the Availability of qualified firms;
- Analyzing the Utilization and Availability data for disparity and statistical significance;
- Conducting private sector analysis including credit and self-employment analysis;
- Collecting and analyzing anecdotal evidence;
- Establishing findings of fact regarding the existence and nature of marketplace discrimination and/or other barriers to minority and women owned business participation in District contracts; and
- 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 GSPC's analytical findings and offer recommendations for the District. 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 District's purchasing policies, practices, and programs;
- Chapter V, which presents the methodology used in the collection of statistical data from the District and the analyses of the data regarding relative MWBE Availability and Utilization analyses, and includes a discussion on levels of disparity for the District's prime contractors and subcontractors;
- Chapter VI, which analyzes whether present or ongoing effects of past discrimination are affecting the District'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 Study for the District related to Construction, Architecture & Engineering (A&E), Professional Services, Other Services, and Goods for July 1, 2017, through June 30, 2022.

GSPC found that CCSD has a factual basis for establishing race- and gender-conscious program elements in addition to race- and gender-neutral efforts. A regression analysis found that disparities by race, ethnicity, or gender status of the firm owners remained after controlling for capacity and other race and gender-neutral factors. Anecdotal findings, practices, and procedures findings support the statistical analysis and regression analysis.

A. Findings

1. Legal Findings

FINDING 1: LEGAL

Consistent with the “narrow tailoring” aspect of the strict scrutiny analysis discussed in the Legal Chapter, CCSD continues to implement race- and gender-neutral measures to try to increase utilization of MWBE firms, but the present Study shows that those measures have not been effective in resolving or significantly reducing the identified disparities.¹ Accordingly, CCSD has a basis to introduce more robust race- and gender-neutral remedies, as well as race and gender-conscious remedies toward that goal.²

Moreover, the use of a regression analysis and consideration of the contracting environment in the private sector as part of this Study have demonstrated that factors other than MWBE status cannot fully account for the statistical disparities found. Stated otherwise, CCSD can show that MWBE status continues to have an adverse impact on a firm’s ability to secure contracting opportunities with CCSD, further supporting more aggressive remedial efforts.

Lastly, having obtained statistical and anecdotal evidence of disparities that are race, ethnicity, and gender specific, CCSD can ensure that the more robust remedies considered as a result of this Study can be limited to minority groups for which underutilization and an inference of discrimination has been identified.³

¹ 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).

² *Id.*

³ *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).

2. Policy Findings

FINDING 2: PROCUREMENT THRESHOLDS

The CCSD procurement thresholds are as follows:

- \$0 to \$3,500: Micro-purchase, which may be awarded without soliciting competitive quotations if the price is considered reasonable.
- \$3,501 to \$10,000: Small Purchase Procedures, where quotations must be obtained from a minimum of two qualified sources.
- Above \$10,001: Request for Quotes (RFQ) or Invitation for Bid (IFB), which may require a request for proposal.
- \$50,000+: Invitation for Bid (IFB) or Request for Proposal (RFP) requires Board approval. The threshold for Board approval was lowered from \$80,000 to \$50,000 in 2021.

Until recently, only the School Superintendent had a procurement card. In June 2022 six CCSD cabinet level staff were given procurement cards.

FINDING 3: PROFESSIONAL SERVICES

CCSD policy provides that the purchase of professional services exceeding \$50,000 annually must be approved by the board of education upon the recommendation of the superintendent. Professional services such as architectural, engineering, consultative, or advisory services can be selected from a source identified as providing the expertise and availability on the particular topic at the discretion of the applicable Department Head. Staff interviews indicated that CCSD does not use “master lists” for the various professional services disciplines, or construction-related professional services. Georgia Department of Education (DOE) rules require school boards to have five-year plans for school facilities with architectural and design components.

FINDING 4: CONSTRUCTION SERVICES

New construction projects and major renovations are managed by the CCSD Special-Purpose Local-Option Sales Tax (SPLOST) and smaller repairs by CCSD Plant Services. Georgia law allows Design/Bid/Build, Design Build, Construction Manager at Risk and Construction Management Services for school facilities project. CCSD has used Design/Bid/Build for construction. CCSD has used Construction Manager at Risk on occasion and Design Build for smaller projects. There are some limits on construction procurement by Georgia Department of Education (DOE) if state funds are used for the project. These rules do not, however, constrain the type of construction procurement method CCSD can use to build schools.

FINDING 5: BONDING AND INSURANCE

Staff interviews indicated that bonding of prime contractors was not an issue. Some CCSD staff did report vendor concerns about insurance requirements. Some years ago, CCSD reduced insurance requirements for smaller contracts. About 13.6% of MBE survey respondents and 9.6% of WBE survey respondents reported bonding as a barrier. About 2.1% of MBE survey respondents and 3.2% WBE survey respondent reported insurance as a barrier.

FINDING 6: PROMPT PAYMENT

There is no CCSD prompt payment policy. However, the Georgia prompt payment statutes provide that payment on a construction contract must be made within 15 days of the date upon which payment becomes due, and subcontractors must be paid by primes within 10 days of the prime receiving its payment. CCSD construction projects are let under the terms of American Institute of Architects (AIA) documents for payments, which provides that CCSD pays no later than twenty days after the Architect receives the application for payment.

Staff interviews indicated that prompt payment of prime contractors was not an issue. Only four MBE survey respondents reported being paid by CCSD after 30 days, which includes 6.2% of African Americans, 66.6% of Asian Americans, and 14.3% of Multi- or Biracial business owners. Two MBE survey respondents and no WBE survey respondents reported being paid by prime contractors after 30 days, which includes 33.3% of Hispanic Americans and 14.3% of Multi- or Bi-Racial business owners.

FINDING 7: VENDOR REGISTRATION AND PREQUALIFICATION

CCSD does not maintain a bidders list, vendors list, or prequalification list. CCSD will prequalify contractors for large complex construction projects on occasion. CCSD posts open bids on the CCSD website, the local newspaper, and the Georgia Procurement registry. CCSD will also notify past awardees of solicitations. Vendors do not have to register to bid but do have to be registered in the CCSD financial system to be awarded a contract. CCSD does participate in trade fairs to promote access to CCSD procurement opportunities. The CCSD purchasing website presents current bids but does not contain forecasts of upcoming bid opportunities.

FINDING 8: MWBE PROGRAM, LOCAL PREFERENCES, VALUE ADDED

CCSD does not currently maintain an MWBE program and does not certify MWBEs or small businesses. Nor is there a MWBE certifying agency in the Athens-Clarke County area. CCSD has no MWBE staff and only one staff person in procurement.

The CCSD scoring criteria for RFP's includes a category for awarding one or more additional points to local vendors. A "local vendor" is defined as one having its residence (in the case of an individual) or principal office (in the case of a business entity) in Athens-Clarke County, Georgia.

CCSD provides points for bids that "[p]rovide any unique elements of your offer, not already specified or proposed that you believe will bring value to this contract." This includes internship and employment opportunities for CCSD students. Staff indicated that this incentive has been in place for about three years. Staff further indicated that the feature had not impacted vendor selection on construction projects. Staff felt this lack of impact on bids was partly due to the lack of detailed instructions in solicitations about the value-added incentives.

FINDING 9: BUSINESS DEVELOPMENT EFFORTS

Like most school districts, CCSD does not provide business development services to vendors. CCSD has not conducted "How to Do Business With CCSD" workshops but expressed a desire to do so. CCSD also does not currently partner with any business development services providers.

3. Quantitative Analysis Findings

FINDING 10: RELEVANT GEOGRAPHIC AND PRODUCT MARKETS

The Study compares the Availability and Utilization of firms in a common area, the Relevant Geographic Market, where about 75% of CCSD spending with vendors takes place. The Geographic Relevant Market is the Atlanta-Athens Consolidated Statistical Area (CSA),⁴ based on the following percentages of spending.

- In Construction, 99.59%
- In A&E, 99.69%
- In Professional Services, 71.59%
- In Other Services, 69.08%
- In Goods, 72.93%

Given that 82.66% of all CCSD spending was with firms located in this relevant market, GSPC determined that a single, consistent Relevant Geographic Market across all Industry Categories was appropriate.

⁴The CSA is composed of Barrow County, Carroll County, Cherokee County, Clarke County, Clayton County, Cobb County, Coweta County, Dawson County, DeKalb County, DeKalb County, Douglas County, Fayette County, Forsyth County, Fulton County, Gwinnett County, Habersham County, Hall County, Henry County, Jackson County, Jefferson County, Madison County, Meriwether County, Morgan County, Oconee County, Oglethorpe County, Paulding County, Polk County, Rockdale County, Spalding County, Stephens County, and Walton County.

FINDING 11: AVAILABILITY

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

- The firm does business within an industry group from which CCSD makes certain purchases.
- The firm's owner has taken steps to demonstrate interest in doing business with the government.
- The firm is located within a relevant geographical area such that it can do business with CCSD.

The firms used to calculate Availability came from the Master Vendor File in the Relevant Market Area. GSPC found that firms were available to provide goods and services to CCSD 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 Market
(Based upon the Master Vendor File)*

Clarke County School District Disparity Study

Ethnicity of Vendor	Construction	A&E	Professional Services	Other Services	Goods
Asian American	1.49%	1.48%	5.47%	2.16%	1.68%
Black American	23.72%	5.19%	31.38%	25.25%	10.19%
Hispanic American	3.64%	1.11%	1.49%	1.44%	0.67%
Native American	0.82%	0.37%	0.17%	0.41%	0.50%
TOTAL MINORITY	29.66%	8.15%	38.51%	29.25%	13.05%
Woman Owned	6.35%	4.81%	4.48%	1.76%	2.63%
TOTAL MWBE	36.01%	12.96%	42.98%	31.01%	15.68%
TOTAL Non-MWBE	63.99%	87.04%	57.02%	68.99%	84.32%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%

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FINDING 12: MWBE PRIME UTILIZATION

As Table 2 below shows, CCSD paid a total of \$86,968,776 in prime construction spending in the Relevant Market during the Study Period and \$218,929 of this amount, or 0.25% was paid to MWBE firms as prime contractors. MWBEs were paid 0.28% of Professional Services, 0.27% of Other Services, and 9.17% of Goods. MWBEs won no dollars in A&E. MWBEs won 3.96% of prime payments across all purchasing categories. Utilization was concentrated amongst a few firms within A&E and Construction, not just in the Relevant Market: 76.95% of all Construction spend was to two firms and 89.35% of all A&E spend was to one firm.

Table 2: Summary of Prime Utilization by Work Category

*In the Relevant Market
(Based upon Payments FY 2018-2022)*

Clarke County School District Disparity Study

Business Ownership Classification	Construction	A&E	Professional Services	Other Services	Goods	Total
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black or African American	\$ 14,040	\$ -	\$ 13,500	\$ 30,889	\$ 95,560	\$ 153,989
Asian American	\$ -	\$ -	\$ -	\$ 14,725	\$ 7,545,718	\$ 7,560,443
Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native American	\$ 77,219	\$ -	\$ -	\$ -	\$ -	\$ 77,219
TOTAL MINORITY	\$ 91,259	\$ -	\$ 13,500	\$ 45,614	\$ 7,641,278	\$ 7,791,651
Women Owned	\$ 127,670	\$ -	\$ -	\$ 6,579	\$ -	\$ 134,249
TOTAL MWBE	\$ 218,929	\$ -	\$ 13,500	\$ 52,192	\$ 7,641,278	\$ 7,925,900
TOTAL NON-MWBE	\$ 86,749,847	\$ 5,517,077	\$ 4,793,416	\$ 19,596,215	\$ 75,658,158	\$192,314,712
TOTAL FIRMS	\$ 86,968,776	\$ 5,517,077	\$ 4,806,916	\$ 19,648,408	\$ 83,299,436	\$200,240,612
Business Ownership Classification	Construction	A&E	Professional Services	Other Services	Goods	Total
	(%)	(%)	(%)	(%)	(%)	(%)
Black or African American	0.02%	0.00%	0.28%	0.16%	0.11%	0.08%
Asian American	0.00%	0.00%	0.00%	0.07%	9.06%	3.78%
Hispanic American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native American	0.09%	0.00%	0.00%	0.00%	0.00%	0.04%
TOTAL MINORITY	0.10%	0.00%	0.28%	0.23%	9.17%	3.89%
Women Owned	0.15%	0.00%	0.00%	0.03%	0.00%	0.07%
TOTAL MWBE	0.25%	0.00%	0.28%	0.27%	9.17%	3.96%
TOTAL NON-MWBE	99.75%	100.00%	99.72%	99.73%	90.83%	96.04%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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FINDING 13: MWBE TOTAL UTILIZATION

Table 3 shows the amount of Prime Contractor and MWBE Subcontractor dollars combined for Construction. Altogether, MBEs earned over \$1.97 million in Total Utilization, or 2.27%, while Woman owned firms earned over \$6.13 million, or 7.06%.

Table 3: Total Utilization

*In the Relevant Geographic Market
Distribution of Dollars by Business Ownership and Fiscal Year
(Using Payment Dollars, FY 2018-2022)*

Clarke County School District Disparity Study

Business Ownership Classification	Total Utilization
	(\$)
Black American	\$ 209,803
Asian American	\$ -
Hispanic American	\$ 1,687,114
Native American	\$ 77,219
TOTAL MINORITY	\$ 1,974,136
Woman	\$ 6,137,453
TOTAL MWBE	\$ 8,111,588
TOTAL NON-MWBE	\$ 78,857,188
TOTAL FIRMS	\$ 86,968,776
Business Ownership Classification	Total Utilization
	(%)
Black American	0.24%
Asian American	0.00%
Hispanic American	1.94%
Native American	0.09%
TOTAL MINORITY	2.27%
Woman	7.06%
TOTAL MWBE	9.33%
TOTAL NON-MWBE	90.67%
TOTAL FIRMS	100.00%

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FINDING 14: SUMMARY OF DISPARITY ANALYSIS FOR FY2018-FY2022

Table 4 below indicates those MWBE groups where a statistically significant disparity (X) was found in Prime Utilization for Construction, A&E Services, Professional Services, Other Services, or Goods. As reflected in the Table, there was underutilization in prime contracts for all MWBEs groups, except Asian Americans in Goods.

Table 4: Summary of Statistically Significant Underutilization of MWBEs in Prime Contracting

Clarke County School District Disparity Study

Business Owner Classification	Construction	A&E	Professional Services	Other Services	Goods
African American	X	X	X	X	X
Asian American	X	X	X	X	
Hispanic American	X	X	X	X	X
Native American	X	X	X	X	X
Women	X	X	X	X	X

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There was disparity for all MWBE groups for prime payments less than \$500,000 and less than \$1 million for all procurement categories, except that Native Americans were also overutilized in Construction for projects less than \$500,000 and Asian Americans were also overutilized in Goods for contracts less than \$500,000 and less than \$1,000,000.

There was underutilization in Total Utilization for all MWBEs groups in all procurement categories (Table 5).

Table 5: Summary of Statistically Significant Underutilization of MWBEs in Total Utilization

Clarke County School District Disparity Study

Business Owner Classification	Construction
African American	X
Asian American	X
Hispanic American	X
Native American	X
Women	X

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4. Regression Analysis and Private Sector Findings

FINDING 15: LOWER REVENUES FOR MINORITY AND WOMAN OWNED FIRMS

Apart from Hispanic American-owned firms, MWBEs have estimated revenue shares far smaller than their firm representation shares. Relative to firms owned by Non-MWBEs in the Clarke County School District Market Area, exclusive of Women owned firms (some of whom are White) and Hispanic American-owned firms, the MWBE revenue shares are of a large order of magnitude below their firm representation shares. This is consistent with and suggestive of, but not necessarily causal evidence for, MWBEs facing discriminatory barriers in the private sector of the Clarke County School District Market Area.

FINDING 16: ASIAN AMERICANS AND AFRICAN AMERICANS ARE LESS LIKELY TO BE SELF EMPLOYED

Relative to White Americans, African Americans and Asian Americans are less likely to be self-employed. This is suggestive of these types of MWBEs facing barriers to self-employment in the Clarke County School District Market Area. The lower self-employment likelihood of these types of MWBEs could reflect disparities in public contracting as evidence in the research literature that the self-employment rate of African Americans is increasing with respect to the provisioning and establishment of MWBE public procurement programs.

FINDING 17: AFRICAN AMERICANS, PACIFIC ISLANDERS, AND WOMEN ARE LESS LIKELY TO BE SELF EMPLOYED IN CONSTRUCTION

Relative to White Americans, African Americans, Pacific Islanders, and Women are less likely to be self-employed in the construction sector. This is suggestive of these types of MWBEs facing barriers to self-employment in the construction sector. The lower likelihood of these types of MWBEs being self-employed in the construction sector could reflect disparities in public contracting, as there is evidence in the research literature that the employment rate of African Americans in construction is increasing with respect to the provisioning and establishment of MWBE public construction procurement programs.

FINDING 18: NON-MWBES FIRMS DOMINATE COMMERCIAL CONSTRUCTION

The estimated low commercial building permit shares for MWBEs in CCSD is suggestive of private sector barriers that constrain the ability of these types of MWBEs to participate in the economy. Non-MWBEs accounted for approximately 99.8 % of building permits in CCSD. 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-MWBEs in securing building permits suggests the presence of private sector barriers faced by MWBEs.

FINDING 19: MWBES AND AFRICAN AMERICAN OWNED FIRMS HAVE MORE COMMERCIAL LOAN DENIALS

Relative to Non-MWBEs, the number of commercial bank loan denials is higher for certified Minority owned firms, and those owned by African Americans. This suggests that among MWBEs in the Clarke County School District Market Area, these types of MWBEs are relatively more likely to have their capacity to compete in the market for public procurement constrained as a result of private sector credit market discrimination.

FINDING 20: MWBES AND NATIVE AMERICAN OWNED FIRMS LESS LIKELY TO BE NEW FIRMS

Relative to Non-MWBEs, certified Minority firms and those owned by Native Americans are less likely to be new firms. This suggests that for these types of MWBEs, relative inexperience in the market cannot explain any disparities in public contracting between them and Non-MWBEs, as tenure in the market also implies similar knowledge/experience about bidding and securing public contracts.

FINDING 21: AFRICAN AMERICAN, HISPANIC AMERICAN, AND NATIVE AMERICAN OWNED FIRMS ARE AWARDED FEWER CCSD PRIME CONTRACTS

Relative to Non-MWBEs, the prime bid submission rate of MWBEs is no different. This suggests that any CCSD public contracting disparities between Non-MWBEs and MWBEs cannot be explained by differential prime bid submission rates.

Relative to Non-MWBEs, firms owned by African Americans, Hispanic Americans, and Native Americans are awarded fewer CCSD prime contracts. To the extent that success in public contracting is proportional to having prior prime awards, this suggests that any contracting disparities between Non-MWBEs and those owned by African Americans, Hispanic Americans, and Native Americans can possibly be explained by past and discriminatory constraints on these types of MWBEs successfully winning prior prime contracts with CCSD—which could translate into future capacity to secure prime contracts.

FINDING 22: MWBE SUBCONTRACTING EXPERIENCE

Relative to Non-MWBEs, MWBEs are neither more nor less likely to have received a CCSD subcontract award. To the extent that success in public contracting is proportional to having gained experience on prior subcontracts, this suggests that any prime contracting disparities between Non-MWBEs and firms owned by Minorities and Women cannot possibly be explained by their relative inexperience on CCSD subcontracts, as subcontracting experience can enhance success in securing prime contracts.

FINDING 23: NATIVE AMERICAN OWNED FIRMS ARE MORE LIKELY TO HAVE NEVER SERVED AS A PRIME OR SUBCONTRACTOR WITH CCSD

Relative to Non-MWBEs, firms owned by Native Americans are more likely to have never served as a prime or subcontractor with CCSD. To the extent that success in public contracting is proportional to having prior prime contracts or subcontracts, this suggests that any contracting disparities between Non-MWBEs and firms owned by Native Americans can be explained by past barriers these types of firms faced in securing prime contracts and subcontracts with CCSD.

FINDING 24: WOMAN AND AFRICAN AMERICAN OWNED FIRMS ARE MORE LIKELY TO EXPERIENCE DISCRIMINATION IN THE PRIVATE SECTOR

Relative to Non-MWBEs, certified Women-owned firms and those owned by African Americans are more likely to experience discrimination in the private sector of the Clarke County School District Market Area. To the extent that private sector discrimination can undermine the capacity of MWBEs to compete for public sector procurement, this suggests that, at least in Clarke County, private sector discrimination has some explanatory power in explaining any CCSD public contracting disparities between firms owned by Women, firms owned by African Americans, and Non-MWBEs.

FINDING 25: WOMAN OWNED FIRMS EXPERIENCED DISCRIMINATION AT CCSD

Relative to Non-MWBEs, firms certified as Women-owned experienced discrimination at CCSD. This suggests that, at least for MWBEs certified as Women, and owned by African Americans and Women, CCSD contracting disparities between them and Non-MWBEs can at least in part explained by discrimination at CCSD that undermines their chances at successfully winning prime contracts.

FINDING 26: INFORMAL NETWORKS

Relative to Non-MWBEs, firms certified as Minority and Women, and owned by African Americans, are more likely to perceive that informal networks enable contracting success with CCSD. This suggests that, at least for firms certified as Minority and Women, and for firms owned by African Americans and Women, CCSD contracting disparities between them and Non-MWBEs can potentially be explained by their exclusion from informal CCSD public contracting networks. This reduces their ability to secure prime contracts and subcontracts.

5. Anecdotal Findings

FINDING 27: LACK OF OUTREACH/CONNECTION FROM DISTRICT

45.6% of respondents told the Study team that they considered a lack of existing relationship with CCSD as a barrier to doing business. That included 57.5% of Non-MWBE owned businesses, 57.1% of African American owned companies, and 41.9% of Woman owned firms.

FINDING 28: INFORMAL NETWORKS

More than half of the 215 Survey of Business Owner respondents (54.4%) said “yes” when asked if they believed that some form of an informal network monopolized public contracting with CCSD. Of that percentage, 77.1% of African American owned businesses, 48.4% of Woman owned businesses, and 39.1% of Non-Minority owned firms responded in the affirmative. “Even though it comes up as a procurement a lot of times it seems like they already have somebody in mind when they put it out,” a business owner said.

FINDING 29: LOW REGISTRATION NUMBERS

Only 21.9% of the 215 businesses polled for the Study indicated they were registered with CCSD by requesting a vendor packet. Of the remaining 78.1% of unregistered respondents, 75.7% of African American owned businesses, 77.4% of Woman owned businesses, and 79.3% of Non-MWBE owned firms said they were not registered. Forty-seven percent (47%) of survey respondents said they were registered with other government entities than CCSD. More than half of the business owners who acknowledged not being registered with CCSD (56.6%) said it was because they did not know there was a registry. 22.6% said they did not know how to register.

FINDING 30: EXCESSIVE PAPERWORK

Twenty percent (20%) of respondents cited excessive paperwork as a barrier to doing business with CCSD. That included 22.6% of the Woman owned businesses and 21.8% of Non-MWBE owned firms. “They give you, like, one week to respond to 70 pages that we type in,” one business owner said.

FINDING 31: LITTLE EXPERIENCE WITH DISCRIMINATION

Only 7% of firms polled identified experiences with racial, gender, or ethnic discrimination in dealing with CCSD. That includes 5.6% of respondents choosing “Seldom,” 0.9% choosing “Often,” and 0.5% selecting “Very Often.” This amount is significantly less than the 64.7% of survey participants responding to questions about experiences with discrimination from the private sector in the Clarke County marketplace. In this case 29.4% indicated “Seldom,” 11.8% selected “Often,” and 23.5% reported “Very Often.” Only 8.6% of African American owned firms and 6.5% of Woman owned firms reported experiencing any discriminatory behavior when dealing with CCSD.

FINDING 32: CERTIFICATION UNHELPFUL/COULD HURT

Nearly 35% of those polled (34.7%) indicated that certification either did not benefit or could negatively impact their respective businesses.

FINDING 33: BID SHOPPING

More than half of the businesses surveyed agreed to some extent that sometimes a prime contractor will contact a Minority or Woman owned firm to ask for quotes without ever giving the proposal sufficient review to consider awarding that firm with a contract. Of those respondents, 16.3% strongly agreed and 34.4% agreed. In the survey, 45.2% of Woman owned businesses agreed and 3.2% strongly agreed. Meanwhile, 44.3% of African American owned firms strongly agreed, and 31.4% agreed. 27.6% of Non-Minority owned firms strongly agreed while 3.4% from the same group agreed.

FINDING 34: DOUBLE STANDARDS IN QUALIFICATIONS

Fifty-three percent (53%) of business owners told the Study team they agreed to some extent that double standards in qualifications and work performance made it more difficult for Minority, Woman, Disadvantaged, and Small businesses to win bids or contracts. That includes 36.7% that agree and 16.3% that strongly agree. Among survey respondents, 44.3% of African American owned businesses strongly agreed while 35.7% agreed. That is compared to 38.7% of Woman owned firms that agreed and 6.5% that strongly agreed, and 31% of Non-Minority owned companies that strongly agreed and 2.3% that agreed.

B. Commendations

COMMENDATION 1: PROMPT PAYMENT

GSPC commends the District for its adherence to the State's prompt payment statutes resulting in little to no complaints from the vendor community regarding prompt payment for primes or subcontractors.

COMMENDATION 2: INSURANCE

GSPC commends the District for the lack of complaints regarding insurance from the vendor community.

C. Recommendations

The findings of this Study conclude that there is a factual predicate for race- and gender-conscious remedies in addition to race- and gender-neutral efforts. A regression analysis found that disparities by race, ethnicity, or gender status of the firm owners remained after controlling for capacity and other race and gender-neutral factors. As a result, GSPC makes the following recommendations to assist CCSD in remedying the disparities found to ensure that all available firms within the Relevant Market are given every chance to succeed in business with CCSD.

RECOMMENDATION 1: ALLOCATE RESOURCES AND STAFFING

GSPC recommends having staffing and resource allocations, including having at least one additional procurement officer that is fully dedicated to implementing these recommended programmatic changes. GSPC is aware that additional funding may be delayed due to the budgeting process. However, until resources can be applied, this time can be utilized by:

- Accepting the Study and its recommendations;
- Conducting a gap analysis (what needs new legislation and what can be implemented under current authority);
- Plan for implementation (steps, phases, and tasks);
- Drafting a new program plan or adding on new program elements;
- Develop a training protocol and train staff.

RECOMMENDATION 2: MWBE ASPIRATIONAL AND CONTRACT SPECIFIC GOALS

Aspirational goals are an internal measure for CCSD to determine if the participation of MBEs and WBEs is what should be expected based upon availability. GSPC can work with the Procurement Office to set annual goals for the first year and the formula for succeeding years. CCSD should set separate MBE and WBE aspirational goals.

There was statistically significant underutilization in the following groups:

- Construction: African Americans, Asian Americans, Hispanic Americans, Native American, and Women;
- Architecture & Engineering (A&E): African Americans, Asian Americans, Hispanic Americans, Native American, and Women;
- Professional Services: African Americans, Asian Americans, Hispanic Americans, Native American, and Women;
- Other Services: African Americans, Asian Americans, Hispanic Americans, Native American, and Women;
- Goods: African Americans, Hispanic Americans, Native American, and Women.

The Study found that even with encouraging prime contractors to utilize Minority and Women owned firms, with few exceptions, MWBEs were statistically significantly underutilized. As a result of the Study analyses, GSPC finds a factual predicate for race and gender conscious MWBE contract-by-contract subcontracting goals. CCSD may utilize the annual goals as a starting point for considering contract-by-contract goals. CCSD should set separate MBE and WBE goals on the same projects and not combine MWBE goals. If firms do not meet the MBE or WBE subcontractor goals, they should be permitted to demonstrate Good Faith Efforts⁵.

RECOMMENDATION 3: SMALL BUSINESS RESERVE

GSPC recommends that CCSD establish a small business reserve to aid with the utilization of small and local firms. A small business reserve provides for a certain threshold under which only small businesses can bid. This responds to the pervasive complaints of unfair competition against large firms and gives smaller firms the opportunity to act as prime contractors.

⁵ GSPC does not generally recommend contract-by-contract goal setting in Goods because there are typically few subcontracting opportunities. However, CCSD should apply goals where such opportunities do exist.

RECOMMENDATION 4: BLIND BIDDING

GSPC heard numerous concerns about the perception of an informal network of firms who monopolize the contracting process. One way to dispel that concern is for CCSD to consider blind bidding for both Construction and A&E contracts. This way, firms who have previously worked with CCSD will not be advantaged over firms that have not.

If CCSD does not institute blind bidding, it should be careful not to give firms who have had previous contracts extra points in the evaluation process because of their previous experience with CCSD. Such extra points could be considered as exclusionary to new qualified firms.

RECOMMENDATION 5: UNBUNDLING CONTRACTS

CCSD should review its contract sizing. Instead of issuing large contracts, CCSD should review the award to see if there are parts of it that could be awarded to an MWBE as a prime. This would expand the opportunities that MWBEs would have to do business with CCSD. Of course, additional criteria that can be utilized and reviewed in determining whether projects can be divided include multiple locations within one project; size and complexity of the procurement; similarity of goods and services procured; and safety.

RECOMMENDATION 6: STREAMLINING PAPERWORK

CCSD should review and streamline the bidding process so that the required submissions are not overly burdensome, particularly for small firms and small projects. GSPC recommends that CCSD streamline the paperwork needed to submit bid responses on smaller contracts to encourage small businesses with less resources to bid.

RECOMMENDATION 7: ACCEPT ALL CERTIFICATIONS IN THE AREA

CCSD should encourage and assist firms in getting certified and should accept bona fide third-party certifications but should also have audit rights with any non-governmental agencies, including the right to reject CCSD's previous acceptance of a certification that it deems not sufficiently supported.

RECOMMENDATION 8: TARGETED OUTREACH

There are several indicators that firms have the desire to do business with CCSD, but both anecdotal and quantitative findings reveal that firms need more outreach and supportive services to successfully do so. Additional efforts to provide better communication and information to possible bidders could increase the pool of MWBEs and other firms who are in fact ready, willing, and able to do with CCSD, as well as those that can be successful in winning bids both as prime contractors and subcontractors.

GSPC has recognized that CCSD could do the following:

- Better advertise opportunities outside of the Georgia Procurement Registry.
- Invest in outreach to market bids and registration/certification resources, such as hosting workshops and/or informational sessions to provide better awareness to public contracting and increase the capacity for firms interested in doing business with the government.
- Partner with Local Business Development Centers and Colleges to provide supportive services.

As informal and formal opportunities emerge, identify firms in the Relevant Market that can do the work for notification of the work. In other words, find firms that may not be coming to CCSD. This is important so that firms are aware of upcoming opportunities.

RECOMMENDATION 9: FORECASTING

There is a demonstrated perception that informal networks enable successful contracting. One aspect of an informal network is that certain firms get information that is not available to all firms. This can be dismantled if bid opportunities are forecasted far in advance to give all firms ample time to prepare. GSPC recommends that CCSD publish upcoming bid opportunities, even if not complete or not yet issued, with the information it has as soon as possible. One year in advance is optimal. For the concerns of informal networks and unfair competition with large businesses, more specific and stringent policies need to be put in place to ensure that District department heads and the primes they hire are intentional in seeking equity and diversity in their procurement process. Goal-setting policies can eliminate such practices, but only if resources in the way of personnel are put in place to ensure that established rules and guidelines are followed.

Alerting businesses to upcoming needs even before a formal bid is issued will allow CCSD to provide supportive services well in advance of bid issuance, if needed. 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.

RECOMMENDATION 10: LOCAL SUPPORTIVE SERVICES

Local supportive services may be offered internally in coordination with other agencies, the Small Business Administration bonding program, the local university, and the small business development centers. This is particularly important for any of CCSD's large capital projects to ensure diverse supplier participation. Firms in the Clarke County School District Marketplace area may be suffering from undercapitalization and access to capital may be an important component to supportive services.

RECOMMENDATION 11: INSTITUTE DATA REFORM

GSPC recommends that CCSD undertake to make the following data reforms, which should be a priority, in order to properly track and monitor the other program recommendations:

- Track subcontractor data: It is important that CCSD track all subcontractor data for both Non-MWBE and MWBE subcontractors across all work categories. CCSD should require prime firms in all procurement categories to submit utilization and payment data on all subcontractors and suppliers utilized. In addition, CCSD should develop a contract management system to correlate purchase order payments to specific contracts, and subcontractor utilization to those specific contracts.
- Require businesses to register with CCSD.
- Usage of contract numbers and full amount included in master list of awards.
- Mandatory registration before bidding.

III. LEGAL ANALYSIS – HISTORICAL OVERVIEW

A. Introduction

The Clarke County (GA) School District has engaged Griffin & Strong, P.C. (GSPC) to conduct this Disparity Study addressing the District’s procurement policies and procedures.

This is the first disparity study commissioned by the District. Therefore, the legal analysis provided by GSPC herein will first present the important historical background guiding the development of disparity studies, which effectively began in the United States Supreme Court thirty years ago and has been carried forward to the present time by federal and state courts faced with legal challenges to Minority and Women Owned Business Enterprise programs and policies.

The District does not currently have an MWBE program and does not employ mandatory percentage-based utilization goals, aspirational goals, project/contract set-asides, bid preferences, or similar advantages for MWBEs.

Because the qualitative and quantitative methodologies GSPC will be employing in this Study are the product of developing case law and decades of practical experience, GSPC will provide a more comprehensive discussion of the key judicial decisions tracking increased use (and development) of disparity studies, and a deeper dive into the legal considerations and related evidentiary requirements for sustaining inclusion programs in the face of a challenge on constitutional grounds. This analysis will be provided in an appendix (Appendix B).

In each of these analyses GSPC specifically includes discussion of key decisions from the United States Court of Appeals for the Eleventh Circuit, as these decisions present the legal foundation under which a challenge to any of the District’s policies or programs would be analyzed.

Lastly, upon completion of the Study GSPC will provide the District with proposed findings and recommendations regarding procurement policies and procedures, with reference to legal considerations that may support or otherwise be implicated by a particular recommendation, including one that includes race-conscious or gender-conscious policies or remedies.

B. Historical Development of the Relevant Law Regarding MWBE (and DBE) 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,⁶ and subsequent judicial decisions have drawn a direct line between Croson and the usefulness of disparity studies.⁷

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. To better understand the proper parameters of such programs, one must understand their judicial origin.

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. MBE, WBE, DBE 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.

⁶ 488 U.S. 469; 109 S. Ct. 706; 102 L. Ed. 2d 854 (1989).

⁷ 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.”).

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 % African American) and awards of prime contracts to minority-owned firms (0.67 % 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.⁸

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.”⁹

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.¹⁰

Stated otherwise, the statistical comparison should be between the percentage of M/WBEs 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 noted 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-

⁸ Croson, 488 U.S. at 480.

⁹ Id.

¹⁰ Croson, 488 U.S. at 509.

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 disappointment 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.¹¹

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 an MBE/WBE/DBE program which will assist in protecting the program from constitutional challenge under a strict scrutiny analysis. These recommendations have in many respects provided a roadmap of sorts for disparity studies and are therefore discussed in greater detail in Appendix B.

¹¹ Croson, 488 U.S. at 500.

2. The Supreme Court's Decision in Adarand v. Peña and Subsequent Circuit Court Proceedings

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.¹² 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.

Reversing the decision of the Tenth Circuit, the Supreme Court ruled that federal programs are not reviewed for constitutionality under a more lenient standard (as had been indicated in some prior Supreme Court opinions); strict scrutiny is likewise to be applied to such programs.¹³ Because the district court and the Tenth Circuit had not applied the proper standard of review, the Supreme Court remanded the case back to the district court to apply strict scrutiny to the program, consistent with Croson.¹⁴

On remand, the district court (D. Colo.) ruled that no program can meet the strict scrutiny standard—i.e., it is “fatal in fact.” The Tenth Circuit disagreed, upholding the federal program even under a strict scrutiny standard, finding a compelling state interest, and the required narrow tailoring to achieve such compelling interest.¹⁵

Consistent with Croson and subsequent opinions, the Tenth Circuit described its task regarding the compelling state interest as follows:

[O]ur inquiry necessarily consists of four parts: First, we must determine whether the government's articulated goal in enacting the race-based measures at issue in this case is appropriately considered a "compelling interest" under the governing case law; if so, we must then set forth the standards under which to evaluate the government's evidence of compelling interest; third, we must decide whether the evidence presented by the government is sufficiently strong to meet its initial burden of demonstrating the compelling interest it has articulated; and finally, we must examine whether the challenging party has met its ultimate burden of rebutting the government's evidence such that the granting of summary judgment to either party is proper. We begin, as we must, with an inquiry into the meaning of “compelling interest.”¹⁶

¹² 515 U.S. 200 (1995) (Adarand III).

¹³ Id. at 222-26.

¹⁴ Id.

¹⁵ Adarand Constructors, Inc. v. Slater, 228 F.3d 1147 (10th Cir. 2000) (Adarand VII).

¹⁶ Adarand VII, 228 F.3d at 1164.

If satisfied that the compelling state interest prong had been met, the court then needed to determine whether the federal DBE program was narrowly tailored, as required under Croson (and strict scrutiny jurisprudence generally).¹⁷

The court first found that the government’s proffered interest—“remedying the effects of racial discrimination and opening up federal contracting opportunities to members of previously excluded minority groups” —met the standard.¹⁸

As for the “strong basis in evidence” that remedial action was necessary, the court in Adarand VII found that the government established that minority contractors faced significant discriminatory *barriers to entry* into the disbursement programs, such as a classic “old boy” network of contractors, denial of access to capital, and denial of or difficulty in obtaining union membership to assist in access.¹⁹ The government also demonstrated, the court found, that existing minority contractors faced *barriers to competition*, owing to various methods of “discrimination by prime contractors, private sector customers, business networks, suppliers, and bonding companies[.]”²⁰

In support of its position, the government produced statistical and anecdotal evidence, both direct and circumstantial, taken from local disparity studies which demonstrated under-utilization of minority subcontractors (described in more detail below), and the effect on utilization rates when affirmative action programs or efforts were discontinued for one reason or another.²¹

The Adarand VII court went on to discuss at length its reasoning that the government also adequately demonstrated that its program was narrowly tailored to achieve the compelling interest discussed previously.²² In sum, the court found that the government satisfactorily met the following important factors: “the necessity for the relief and the efficacy of alternative remedies; the flexibility and duration of the relief, including the availability of waiver provisions; the relationship of the numerical goals to the relevant labor market; and the impact of the relief on the rights of third parties.”²³

The case was therefore returned to the district court for further proceedings “consistent with this opinion.”²⁴

¹⁷ Id. at 1176-77.

¹⁸ Id. at 1164-65 (“[W]e readily conclude that the federal government has a compelling interest in not perpetuating the effects of racial discrimination in its own distribution of federal funds and in remedying the effects of past discrimination in the government contracting markets created by its disbursements.”).

¹⁹ 228 F.3d at 1168-69.

²⁰ Id. at 1170-72.

²¹ Id. at 1174-75.

²² 228 F.3d at 1176-1187.

²³ Id. at 1177. These remedial concepts are covered in greater detail below.

²⁴ Id.

3. The Eleventh Circuit's Decision in *Engineering Contractors v. Metropolitan Dade*

Having the benefit of the Supreme Court's thinking in *Croson* and *Adarand*, the Eleventh Circuit addressed the constitutionality of programs providing for race-, ethnicity-, and gender-conscious measures for public contracts (MWBES) in *Engineering Contractors Assoc. of South Florida, Inc. v. Metropolitan Dade County*.²⁵

Applying the strict scrutiny standard required by *Croson* and *Adarand* to the race-based and ethnicity-based provisions, the district court ruled that Metropolitan Dade failed to provide a "strong basis in evidence" to justify the measures and was likewise not narrowly tailored to remedy past or present discrimination. Applying an intermediate scrutiny standard to the gender-based provision, the district court also found "insufficient probative evidence" to support that measure.²⁶ The Court of Appeals affirmed after extensive discussion of the evidence, finding that the district court's findings of fact were not clearly erroneous.²⁷

With respect to the statistical analysis relied upon by Metropolitan Dade, which included disparity indices, use of standard deviations, and regression analysis, the Eleventh Circuit shared the conclusion of the district court that the statistical disparities for minorities and for women revealed in the data were better explained by correlation to firm size than by discrimination.²⁸

The court also rejected the "narrow tailoring" efforts by Metropolitan Dade, finding that the County appeared to institute race-conscious remedies without any serious consideration of possible race-neutral options, which is antithetical to the requirement for a narrowly tailored remedial program.²⁹

As noted, decisions by the Eleventh Circuit (like *Engineering Contractors*) are particularly important when addressing/evaluating any MWBE program implementation and administration that the Clarke County School District may undertake pursuant to, or after completion of, this Study.

²⁵ 122 F.3d 895 (1997). The program at issue in *Engineering Contractors* had been upheld by the Eleventh Circuit applying pre-*Croson* Supreme Court precedent. *Id.* at 901.

²⁶ *Id.* at 902.

²⁷ *Id.* at 924, 929.

²⁸ *Id.* at 918 ("Based on the foregoing, the district court concluded that the demonstrated disparities were better explained by firm size than by discrimination. In the district court's view, the few unexplained disparities that remained after regressing for firm size did not provide a strong basis in evidence of discrimination for [Black Business Enterprises] and [Hispanic Business Enterprises] and did not sufficiently demonstrate the existence of discrimination against WBEs in the relevant economic sector. We do not consider that view of the evidence to be an implausible one in light of the entire record, which is to say we do not find it to be clearly erroneous.").

²⁹ *Id.* at 927 ("If a race-neutral remedy is sufficient to cure a race-based problem, then a race-conscious remedy can never be narrowly tailored to that problem. . . . Here, the County has clearly failed to give serious and good-faith consideration to the use of race and ethnicity-neutral measures to increase BBE and HBE participation in the County construction market.").

IV. PURCHASING POLICIES, PRACTICES, AND PROCEDURES REVIEW

A. Introduction

This chapter is designed to review the written policies and practices of the Clarke County School District, with respect to purchasing and contracting, including related programs or efforts to enhance inclusion of Minority and Women Business Enterprises (MWBES).

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. Accordingly, policy interviews are intended to identify any deviations, differing interpretations, or variant implementation of policies so as to determine whether there may be any effect on participation of small businesses, including those owned by minorities and women.

The Executive Summary of Findings and Recommendations provides information about the CCSD's policies, practices, and procedures as well as formal recommendations for improvement of the overall procurement program and greater achievement of its goals.

B. Document Review and Personnel Interviews

In preparation for the policy interviews GSPC reviewed, among other materials:

- Georgia State statutes and regulations relating to contracting and procurement;
- CCSD procurement policy and procedure documents;
- CCSD Accounting Manual;
- CCSD website, including the Purchasing Services webpages;
- CCSD budget documents; and
- Other publicly available resources relating to CCSD procurement.

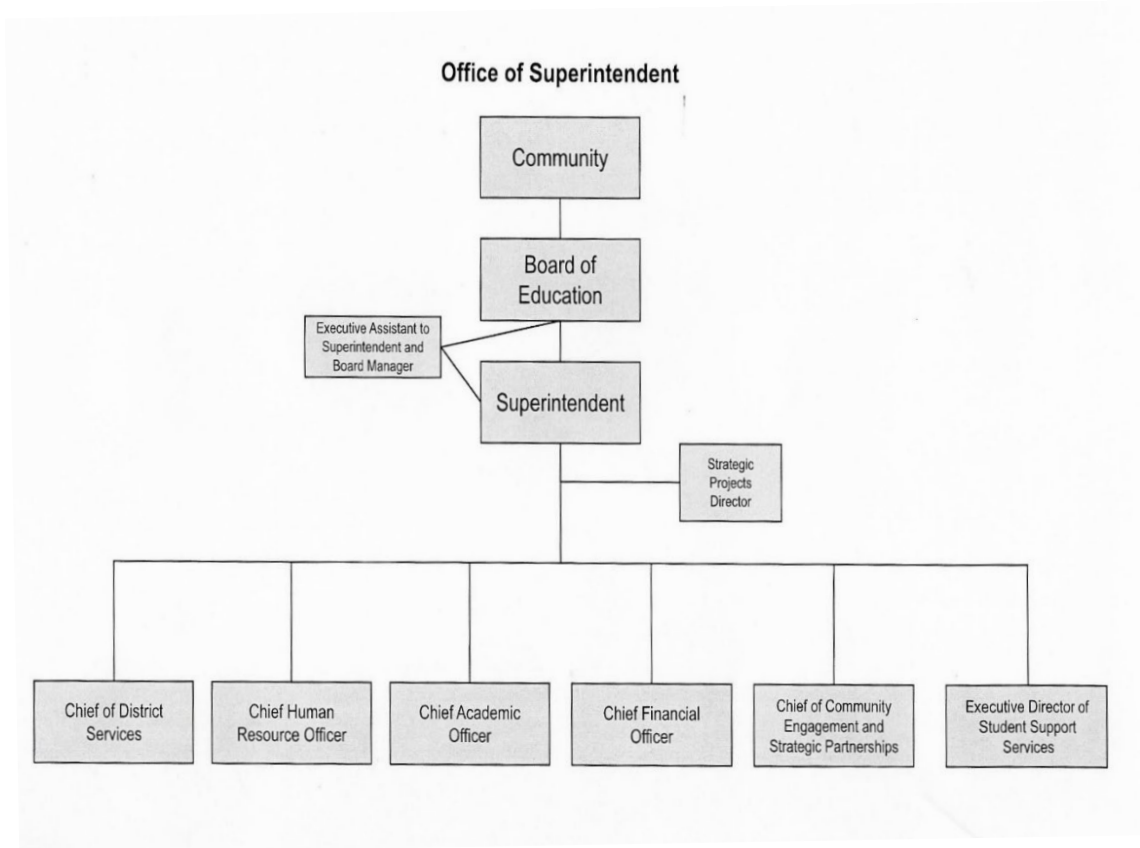
GSPC conducted policy interviews in June and July of 2022 with decision makers and officials regularly engaged in purchasing and contracting for CCSD. Included in these interviews were personnel in Purchasing Services, Legal Counsel, Special-Purpose Local-Option Sales Tax (SPLOST), and Nutrition.

C. Overview of CCSD Purchasing

The Organizational Chart below shows the overall CCSD government structure, including the CCSD Finance Department, which includes Purchasing Services. The CCSD Purchasing Services has one full-time employee and a FY 2022 budget of \$371,103.³⁰ School Nutrition and SPLOST also conduct procurement for CCSD.

Figure 1: CCSD Organizational Chart

CCSD Disparity Study



Source: CCSD Office of the Superintendent

³⁰ CCSD, FY 2022 General Fund Tentative Budget Summary.

The CCSD procurement thresholds are as follows:³¹

- \$0 to \$3,500: Micro-purchase, which may be awarded without soliciting competitive quotations if the price is considered reasonable.
- \$3,501 to \$10,000: Small Purchase Procedures, where quotations must be obtained from a minimum of two qualified sources.
- Above \$10,001: Request for Quotes (RFQ) or Invitation for Bid (IFB), which may require a request for proposal.
- \$50,000+: Invitation for Bid (IFB) or Request for Proposal (RFP) requires Board approval. The threshold for Board approval was lowered from \$80,000 to \$50,000 in 2021.

There have not been significant changes in these thresholds for competition or the CCSD procurement code more generally in the last five years, except for the change in the threshold for Board approval.

Until recently only the School Superintendent had a procurement card. In June 2022 six CCSD cabinet level staff were given procurement cards.

D. Professional Services

CCSD policy provides that,

The purchase of professional services exceeding \$50,000 annually must be approved by the board of education upon the recommendation of the superintendent. The Purchasing Agent and department head shall determine which form of solicitation will be used for purchases of \$10,000 or more professional services. An Invitation for Bid or Request for Quotes method may be used. A Request for Proposal may be used if deemed necessary.³²

Professional services such as architectural, engineering, consultative, or advisory services can be selected from a source identified as providing the expertise and availability on the particular topic at the discretion of the applicable Department Head. Staff interviews indicated that the CCSD does not use “master lists” for the various professional services disciplines or construction-related professional services. Georgia Department of Education (DOE) rules require school boards to have five-year plans for school facilities with architectural and design components.³³

³¹ Regulation DJE-R (1): Purchasing, Section C.

³² Board Policy DJE: Purchasing, Last Revised Date: 11/11/2021, Requirements of Local Law, Section f.

³³ O.C.G.A. 20-2-260 (2010) Capital outlay funds.

E. Construction

New construction projects and major renovations are managed by CCSD SPLOST and smaller repairs by CCSD Plant Services. Georgia law allows Design/Bid/Build, Design Build, Construction Manager at Risk, and Construction Management Services for school facilities project.³⁴ CCSD has used Design/Bid/Build for construction. CCSD has used Construction Manager at Risk on occasion and Design Build for smaller projects. There are some limits on construction procurement by Georgia Department of Education (DOE) if state funds are used for the project.³⁵ These Fruit rules do not, however, constrain the type of construction procurement method CCSD can use to build schools.

F. School Nutrition

CCSD has a procurement plan that applies to the National School Lunch Program, the School Breakfast, After School Meal Supplement Program, Fresh and Vegetable Program and Food Distribution Program (School Food Authority, SFA).³⁶ The procurement of goods and services by School Nutrition must accommodate the most restrictive procurement procedures and the lowest acquisition thresholds between federal, state, and local rules. These rules are,

- SFA Micro-Purchase Procedure: less than \$3500. This purchase may be awarded without soliciting competitive quotations if the price is reasonable. Repeat micro-purchases are to be distributed equitably among qualified suppliers to the maximum extent practicable.
- SFA Small Purchase Procedures: \$3,501 to \$10,000. These purchases require price or rate quotations from a minimum of two qualified sources.
- SFA Competitive Bids: Request for Quotes (RFQ) or Invitation for Bid (IFB): \$10,001 - \$79,999. Contracts at this level will be awarded based on the lowest price, best quality, product availability, customer service, and/or date of delivery.
- Competitive Invitation for Bid (IFB) or Request for Proposal (RFP) approval: \$80,000+. The School Nutrition Director, or designee, will evaluate and award the contract based on the lowest cost and most advantageous outcome for the SFA.
- All solicitations forecasted to cost \$100,000 or more are advertised on the Georgia Procurement Registry and the CCSD's website.

The SFA may use a sole source if there is an emergency, or after solicitation of several sources' competition was inadequate.³⁷

³⁴ Rules and Regulations of the State of Georgia, Rule 160-5-4-.18. Bidding Requirements for School Capital Outlay Projects.

³⁵ Ga. Comp. R. & Regs. 160-5-4-.16; Georgia Department of Education Facilities Services Unit, Guideline for Submission of Documents for Review of Planning, Bidding, and Construction of Educational Facilities, 05-30-12; Georgia Department of Education Facilities Services Unit, Guideline for Receiving State Capital Outlay Funds, 05-30-12.

³⁶ Clarke County School Nutrition Program 2021-2022 Procurement Plan.

³⁷ Ibid.

G. Exemptions from Competitive Bidding

The CCSD purchasing sets forth several exemptions to its competitive bidding requirements.³⁸ These include:

- a. Emergency procurement.
- b. Cooperative purchases of goods and services. The CCSD uses state contracts and cooperative contracts to purchase goods such as furniture, office supplies, and information technology.
- c. Service Agreements for maintenance that are part of the original purchase or are provided by the original manufacturer of the equipment or product, are not subject to competitive solicitation.
- d. Standardization. Additional purchases of same or like goods or services required to maintain consistency, produce visual harmony, or reduce financial investment and simplify administration.
- e. Sole/Single Source Purchases from an only known source of supply. Sole source procurement is rare, and is used primarily for special education supplies, English for Speakers of Other Languages (ESOL), and textbooks.
- f. Utilities and Fuel.
- g. Instructional Materials Textbooks, films, slides, videotapes, newspapers, library books, reference materials, subscriptions, computer programs, or other instructional media.
- h. Tests and test scoring services.
- i. Continuations. Continuance of an existing purchase agreement, bid, request for proposal, rental, or lease duly authorized by the Board.
- j. Professional Services (discussed above).
- k. Blanket Requisitions. Where serial bulk purchases of a commodity item are anticipated, a blanket purchase order may be issued that authorizes multiple purchases from one or more vendors.
- l. School Activity Funds Purchases. Purchases of less than \$3,500 made with school activity funds are exempt from the requirements of CCSD Regulation DJE-R (1); purchases of \$3,500 or more must comply.

³⁸ Board Policy DJE: Purchasing, Last Revised Date: 11/11/2021, Requirements of Local Law, Section E.

H. Bonding, Insurance and Prompt Payment

1. Bonding

a) *CCSD has the following policies on bonding:*

- Bid Bonds. Bid bonds may be required by any IFB or RFP; bid bonds shall be required for public works construction contracts with an estimated total price exceeding \$100,000.³⁹
- Performance bonds are required for public works construction contracts with an estimated total price exceeding \$100,000.⁴⁰ Staff interviews indicated that subcontractors are also required to post performance bonds if their part of a contract exceeded \$100,000.
- Payment bonds may be required for public works construction contracts with an estimated total price exceeding \$100,000.⁴¹

Staff interviews indicated that bonding of prime contractors was not an issue. Vendor experience with bonding on CCSD projects is discussed in the Anecdotal chapter below.

2. Insurance

Regarding insurance, a sample CCSD solicitation provides the following requirements:

Coverage is at least as broad as:

- *Commercial General Liability (CGL):* Insurance Services Office Form CG 00 01, including products and completed operations, with limits of no less than \$1,000,000 per occurrence for bodily injury, personal injury, and property damage. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
- *Automobile Liability:* Insurance Services Office Form Number CA 0001 covering Symbol 1 (any auto), with limits no less than \$1,000,000 per accident for bodily injury and property damage.
- *Workers' Compensation:* Insurance as required by the State of Georgia, with Statutory Limits, and Employers' Liability insurance with a limit of no less than \$1,000,000 per accident for bodily injury or disease.
- *Professional Liability:* If professional services (e.g., architecture or engineering) are to be supplied, Professional Liability insurance with limits of no less than \$1,000,000 per occurrence or claim, and \$2,000,000 policy aggregate.
- *Contractors' Pollution Legal Liability and/or Asbestos Legal Liability and/or Errors and Omissions* (i.e., if project involves environmental hazards): with limits of no less than \$1,000,000 per occurrence or claim, and \$2,000,000 policy aggregate.⁴²

³⁹ CCSD, Regulation DJE-R (1): Purchasing, Section C.5.a. Last Revised Date: 07/18/2019. O.C.G.A 36-91-0050(a).

⁴⁰ CCSD, Regulation DJE-R (1): Purchasing, Section C.5.b. Last Revised Date: 07/18/2019.

⁴¹ CCSD, Regulation DJE-R (1): Purchasing, Section C.5.c. Last Revised Date: 07/18/2019.

⁴² See, e.g., CCSD, RFP Number: 21-0617, Grounds Maintenance Services, June 17, 2021.

Some CCSD staff did report vendor concerns about insurance requirements. Some years ago, CCSD did reduce insurance requirements for smaller contracts. Vendor experience with CCSD insurance requirements is discussed in the Anecdotal chapter below.

3. Prompt Payment

There is no CCSD prompt payment policy. The Georgia prompt payment statutes provide that payment on a construction contract must be made within 15 days of the date upon which payment becomes due, and subcontractors must be paid by primes within 10 days of the prime receiving its payment.⁴³ CCSD construction projects are let under the terms of American Institute of Architects (AIA) documents for payments, which provides that CCSD pays no later than twenty days after the Architect receives the application for payment. Staff interviews indicated that prompt payment of prime contractors was not an issue. Vendor experience with prompt payment by the CCSD and CCSD prime contractors is discussed in the Anecdotal chapter below.

I. Vendor Registration and Prequalification

CCSD does not maintain a bidders list, vendors list, or prequalification list. CCSD will prequalify contractors for large complex construction projects on occasion.⁴⁴ CCSD posts open bids on the CCSD website, the local newspaper, and the Georgia Procurement registry.⁴⁵ CCSD will also notify past awardees of solicitations. Vendors do not have to register to bid but do have to be registered in the CCSD financial system to be awarded a contract. CCSD does participate in trade fairs to promote access to CCSD procurement opportunities. The CCSD purchasing website presents current bids but does not contain forecasts of upcoming bid opportunities.⁴⁶

⁴³ O.C.G.A. 13-11-4 (2010).

⁴⁴ State law and Georgia Department of Education rules limit the ability to exclude firms based on based upon lack of previous experience with job of that size. O.C.G.A 36-91-0023. For example, a firm that had only down CM at Risk could not be excluded from a hard bid.

⁴⁵ <https://ssl.doas.state.ga.us/gpr/>.

⁴⁶ See <https://www.clarke.k12.ga.us/Page/142>.

J. MWBE Program, Local Preferences, Value Added

The CCSD does not currently maintain an MWBE program. This is the first CCSD disparity study. The CCSD does not certify MWBEs or small businesses (SBEs). Nor is there a MWBE certifying agency in the Athens-Clarke County area.

The CCSD scoring criteria for RFP's includes a category for awarding one or more additional points to local vendors. A "local vendor" is defined as one having its residence (in the case of an individual) or principal office (in the case of a business entity) in Athens-Clarke County, Georgia.⁴⁷

The CCSD provides points for bids that "[p]rovide any unique elements of your offer, not already specified or proposed that you believe will bring value to this contract."⁴⁸ This includes internship and employment opportunities for CCSD students. Staff indicated that this incentive has been in place for about three years. Staff further indicated that the feature had not impacted vendor selection on construction projects. Staff felt this lack of impact on bids was partly due to the lack of detailed instructions in solicitations about the value-added incentives.

K. Business Development Efforts

Like most school districts CCSD does not provide business development services to vendors. CCSD has not conducted "How to Do Business With CCSD" workshops but expressed a desire to do so. CCSD also does not currently partner with any business development services providers.

L. Conclusion

No procurement barriers were reported by CCSD staff. Barriers identified by vendors are reported in the Anecdotal chapter below. There are some limits from the Georgia DOE, but they do not impact the type of procurement.

The CCSD has no MWBE or SBE program. The CCSD does not certify MWBEs. The two CCSD procurement incentives are for local businesses and for value added (such as assistance to students). The CCSD does not track or report MWBE utilization. CCSD has not engaged in business development efforts.

⁴⁷ CCSD, Regulation DJE-R (1): Purchasing, Section C.4.g. Last Revised Date: 07/18/2019.

⁴⁸ See, e.g., CCSD, RFP Number: 21-0617, Grounds Maintenance Services, Evaluation Criteria, June 17, 2021.

V. QUANTITATIVE ANALYSIS

A. Introduction

The quantitative analysis of a disparity study measures and compares the availability of firms in each race/ethnicity/gender group within the CCSD Relevant Market Area to the utilization of each race/ethnicity/gender group, measured by the payments to these groups by CCSD.

Research Question: Statistical Analysis

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

The outcome of the comparison shows us whether there is a disparity between Availability and Utilization or Utilization is in Parity with Availability (i.e., the amount to be expected). Where there is disparity, a determination is made whether it is an Overutilization or an Underutilization. Further, the disparity is tested to see if it is statistically significant. Legal precedents have clearly established that the presence of such significant statistical disparities creates an inference of discrimination adversely affecting the participation of the underutilized firms. Finally, the regression analysis contained in the Chapter VI Private Sector Analysis tests for other explanations for the disparity to determine if it is likely that the disparity is caused by race, ethnicity, and gender status, or other factors. Where there is statistically significant Underutilization of MWBEs that is likely caused by race, ethnicity, and/or gender, GSPC determines as part of its findings whether there is a basis for an inference of discrimination and consideration by CCSD for the use of narrowly tailored race- and gender-conscious remedies.

B. Data Assessment and Requests

The data assessment process was initiated with a series of meetings with representatives from CCSD's various departments that are involved in purchasing. The purpose of each of these meetings was to determine what data CCSD maintains, in what format, and how GSPC can obtain the data. Further, the objective was for GSPC to get a better understanding of the CCSD's purchasing process in order to best execute the methodology that has been approved by CCSD. It was also important for GSPC's team to get to know procurement personnel and understand how to operate the Study in a manner least intrusive to CCSD personnel.

GSPC's Data Assessment Report is attached hereto as Appendix C.

1. Data Setup

Following approval of the Data Assessment Report, GSPC developed and executed a Data Collection Plan and submitted data requests to CCSD. 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.

2. Electronic Data

Electronic data (MS Excel or other computer spreadsheets) supplied by the District and other data collected by GSPC were catalogued and stored in GSPC's computer systems subsequent to the data collection effort. The data entered were used to develop databases containing contracting history for each business type, for both prime contracting and subcontracting on behalf of CCSD. GSPC related all the databases collected in order to cross-reference information among the files, including matching addresses, industry categories, and MWBE 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 be excluded from the analysis (e.g., governmental agencies, not-for-profits, utilities, colleges & universities, et. al);
- Assigning and verifying ethnicity, race & gender of each firm;
- Assigning each firm to one or more of the five (5) Industry Categories based upon the kind of work that the firm performs;
- Utilizing zip codes to determine each firm's county location;
- Matching files electronically to pick up addresses, ethnicity/race/gender, and/or Industry Category; and
- Filling in any additional missing data on firms.

File cleanup was first done electronically by linking information provided by the District to certain indicators such as work descriptions or by cross-referencing information with other files to fill in missing fields.

1. Assignment of Race/Gender/Ethnicity

To identify MWBE groups, GSPC utilized the assignments given to firms in the governmental lists from the:

- Georgia Department of Transportation UCP Directory
- Georgia Procurement Registry
- City of Atlanta Certified List
- State of Georgia SBA 8A Certified Vendor List
- State of Georgia SBA WBE GOV Certified Vendor List
- Clayton County Prism Vendor Directory

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 are categorized by race and gender and firms with no race/ethnicity/gender indicated. White male owned firms, and publicly owned corporations are categorized as Non-MWBE firms.

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

2. Assignment of Industry Categories

To place firms in the proper industry categories, GSPC used the item purchased or work descriptions to assign the firms into one of the five (5) industries of Construction, Architecture and Engineering (A&E), Professional Services, Other Services, and Goods. Further, where other indicators were missing GSPC 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.

D. Data Source Description

The purpose of the Master Vendor File is to collect, in one database, a listing of all firms that are ready, willing, and able to do business with Clarke County Schools. It includes internal lists from Clarke County Schools as well as outside governmental lists. The Master Vendor file is a compilation of all lists of vendors used to determine availability estimates. It 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 GSPC is comparing like-data to like-data. The Master Vendor File contains the lists of firms from the following data sources:

1. CCSD Data Files

- Payments (Study Period)
- Vendor List (Current)
- Bidders (Study Period)
- Awards (Study Period)
- Subcontractors from Pay Apps (Study Period)

2. Outside Files

- Georgia Department of Transportation UCP DBE and Business List (Current)
- Georgia Department of Transportation Prequalified Consultants List (Current)
- Georgia Department of Transportation Prequalified Contractors List (Current)

E. Relevant Market Analysis

The commonly held idea that the Relevant Market Area should encompass at least 75% to 85% of the "qualified" vendors that serve a particular sector has its origins in antitrust lawsuits.⁴⁹ In line with antitrust

Relevant Market Area is the geographic location where the District spends at least 75% of its dollars. The Utilization and Availability analyses are conducted only using firms located within the Relevant Market Area

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 programs⁵⁰. 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 Market area) who were qualified to perform contracting work (including prime and Subcontractors) and the percentage of total City contracting dollars awarded to Minority firms.

The District's Relevant Market area has been determined for each of the Industry Categories:

- Construction;
- Architecture & Engineering (A&E);
- Professional Services;
- Other Services; and
- Goods.

For each purchasing category GSPC measured the "Relevant Geographic Market Area" as the area where at least 75% of the District dollars were paid during the Study Period. In doing that, GSPC converted vendors' Postal Zip Codes into Counties and State and then worked on drawing the Relevant Geographic Market Area. The Geographic Relevant Market is the Atlanta-Athens Consolidated Statistical Area (CSA).⁵¹

The results of Relevant Geographic Market Area are presented in Table 6 shows that close to 99.59% of all Construction related procurements, during the Study Period, were paid to vendors within the Clarke County Schools Relevant Market Area. The Clarke County Schools Relevant Market Area covered 99.69% of A&E, 71.59% of Professional Services, 69.08% of Other Services, and 72.93% of Goods. Given that 82.66% of all the District spending was with firms located in this relevant market, GSPC determined that one consistent Relevant Geographic Market across all Industry Categories was appropriate. A more detailed breakdown of the Relevant Geographic Market by County is included in Appendix D.

⁴⁹ 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)

⁵⁰ Croson, 488 U.S. 509, 709 S. Ct. 706 (1989)

⁵¹ The CSA is composed of Barrow County, Carroll County, Cherokee County, Clarke County, Clayton County, Cobb County, Coweta County, Dawson County, DeKalb County, Dekalb County, Douglas County, Fayette County, Forsyth County, Fulton County, Gwinnett County, Habersham County, Hall County, Henry County, Jackson County, Jefferson County, Madison County, Meriwether County, Morgan County, Oconee County, Oglethorpe County, Paulding County, Polk County, Rockdale County, Spalding County, Stephens County and Walton County.

**Table 6: Relevant Market⁵²
Procurement by Market Area Counties and State
(Using Payment Dollars, FY 2018-2022)**

Clarke County School District Disparity Study

Work Category	Area	Amount	Percent	Cumulative %
Construction	Clarke County	\$ 10,987,169	12.58%	12.58%
	Rest of MSA	\$ 1,805,686	2.07%	14.65%
	CSA	\$ 74,175,920	84.94%	99.59%
	Rest of Counties in Georgia	\$ 121,735	0.14%	99.73%
	Rest of USA	\$ 235,334	0.27%	100%
	Outside of USA	\$ -	0.00%	100%
	Total	\$ 87,325,844	100.00%	
A&E	Clarke County	\$ 18,045	0.33%	0.33%
	Rest of MSA	\$ 137,346	2.48%	2.81%
	CSA	\$ 5,361,686	96.89%	99.69%
	Rest of Counties in Georgia	\$ 250	0.00%	99.70%
	Rest of USA	\$ 16,690	0.30%	100.00%
	Outside of USA	\$ -	0.00%	100.00%
	Total	\$ 5,534,017	100.00%	
Professional Services	Clarke County	\$ 1,167,937	17.39%	17.39%
	Rest of MSA	\$ 41,598	0.62%	18.01%
	CSA	\$ 3,597,381	53.57%	71.59%
	Rest of Counties in Georgia	\$ 33,990	0.51%	72.09%
	Rest of USA	\$ 1,873,926	27.91%	100.00%
	Outside of USA	\$ -	0.00%	100.00%
	Total	\$ 6,714,832	100.00%	
Other Services	Clarke County	\$ 7,689,040	27.03%	27.03%
	Rest of MSA	\$ 3,865,092	13.59%	40.62%
	CSA	\$ 8,094,275	28.46%	69.08%
	Rest of Counties in Georgia	\$ 450,804	1.58%	70.67%
	Rest of USA	\$ 8,342,844	29.33%	100.00%
	Outside of USA	\$ -	0.00%	100.00%
	Total	\$ 28,442,055	100.00%	
Goods	Clarke County	\$ 9,424,408	8.25%	8.25%
	Rest of MSA	\$ 1,659,948	1.45%	9.70%
	CSA	\$ 72,232,093	63.23%	72.93%
	Rest of Counties in Georgia	\$ 1,920,262	1.68%	74.61%
	Rest of USA	\$ 29,004,186	25.39%	100.00%
	Outside of USA	\$ -	0.00%	100.00%
	Total	\$ 114,240,897	100.00%	

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Note: GSPC uses full decimal numbers, so automatic rounding may cause differences within the tables.

⁵² 0.01 differences within the tables in the Statistical Chapter are due to automatic rounding.

F. 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 Market Area. Availability is a benchmark to examine whether there are any disparities between the Utilization of MWBEs and their Availability in the marketplace.

Availability Estimate is the determination of the percentage of MWBEs that are “ready, willing, and able” to provide Goods or services to CCSD.

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.

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

- The firm does business within an industry group from which the District 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 a relevant geographical market area such that it can do business with the District.

An MWBE Availability Estimate is expressed as a percentage of total Availability, computed by dividing the number of firms in each MWBE group in each Industry Category by the total number of businesses in the pool of firms for that Industry Category. Once these Availability estimates were calculated, GSPC compared them to the percentage of firms utilized in the respective business categories to generate the disparity indices, which will be discussed later in this analysis.

2. Measurement Basis for Availability

There are several approaches to measuring available, qualified firms. GSPC has established a methodology of measuring Availability based upon demonstrated interest in doing business with governments in the Relevant Market area and in the relevant Industry Category. A firm is considered to be demonstrating interest if the owner has taken steps, such as registering, bidding, certification, prequalification, etc. In determining those firms to be included in the Availability pool, GSPC included the entire “Master Vendor File”.

3. Capacity

The ability or capacity to perform the work is tested in the Regression Analysis conducted in Chapter VI – Private Sector Analysis herein. The Regression Analysis shows whether race, ethnicity, and gender factors are impediments overall to the success of MWBEs 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.

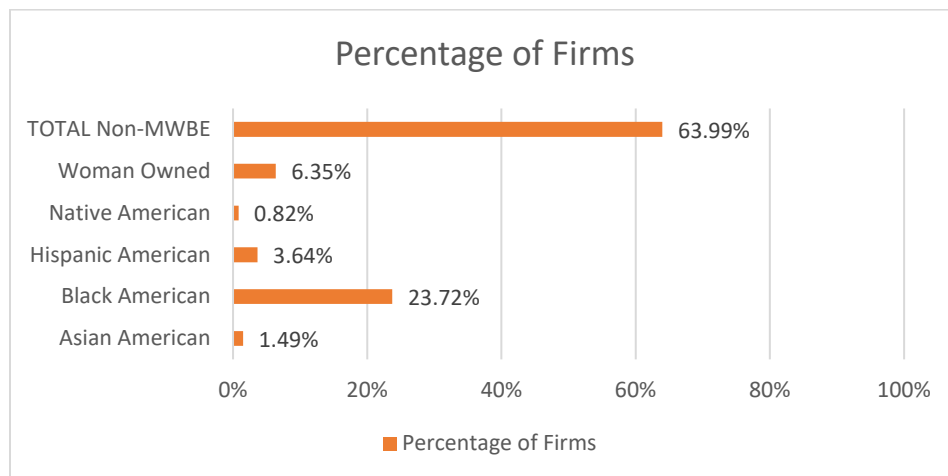
4. Availability

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 (Note: GSPC uses full decimal numbers, so automatic rounding may cause differences within the tables).

The availability analyzed from the Master Vendor File includes all unique vendors in each work category. The Clarke County Schools Relevant Geographic Market Area availability for Construction is shown in Figure 2. As depicted in the Figure, Non-MWBE owned firms were 63.99% of all Construction firms followed by 23.72% of the firms owned by African American owned firms. Woman owned firms represented 6.35%, Hispanic American owned firms were 3.64%, while Asian and Native American owned firms reflected 1.49% and 0.82% of total Construction availability, respectively. A total of 1,952 vendors were available in the Construction area.

**Figure 2: Availability Estimates – Construction
Clarke County School District, MSA**

Clarke County School District Disparity Study

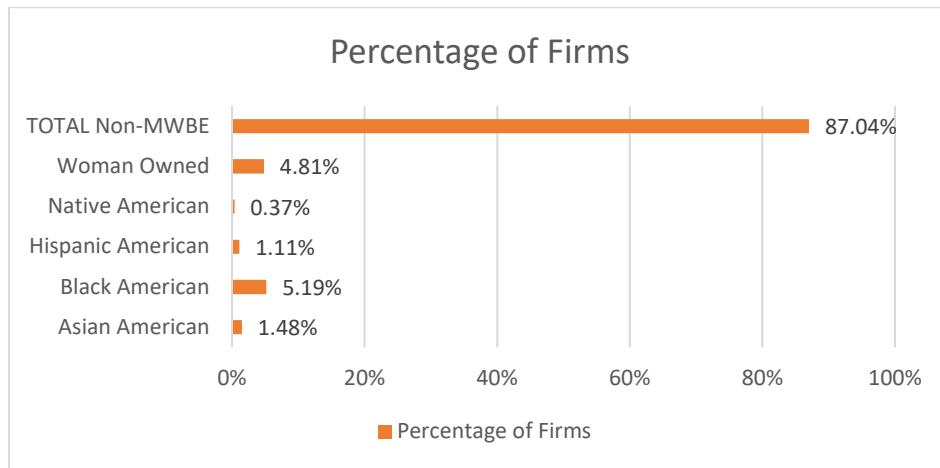


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Availability of A&E firms by ownership in the Relevant Geographic Area is presented in Figure 3. GSPC recorded 270 vendors in that area. As the Figure reflects, 87.04% of the vendors were Non-MWBEs while 5.19% of business were owned by African Americans. Likewise, as depicted in Figure 3, Woman owned firms represented 4.81% of total firms in that category while firms owned by Asian Americans, Hispanic Americans, and Native Americans showed 1.48%, 1.11%, and 0.37%, respectively.

**Figure 3: Availability Estimates – A&E
Clarke County School District, MSA**

Clarke County School District Disparity Study

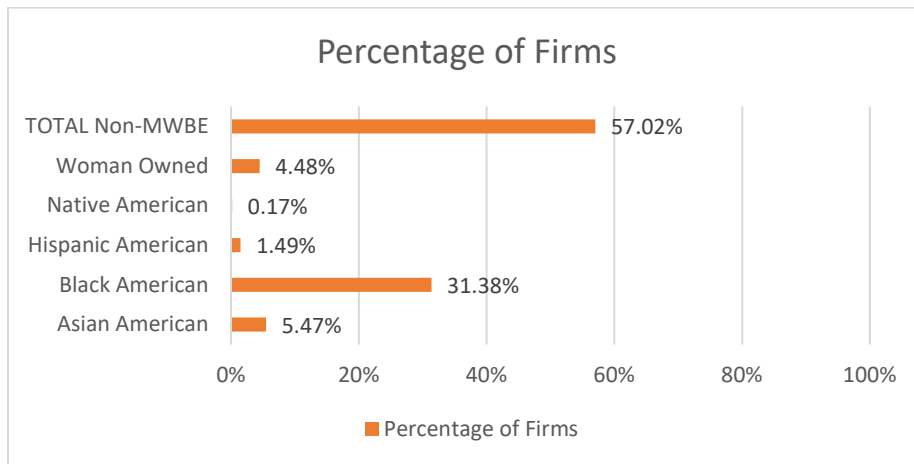


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Availability of Professional Services firms by ownership in the Relevant Geographic Area is presented in Figure 4. GSPC recorded 1,810 vendors in that area. As the Figure below reflects, 57.02% of the vendors were Non-MWBEs while 31.38% of business were owned by African Americans. Likewise, as depicted in Figure 4, Woman owned firms represented 4.48% of total firms in that category while firms owned by Asian Americans, Hispanic Americans, and Native Americans showed 5.47%, 1.49%, and 0.17%, respectively.

**Figure 4: Availability Estimates – Professional Services
Clarke County School District, MSA**

Clarke County School District Disparity Study

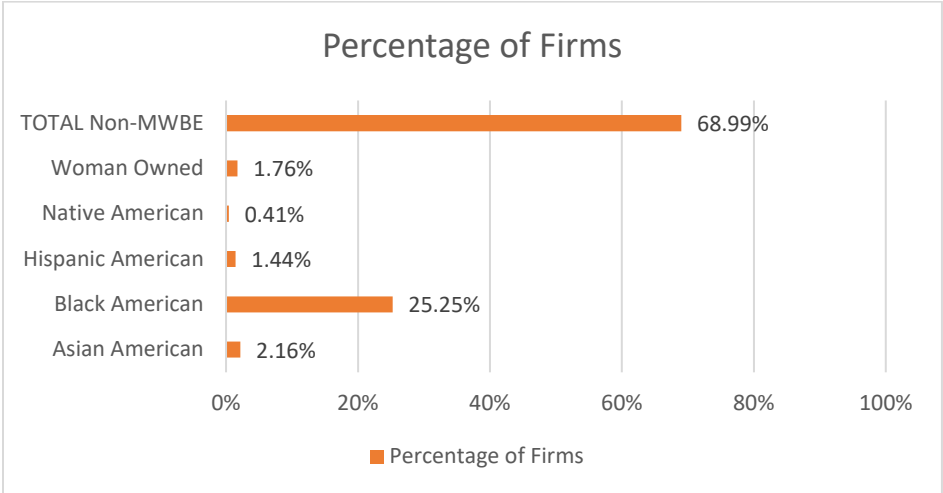


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The availability of Other Services firms in the Relevant Market Area is presented in Figure 5. As depicted in Figure 5, 68.99% of the firms were owned Non-MWBEs and 25.25% were owned by African Americans. The Woman owned firms consisted of 1.76% while firms owned by Asian Americans, Hispanic Americans, and Native Americans owned 2.16%, 1.44%, and 0.41%, respectively. A total of 2,222 vendors were available in the Other Services area.

**Figure 5: Availability Estimates –Other Services
Clarke County Schools, MSA**

Clarke County Schools Disparity Study

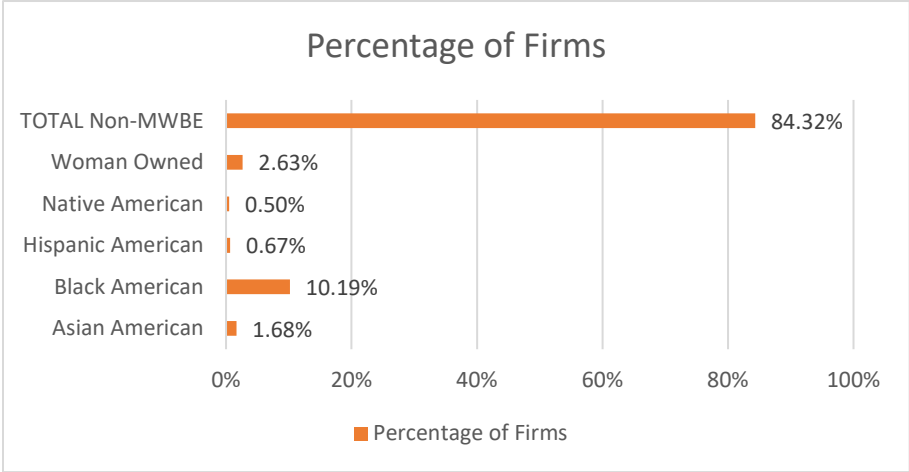


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The availability of firms in the Goods category is presented in Figure 6. As shown in Figure 6, 84.32% of firms were owned Non-MWBEs while 10.19% were owned by African Americans. Woman owned firms accounted for 2.63% of the total, and Asian Americans, Hispanic Americans, and Native Americans owned 1.68%, 0.67%, and 0.50% of the firms, respectively. A total of 1,786 vendors were available in the Goods area.

**Figure 6: Availability Estimates – Goods
Clarke County School District, MSA**

Clarke County School District Disparity Study



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G. Utilization Analysis

1. Prime Contractor Utilization

The relevant prime payment history for the District has been recorded based upon the paid amounts captured in the District’s financial system and provided by the District. In the Prime Contractor Utilization tables below, the dollars and percentage of dollars paid in each of the five (5) Industry Categories have been broken out by race, ethnicity, and gender for each year of the Study Period. The total of each race, ethnicity, and gender group represented in the MWBE category, when added to the Non-MWBE category, equals the Total Column (Note: The totals for each year represent the unique number of firms in that year. The Total Unique Number of Businesses represents the unique pool for firms used over the entire Study Period).

PRIME UTILIZATION is the percentage of actual payments during the Study Period made directly by CCSD to MWBEs in comparison to all vendors.

As shown in Table 8, 0.25% of prime procurement in Construction was spent with MWBEs. Table 7 shows a limited number of MWBE vendors were utilized in Construction as compared to Non-MWBEs, 4 and 64, respectively. The average spend with MWBEs in Construction was \$54,732, as compared to \$1,355,466 for Non-MWBE vendors over the Study Period.

**Table 7: Number of Businesses by Business Ownership and Fiscal Year
Prime Data, Construction
(Using Vendor Payments, FY 2018-2022)**

Clarke County School District Disparity Study

Fiscal Year	Black American		Asian American		Hispanic American		Native American		TOTAL MINORITY		Women		TOTAL MWBE		Non-MWBE		TOTAL FIRMS	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
2018	0	0.00%	0	0.00%	0	0.00%	1	3.03%	1	3.03%	2	6.06%	3	9.09%	30	90.91%	33	100.00%
2019	0	0.00%	0	0.00%	0	0.00%	1	2.78%	1	2.78%	1	2.78%	2	5.56%	34	94.44%	36	100.00%
2020	0	0.00%	0	0.00%	0	0.00%	1	2.94%	1	2.94%	1	2.94%	2	5.88%	32	94.12%	34	100.00%
2021	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	25	100.00%	25	100.00%
2022	1	2.86%	0	0.00%	0	0.00%	1	2.86%	2	5.71%	1	2.86%	3	8.57%	32	91.43%	35	100.00%
Total Number of Unique Business*	1	1.47%	0	0.00%	0	0.00%	1	1.47%	2	2.94%	2	2.94%	4	5.88%	64	94.12%	68	100.00%

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**Table 8: Utilization of Prime Analysis in Relevant Market Area
Prime Data, Construction
(Using Payment Dollars, FY 2018-2022)**

Clarke County School District Disparity Study

Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ -	\$ -	\$ -	\$ -	\$ 14,040	\$ 14,040
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native American	\$ 17,000	\$ 49,519	\$ 9,700	\$ -	\$ 1,000	\$ 77,219
TOTAL MINORITY	\$ 17,000	\$ 49,519	\$ 9,700	\$ -	\$ 15,040	\$ 91,259
Women	\$ 53,295	\$ 16,135	\$ 38,620	\$ -	\$ 19,620	\$ 127,670
TOTAL MWBE	\$ 70,295	\$ 65,654	\$ 48,320	\$ -	\$ 34,660	\$ 218,929
TOTAL NON-MWBE	\$ 25,651,695	\$ 39,284,438	\$ 5,562,265	\$ 7,069,651	\$ 9,181,798	\$ 86,749,847
TOTAL FIRMS	\$ 25,721,990	\$ 39,350,093	\$ 5,610,585	\$ 7,069,651	\$ 9,216,458	\$ 86,968,776
Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	0.00%	0.00%	0.00%	0.00%	0.15%	0.02%
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	0.07%	0.13%	0.17%	0.00%	0.01%	0.09%
TOTAL MINORITY	0.07%	0.13%	0.17%	0.00%	0.16%	0.10%
Women	0.21%	0.04%	0.69%	0.00%	0.21%	0.15%
TOTAL MWBE	0.27%	0.17%	0.86%	0.00%	0.38%	0.25%
TOTAL NON-MWBE	99.73%	99.83%	99.14%	100.00%	99.62%	99.75%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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As shown in Tables 9 and 10, none of the prime procurement in A&E was spent with MWBEs.

**Table 9: Number of Businesses by Business Ownership and Fiscal Year
Prime Data, A&E**

(Using Vendor Payments, FY 2018-2022)

Clarke County School District Disparity Study

Fiscal Year	Black American		Asian American		Hispanic American		Native American		TOTAL MINORITY		Women		TOTAL MWBE		Non-MWBE		TOTAL FIRMS	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
2018	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	7	100.00%	7	100.00%
2019	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	4	100.00%	4	100.00%
2020	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	7	100.00%	7	100.00%
2021	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	6	100.00%	6	100.00%
2022	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	8	100.00%	8	100.00%
Total Number of Unique Business*	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	11	100.00%	11	100.00%

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**Table 10: Utilization of Prime Analysis in Relevant Market Area
Prime Data, A&E**

(Using Payment Dollars, FY 2018-2022)

Clarke County School District Disparity Study

Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Women	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MWBE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL NON-MWBE	\$ 2,114,327.25	\$ 933,264.90	\$ 318,064.17	\$ 626,911.64	\$ 1,524,508.81	\$ 5,517,077
TOTAL FIRMS	\$ 2,114,327	\$ 933,265	\$ 318,064	\$ 626,912	\$ 1,524,509	\$ 5,517,077
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	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%
TOTAL MINORITY	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Women	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MWBE	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL NON-MWBE	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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As shown in Table 12, 0.28% of procurement in Professional Services was spent with MWBEs. Table 11 shows 1 MWBE vendor was utilized in the Professional Services area as compared to 47 Non-MWBE vendors.

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

Clarke County School District Disparity Study

Fiscal Year	Black American		Asian American		Hispanic American		Native American		TOTAL MINORITY		Women		TOTAL MWBE		Non-MWBE		TOTAL FIRMS	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
2018	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	23	100.00%	23	100.00%
2019	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	19	100.00%	19	100.00%
2020	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	22	100.00%	22	100.00%
2021	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	20	100.00%	20	100.00%
2022	1	5.00%	0	0.00%	0	0.00%	0	0.00%	1	5.00%	0	0.00%	1	5.00%	19	95.00%	20	100.00%
Total Number of Unique Business*	1	2.08%	0	0.00%	0	0.00%	0	0.00%	1	2.08%	0	0.00%	1	2.08%	47	97.92%	48	100.00%

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**Table 12: Utilization of Prime Analysis in Relevant Market Area
Prime Data, Professional Services
(Using Payment Dollars, FY 2018-2022)**

Clarke County School District Disparity Study

Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ -	\$ -	\$ -	\$ -	\$ 13,500	\$ 13,500
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY	\$ -	\$ -	\$ -	\$ -	\$ 13,500	\$ 13,500
Women	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MWBE	\$ -	\$ -	\$ -	\$ -	\$ 13,500	\$ 13,500
TOTAL NON-MWBE	\$ 1,086,227.08	\$ 1,049,212.81	\$ 1,043,975.11	\$ 734,066.33	\$ 879,934.61	\$ 4,793,416
TOTAL FIRMS	\$ 1,086,227	\$ 1,049,213	\$ 1,043,975	\$ 734,066	\$ 893,435	\$ 4,806,916
Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	0.00%	0.00%	0.00%	0.00%	1.51%	0.28%
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%
TOTAL MINORITY	0.00%	0.00%	0.00%	0.00%	1.51%	0.28%
Women	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MWBE	0.00%	0.00%	0.00%	0.00%	1.51%	0.28%
TOTAL NON-MWBE	100.00%	100.00%	100.00%	100.00%	98.49%	99.72%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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The number of firms utilized, and the associated amounts spent on Other Services are presented in Tables 13 and 14. The number of unique MWBEs utilized in that Industry Category (4) was 1.93% of total number of 207 unique businesses utilized for Other Services (Table 13). With respect to the CCSD prime expenditures, and as reflected in Table 14, 0.23% of the total procurement was conducted MBEs and 0.03% with Women-owned businesses during the Study Period. The average spend with MWBEs in Other Services category was \$26,096, as compared to \$96,533 for Non-MWBE vendors over the Study Period.

**Table 13: Number of Businesses by Business Ownership and Fiscal Year
Prime Data, Other Services
(Using Vendor Payments, FY 2018-2022)**

Clarke County School District Disparity Study

Fiscal Year	Black American		Asian American		Hispanic American		Native American		TOTAL MINORITY		Women		TOTAL MWBE		Non-MWBE		TOTAL FIRMS	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
2018	1	0.94%	1	0.94%	0	0.00%	0	0.00%	2	1.89%	1	0.94%	3	2.83%	103	97.17%	106	100.00%
2019	1	0.84%	1	0.84%	0	0.00%	0	0.00%	2	1.68%	0	0.00%	2	1.68%	117	98.32%	119	100.00%
2020	1	1.02%	1	1.02%	0	0.00%	0	0.00%	2	2.04%	0	0.00%	2	2.04%	96	97.96%	98	100.00%
2021	0	0.00%	1	1.27%	0	0.00%	0	0.00%	1	1.27%	0	0.00%	1	1.27%	78	98.73%	79	100.00%
2022	1	0.96%	0	0.00%	0	0.00%	0	0.00%	1	0.96%	1	0.96%	2	1.92%	102	98.08%	104	100.00%
Total Number of Unique	1	0.48%	1	0.48%	0	0.00%	0	0.00%	2	0.97%	2	0.97%	4	1.93%	203	98.07%	207	100.00%

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**Table 14: Utilization of Prime Analysis in Relevant Market Area
Prime Data, Other Services
(Using Payment Dollars, FY 2018-2022)**

Clarke County School District Disparity Study

Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 4,957.60	\$ 12,124.20	\$ 4,450.00	\$ -	\$ 9,356.84	\$ 30,889
Asian American	\$ 11,575.00	\$ 1,200.00	\$ 450.00	\$ 1,500.00	\$ -	\$ 14,725
Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY	\$ 16,533	\$ 13,324	\$ 4,900	\$ 1,500	\$ 9,357	\$ 45,614
Women	\$ 4,371.21	\$ -	\$ -	\$ -	\$ 2,207.29	\$ 6,579
TOTAL MWBE	\$ 20,904	\$ 13,324	\$ 4,900	\$ 1,500	\$ 11,564	\$ 52,192
TOTAL NON-MWBE	\$ 3,196,052.65	\$ 3,954,519.16	\$ 3,808,362.80	\$ 3,747,352.52	\$ 4,889,928.27	\$ 19,596,215
TOTAL FIRMS	\$ 3,216,956	\$ 3,967,843	\$ 3,813,263	\$ 3,748,853	\$ 4,901,492	\$ 19,648,408
Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	0.15%	0.31%	0.12%	0.00%	0.19%	0.16%
Asian American	0.36%	0.03%	0.01%	0.04%	0.00%	0.07%
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%
TOTAL MINORITY	0.51%	0.34%	0.13%	0.04%	0.19%	0.23%
Women	0.14%	0.00%	0.00%	0.00%	0.05%	0.03%
TOTAL MWBE	0.65%	0.34%	0.13%	0.04%	0.24%	0.27%
TOTAL NON-MWBE	99.35%	99.66%	99.87%	99.96%	99.76%	99.73%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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Different observations were made with respect to businesses in the Goods category. As depicted in Table 15, 2 unique MBEs (or 0.42%) were utilized for the procurement of Goods during the Study Period as compared to 474 unique Non-MWBE businesses. No Women-owned businesses received District prime payments for Goods during the Study. However, as summarized in Table 15, MBEs received a little over \$7.64 million (9.17% of the total CCSD prime spend) compared with over \$75 million (90.83%) spent with Non-MWBEs during the same time frame. The average spend with MBEs in Goods category was \$3,820,639, as compared to \$159,616 for Non-MWBE vendors over the Study Period. In this case, the average spend with MBE was several times that of Non-MWBEs. It is worth noting that it is unusual for the Goods category to be the strongest area of MBE utilization.

**Table 15: Number of Businesses by Business Ownership and Fiscal Year
Prime Data, Goods
(Using Vendor Payments, FY 2018-2022)**

Clarke County School District Disparity Study

Fiscal Year	Black American		Asian American		Hispanic American		Native American		TOTAL MINORITY		Women		TOTAL MWBE		Non-MWBE		TOTAL FIRMS	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
2018	1	0.32%	1	0.32%	0	0.00%	0	0.00%	2	0.65%	0	0.00%	2	0.65%	308	99.35%	310	100.00%
2019	0	0.00%	1	0.34%	0	0.00%	0	0.00%	1	0.34%	0	0.00%	1	0.34%	289	99.66%	290	100.00%
2020	1	0.39%	1	0.39%	0	0.00%	0	0.00%	2	0.77%	0	0.00%	2	0.77%	257	99.23%	259	100.00%
2021	1	0.43%	1	0.43%	0	0.00%	0	0.00%	2	0.85%	0	0.00%	2	0.85%	233	99.15%	235	100.00%
2022	0	0.00%	1	0.37%	0	0.00%	0	0.00%	1	0.37%	0	0.00%	1	0.37%	271	99.63%	272	100.00%
Total Number of Unique Business*	1	0.21%	1	0.21%	0	0.00%	0	0.00%	2	0.42%	0	0.00%	2	0.42%	474	99.58%	476	100.00%

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**Table 16: Utilization of Prime Analysis in Relevant Market Area
Prime Data, Goods
(Using Payment Dollars, FY 2018-2022)**

Clarke County School District Disparity Study

Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 28,171.00	\$ -	\$ 34,969.00	\$ 32,420.00	\$ -	\$ 95,560
Asian American	\$ 2,070,491.00	\$ 62,622.00	\$ 4,111,719.56	\$ 600,720.00	\$ 700,165.65	\$ 7,545,718
Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY	\$ 2,098,662	\$ 62,622	\$ 4,146,689	\$ 633,140	\$ 700,166	\$ 7,641,278
Women	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MWBE	\$ 2,098,662	\$ 62,622	\$ 4,146,689	\$ 633,140	\$ 700,166	\$ 7,641,278
TOTAL NON-MWBE	\$ 16,733,163.49	\$16,194,580.71	\$14,707,743.30	\$12,826,507.51	\$15,196,162.72	\$ 75,658,158
TOTAL FIRMS	\$ 18,831,825	\$ 16,257,203	\$ 18,854,432	\$ 13,459,648	\$ 15,896,328	\$ 83,299,436
Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	0.15%	0.00%	0.19%	0.24%	0.00%	0.11%
Asian American	10.99%	0.39%	21.81%	4.46%	4.40%	9.06%
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%
TOTAL MINORITY	11.14%	0.39%	21.99%	4.70%	4.40%	9.17%
Women	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MWBE	11.14%	0.39%	21.99%	4.70%	4.40%	9.17%
TOTAL NON-MWBE	88.86%	99.61%	78.01%	95.30%	95.60%	90.83%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Griffin & Strong, P.C., 2023

2. Total Utilization (Prime and Subcontractor Payments)

The District tracks subcontracting dollars allocated to MWBEs but does not completely track Non-MWBE Subcontractors. GSPC conducted a Total Utilization analysis by combining prime contract dollars with subcontract dollars, after subtracting subcontract dollars from prime contract dollars on a contract-by-contract basis.⁵³ This analysis was only conducted for Construction which had measurable levels of subcontracting reported. There was no significant subcontracting amount reported for A&E, Professional Services, Other Services, or Goods categories.

TOTAL UTILIZATION is the percentage of dollars awarded to combined Prime Contractors (in the Relevant Market) and Subcontractors, by ethnic/gender category, after removing subcontract dollars from prime dollars on a contract-by-contract basis.

Table 17 shows the amount of Prime Contractor and MWBE Subcontractor dollars combined for Construction. Altogether, MBEs earned over \$1.97 million in Total Utilization, or 2.27%, while Woman owned firms earned over \$6.13 million, or 7.06%.

Table 17: Total Utilization of Construction (Prime + Subcontract) Analysis in Relevant Market Area (Using Payment Dollars, FY 2018-2022)

Clarke County School District Disparity Study

Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ -	\$ 195,763	\$ -	\$ -	\$ 14,040	\$ 209,803
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ 86,306	\$ 1,600,808	\$ -	\$ -	\$ -	\$ 1,687,114
Native American	\$ 17,000	\$ 49,519	\$ 9,700	\$ -	\$ 1,000	\$ 77,219
TOTAL MINORITY	\$ 103,306	\$ 1,846,090	\$ 9,700	\$ -	\$ 15,040	\$ 1,974,136
Woman	\$ 698,742	\$ 5,288,615	\$ 38,620	\$ 73,036	\$ 38,440	\$ 6,137,453
TOTAL MWBE	\$ 802,047	\$ 7,134,705	\$ 48,320	\$ 73,036	\$ 53,480	\$ 8,111,588
TOTAL NON-MWBE	\$ 24,919,942	\$ 32,215,388	\$ 5,562,265	\$ 6,996,615	\$ 9,162,978	\$ 78,857,188
TOTAL FIRMS	\$ 25,721,990	\$ 39,350,093	\$ 5,610,585	\$ 7,069,651	\$ 9,216,458	\$ 86,968,776
Business Ownership Classification	2018	2019	2020	2021	2022	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	0.00%	0.50%	0.00%	0.00%	0.15%	0.24%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	0.34%	4.07%	0.00%	0.00%	0.00%	1.94%
Native American	0.07%	0.13%	0.17%	0.00%	0.01%	0.09%
TOTAL MINORITY	0.40%	4.69%	0.17%	0.00%	0.16%	2.27%
Woman	2.72%	13.44%	0.69%	1.03%	0.42%	7.06%
TOTAL MWBE	3.12%	18.13%	0.86%	1.03%	0.58%	9.33%
TOTAL NON-MWBE	96.88%	81.87%	99.14%	98.97%	99.42%	90.67%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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⁵³ So, for example, if there was one Asian American-owned prime contract at \$1,000, Prime Contractor Utilization counts the whole \$1,000 toward Asian American-owned firms. In Total Utilization, if the Prime Contractor subcontracts with one African American-owned subcontractor for \$300 and a Woman-owned subcontractor has \$200 in subcontracts, then in Total Utilization: (\$1,000-\$500) = \$500 attributed to Asian American Prime Contractor and \$300 attributed to African American subcontractor and \$200 attributable to the Non-Minority Woman category.

H. 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 MWBEs as measured against their Availability in the Relevant Market.

DISPARITY INDICES calculate the difference between the percentage of CCSD's Utilization of MWBEs during the Study Period and the Availability percentage of MWBEs.

1. Methodology

The statistical approach to answer this question is to assess the existence and extent of disparity by comparing the MWBE utilization percentages (by dollars) to the percentage of the total pool of MWBE firms in the relevant geographic and product areas. The actual disparity derived as a result of employing this approach is measured by use of a Disparity Index (DI).

The Disparity Index is defined as the ratio of the percentage of MWBE firms utilized (U) divided by the percentage of such firms available in the marketplace, (A):

Let:	U	=Utilization percentage for the MWBE group
	A	=Availability percentage for the MWBE group
	DI	=Disparity Index for the MWBE 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. Overutilization is when the Disparity Index is over one hundred. Parity or the absence of disparity is when the Disparity Index is one hundred (100) 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 purchasing 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 is considered to be a statistically significant Underutilization, and any disparity index over 100 is considered to be an Overutilization. The disparity indices impact as designated in the tables below as “Overutilization”, “Underutilization”, or “Parity” have been bolded to indicate such statistically significant impact.

GSPC uses a statistical test that considers whether or not 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 overrepresentation. Statistical significance tests were performed for each disparity index derived for each MWBE group and in each purchasing 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. GSPC 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 within the District. GSPC will also, if appropriate, recommend narrowly tailored race- ethnicity-, and gender-conscious remedies to ameliorate identified barriers and forms of discrimination likely affected by such 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, GSPC may still make recommendations to support the continuation of engagement, outreach, small business development, and non-discrimination policies in the purchasing processes of the CCSD.

3. Prime Disparity Indices

The results of our statistical analysis of utilization data for five Industry Categories are presented in Table 18. The outcomes of the statistical tests are colorized for easy understanding. As reflected in the Table below, there was underutilization in prime contracts for all MWBEs groups, except Asian American owned firms in Goods. For detailed analysis, please see Tables F-6 to F-10 in Appendix F.

There was disparity for all MWBE groups for prime payments less than \$500,000 and less than \$1 million for all procurement categories, except that Native American owned firms were also overutilized in Construction for projects less than \$500,000 and Asian American owned firms were also overutilized in Goods for contracts less than \$500,000 and less than \$1,000,000 (Appendix F).

**Table 18: Prime Contractor Utilization Analysis Summary
(Using Payment Dollars, FY 2018-2022)**

Clarke County School District Disparity Indices

Firm Ownership	Construction	A&E	Professional Services	Other Services	Goods
African American	0.07	0.00	0.89	0.62	1.13
Asian American	0.00	0.00	0.00	3.47	539.29
Hispanic American	0.00	0.00	0.00	0.00	0.00
Native American	10.83	0.00	0.00	0.00	0.00
TOTAL MBE	0.35	0.00	0.73	0.79	70.32
Non-Minority Woman	2.31	0.00	0.00	1.91	0.00
TOTAL MWBE	0.70	0.00	0.65	0.86	58.51
Non-MWBE	155.89	114.89	174.90	144.56	107.71

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Legend:

* Statistically significant disparity (Confidence interval of 95% and probability of error of less than 5%).

**Very small number to produce statistical significance

Significant Disparity (Disparity percentage below 80%).

Disparity (Disparity percentage 80% to 99.9%).

Overutilized (Disparity percentage over 100%).

No color is Parity.

4. Disparity Indices – Total Utilization (Prime plus Subcontractor)

The outcome of statistical analysis for a few categories changed after adding subcontract amounts to the prime in the Total Utilization section. As Table 19 shows, there was underutilization in Total Utilization for all MWBEs groups except Woman owned firms in Construction. Non-MWBEs were overutilized in Prime Utilization and Total Utilization. Please see tables showing detailed analysis of this section in Appendix F, Tables F-1 through F-5.

**Table 19: Total Utilization Analysis Summary (Prime + Subcontract)
(Using Payment Dollars, FY 2018-2022)**

Clarke County School District Disparity Indices

Firm Ownership	Construction
African American	1.02
Asian American	0.00
Hispanic American	53.33
Native American	10.83
TOTAL MBE	7.65
Non-Minority Woman	111.09
TOTAL MWBE	25.90
Non-MWBE	141.71

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Legend:

* Statistically significant disparity (Confidence interval of 95% and probability of error of less than 5%).

**Very small number to produce statistical significance

Significant Disparity (Disparity percentage below 80%).

Disparity (Disparity percentage 80% to 99.9%).

Overutilized (Disparity percentage over 100%).

No color is Parity.

I. Conclusion

GSPC's analysis of the number of vendors utilized in each Industry Category along with the Total Utilization revealed that a proportionately smaller number of MWBE businesses were utilized in all Industry Categories. Except for Asian American owned firms in Goods, every MWBE group was significantly underutilized in each category throughout the Study Period as Prime Contractor.

After adding the Subcontract amounts to Prime payments, every MWBE group was significantly underutilized in Construction. In addition, after controlling contracts over \$500,00 and over \$1 million, significant disparity appeared in most categories. There was disparity for all MWBE groups for prime awards less than \$500,000 and less than \$1 million for all procurement categories, except that Native American owned firms were also overutilized in Construction for projects less than \$500,000, and Asian American owned firms were also overutilized in Goods for contracts less than \$500,000 and less than \$1,000,000.

VI. ANALYSIS OF MARKETPLACE CONTRACTING DISPARITIES IN THE CLARKE COUNTY SCHOOL DISTRICT MARKET AREA

A. Introduction

In this section, GSPC considers the market entry, private sector, public contracting and subcontracting outcomes, and other relevant market experiences of Minority and Women Business Enterprises relative to Non-MWBE firms in the Clarke County School District (Georgia) Market Area⁵⁴. Our analysis utilizes data from businesses that are willing, able, or have actually contracted/subcontracted in the Clarke County School District Market Area, with the aim of determining if the likelihood of successful public contracting/subcontracting opportunities—actual and perceived—in the Clarke County School District 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 an important compliment to estimating simple disparity indices, which assume 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 confounders⁵⁵ 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.

The Study Team’s analysis posits that there are possible confounders of success and failure in the entry of new firms 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.

⁵⁴ In particular, the relevant market is the Atlanta-Sandy Springs-Roswell Metropolitan Statistical Area (“MSA”) from the US Census Bureau.

⁵⁵ 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.

A broad context for considering disparities by firm ownership status can be informed by considering private sector outcomes in the relevant Clarke County School District Market Area. In general, the success and failure of MWBEs 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 which Minority owned businesses can provide services required under public contracts relative to Non-Minority owned businesses.⁵⁶ This private discrimination means that MWBEs 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 MWBEs 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 20 below reports on firm ownership type and "proxied" sales revenue for the Athens-Clarke County-Georgia Metropolitan Statistical area—the relevant market area—from the US Census Bureau's Annual Business Survey (ABS).⁵⁷ GSPC'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.⁵⁸ 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 sex, ethnicity, race, veteran status, and publicly held and other firms not classifiable by sex, ethnicity, race, and veteran status. Table 20 also reports the ratio of a firm type's market share to revenue share. This is an indicator of the extent to which its market share is at parity with, below, or above its revenue share. As the numerical value of firm sales is not reported, it is proxied by firm payroll—which is proportional to sales.

⁵⁶ See: Ayres, Ian, and Fredrick E. Vars. 1998, "When does private discrimination justify public affirmative action?" *Columbia Law Review*, 98: 1577-1641.

⁵⁷ ABS data are publicly available at <https://www.census.gov/programs-surveys/abs/data.htm>. 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.

⁵⁸ There may be instances where the data are suppressed due to there being too few firms in a racial/ethnic/gender category to preserve anonymity, and/or the data do not meet the US Census Bureau quality standards for reliability. If so, the analysis reported are likely to be biased estimates of the number of firm types, along with their revenue and firm shares.

For the Clarke County School District Market Area, Table 20 estimates reveal that of firms classifiable by race/ethnicity/gender, White American-owned firms account for approximately 6% of revenue in the Clarke County School District Market Area. This is larger than any other estimable revenue share among firms classifiable by race/ethnicity/gender. The estimable revenue share of White American-owned businesses exceeds the sum of the estimable revenue share of non-White American-owned firms classifiable by race/ethnicity/gender.

The statistics in Table 20 also indicate that, with the exception of Hispanic American-owned firms, MWBEs have estimated revenue shares smaller than their firm representation shares. Relative to firms owned by White Americans in the Clarke County School District Market Area, exclusive of Women-owned firms—some of whom are White American— and Hispanic American-owned firms, the MWBE revenue shares are of a large order of magnitude below their firm representation shares. This is consistent with and suggestive of, but not necessarily causal evidence for, MWBEs facing discriminatory barriers in the private sector of the Clarke County School District Market Area.⁵⁹

⁵⁹ This can be ascertained by simply computing the ratio of each MWBEs firm share to total revenue share. For example, in the case of firms owned by African Americans, this ratio is approximately 7.50, and approximately 3.63 for firms owned by White Americans. In this context, relative to firms owned by White Americans, firms owned by African Americans are 2.07 times (7.50/3.63) more” revenue underrepresented” relative to firms owned by White Americans. For a given firm type, 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.

**Table 20: Firm Ownership Type and Revenue Characteristics
Clarke County School District Market Area:
Census Bureau Annual Business Survey**

Ownership Structure	Number of Firms	Percentage of all Firms (approximate)	Market Area Total Payroll (\$1,000)	Percentage of Market Area Total Payroll (approximate)	Ratio of Firm Share to Proxied Revenue Share
All	4,103	100	\$2,665,915	100	1.0
Women	718	.175	\$88,306	.033	5.30
White American	850	.207	\$152,160	.057	3.63
African American	6	.0015	\$649	.0002	7.50
American Indian & Alaskan Native	Suppressed ^a	Suppressed ^a	Suppressed ^a	Suppressed ^a	Suppressed ^a
Asian American	3	.0007	\$426	.0002	3.50
Native Hawaiian & Other Pacific Islanders	Suppressed ^a	Suppressed ^a	Suppressed ^a	Suppressed ^a	Suppressed ^a
Hispanic American	249	.061	\$74,229	.028	2.18
Not classifiable by race, gender, ethnicity	484	.118	\$1,153,449	.433	.272

^a Values suppressed as a result of the number of firms being too few to preserve anonymity, and/or the data did not meet Census Bureau quality standards for reliability.

Source: US Census Bureau 2020 Annual Business Survey.

With the exception of firms owned by Hispanic and Asian Americans, the distribution of the MWBE firm share to revenue share ratios in Table 20 suggests they face barriers relative to Non-MWBEs. The relatively higher firm share to revenue share ratios are consistent with MWBEs facing barriers that reduce their revenue relative to Non-MWBEs.

In general, if being an MWBE in the Clarke County School District 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 MWBEs in the Clarke County School District Market Area is suggestive, but does not necessarily prove, the existence of private discrimination that undermines their capacity to compete with Non-MWBEs for public contracting opportunities. This could motivate a private discrimination justification for Affirmative Action in Clarke County School District procurement policies, otherwise Clarke County School District is potentially a passive participant in private discrimination against MWBEs with respect to its procurement practices.

C. Self-Employment

To explicitly examine potential disparities in the rates of business ownership in the Clarke County School District Market Area, GSPC estimated the parameters of a Logit regression model using 2019 American Community Survey (ACS) data from the Integrated Public Use Microdata Series (IPUMS) housed at the University of Minnesota.⁶⁰ 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 2019 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, so as to estimate the effects of MWBE status on self-employment while minimizing and/or eliminating confounding factors.⁶¹ GSPC 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, GSPC rejects the null hypothesis of no effect, and concludes the estimated coefficient is statistically significant as long as $P\text{-value} \leq 0.05$, which we highlight in bold in the tables for all parameter estimates.

The Study Team's ACS data defines the Clarke County School District Market Area as the Atlanta-Sandy Springs-Roswell Metropolitan Statistical Area (MSA).⁶² In particular, GSPC selected the ACS sample on the basis of the MET2013 variable, which identifies MSAs using the 2013 definitions for MSA from the U.S. Office of Management and Budget (OMB). An MSA is a region consisting of a large urban core together with surrounding communities that have a high degree of economic and social integration with the urban core.

In the GSPC Logit regression model of self-employment, the estimated parameters are odds ratios, and when greater (or less) than unity indicate that having a particular characteristics increases (or decreases) the likelihood of being self-employed. In the case of the MWBE 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 MWBE characteristic increases (or decreases) the likelihood of being self-employed in the Clarke County School District Market Area. The MWBE status indicators are of primary interest, as they inform the extent to which MWBE 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

⁶⁰ 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>*

⁶¹ 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 Praag, and Wim Vijverberg. 2008. "Education and Entrepreneurship Selection and Performance: A Review of the Empirical Literature." *Journal of economic surveys* 22: pp. 795-841.

⁶² While ACS data do make available population estimates for the Athens-Clarke County MSA, the presence of tolerable errors for reporting distinct estimates exists for the Athens-Clarke County MSA. This is a likely consequence, at least in part, of the Athens-Clarke Co. MSA being proximate to the Atlanta-Sandy Springs-Roswell MSA. The City of Atlanta for example, is approximately 65 miles from Athens.

market, independent of MWBE status. In particular, GSPC 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 21 reports parameter estimates across all business sectors in the Clarke County School District Market Area. Relative to White Americans, Women, African American, and Asian Americans 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 types of firms facing barriers to self-employment in the Clarke County School District Market Area. The lower self-employment likelihood of these type of MWBEs 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 MWBE public procurement programs.⁶³

Table 22 reports parameter estimates for Construction in the Clarke County School District Market Area—an important sector in the market for public procurement. The estimated odds ratios are less than unity with statistical significance suggest that relative to firms owned by White Americans, firms owned by Women, African Americans, Pacific Islanders, and Asian Americans are less likely to be self-employed in the Clarke County School District Market Area construction sector. This is suggestive of these types of firms facing barriers to self-employment in the Clarke County School District Market Area construction sector. The lower likelihood of these types of MWBEs 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 MWBE public construction procurement programs.⁶⁴

⁶³ 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.

⁶⁴ Marion, Justin. 2009. "Firm Racial Segregation and Affirmative Action in the Highway Construction Industry." *Small Business Economics* 33: Article 441.

**Table 21: Self-Employment/Business Ownership in Clarke County School District Market Area:
Logit Parameter Odds Ratio Estimates from the 2019 American Community Survey**

	Coefficient	P-value
<i>Regressand:</i> Self-Employed (Binary)		
Age	1.0610	0.0000
Age Squared	0.9997	0.0004
Respondent is Married: Binary	1.0110	0.7898
Respondent is Female: Binary	0.7047	0.0000
Respondent is Non-Hispanic African American: Binary	0.6234	0.0000
Respondent is Non-White Hispanic American: Binary	0.8999	0.4075
Respondent is Native American: Binary	0.9115	0.7789
Respondent is a Pacific Islander: Binary	0.9632	0.9513
Respondent is Asian American: Binary	0.7607	0.0267
Respondent is Other Race: Binary	1.4061	0.0428
Respondent is veteran: Binary	0.7370	0.0004
Respondent has a 4-year degree: Binary	0.9129	0.2119
Respondent speaks only English: Binary	0.6634	0.0000
Respondent is Disabled: Binary	1.2427	0.2761
Value of Home	1.0000	0.0000
Interest, Dividend, and Rental Income	1.0000	0.0001
Mortgage Payment	1.0000	0.0600
Number of Observations	22,953	
Pseudo R^2	0.0443	

Source of Data: American Community Survey 2019, IPUMs USA

Table 22: Construction Sector Self-Employment/Business Ownership in Clarke County School District Market Area: Logit Parameter Odds Ratio Estimates from the 2019 American Community Survey

	Coefficient	P-value
<i>Regressand:</i> Self-Employed in Construction Industry		
Age	1.1420	0.0000
Age Squared	0.9990	0.0000
Respondent is Married: Binary	1.0443	0.7426
Respondent is Female: Binary	0.0914	0.0000
Respondent is Non-Hispanic African American:	0.2908	0.0000
Respondent is Non-White Hispanic American: Binary	0.8326	0.4773
Respondent is Native American: Binary	0.7904	0.7315
Respondent is a Pacific Islander: Binary	0.0903	0.0000
Respondent is Asian American: Binary	0.1939	0.0002
Respondent is Other Race: Binary	2.2064	0.0099
Respondent is veteran: Binary	0.6920	0.0678
Respondent has a 4-year degree: Binary	0.6244	0.0004
Respondent speaks only English: Binary	0.3823	0.0000
Respondent is Disabled: Binary	2.2381	0.0685
Value of Home	1.0000	0.0159
Interest, Dividend, and Rental Income	1.0000	0.2681
Mortgage Payment	0.9999	0.0850
Number of Observations	22,921	
Pseudo R ²	0.1432	

Source of Data: American Community Survey 2019, IPUMs USA

D. Building Permit Analysis

To enable a closer look at the extent of non-White American owned firms inclusion in the overall private sector economy of the Clarke County School District Relevant Market Area, Table 23 reports on the distribution of building permits by identifiable firm type in Clarke County between 7/03/17-9/06/22. While building permits are directly related to the construction industry, construction activities are a vital component of an economy and engender spending on other economic activities. As such, an analysis of the distribution of building permits by firm type can inform the extent to which the market economy of the political jurisdiction of Clarke County School District is inclusive of non-White American owned firms.

GSPC’s analysis of commercial building permits in the Clarke County School District relevant market area linked rosters of identified Minority, Women, and Disadvantaged Business Enterprise (MWD BE) firms to submitted building permits between 7/03/17-9/06/22. GSPC 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 Minority, Women, and Disadvantage Business Enterprises (MWDBEs) and Non-MWDBEs from the Clarke County School District building permit data. This data ultimately consisted of 54,465 entries with text strings indicating the names of businesses/firms that submitted and approved for commercial building permit applications.

Given GSPC’s FM-enabled identification of MWDBE firms, Table 23 reports the distribution of building permits by firm type in Clarke County. The Study Team’s matching algorithm enabled the identification of firms broadly classified as MWDBE, and those who are owned by Asian Americans, African Americans, and Hispanic Americans. GSPC was not able to identify and verify any firms owned by Women as permittees.

The distribution of commercial building permits reported in Table 23 reveal that the total number of building permits going to any of the firm types that could be classified as MWDBE was 142, which constituted approximately .003% of all commercial building permits issued. The estimated low commercial building permit shares for MWDBEs in the Clarke County School District is suggestive of private sector barriers that constrain the ability of these type of firms to participate in the economy. The Study team’s estimates suggest that firms not classified as MWDBEs—or Non-MWDBEs—accounted for approximately 99.7 % of building permits in Clarke County. 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-MWDBEs in securing building permits suggest the presence of private sector barriers faced by MWDBEs. In this context, if there are any public contracting/subcontracting disparities between MWDBEs and Non-MWDBEs in the Clarke County School District relevant Market Area, it could constitute passive discrimination against MWDBEs, as the disparities could reflect barriers, possibly discriminatory, that MWDBEs face in the private sector that serve to undermine their capacity to compete for contracts and subcontracts with Clarke County School District.

**Table 23: Distribution of Building Permits
In Clarke County School District Market Area
7/03/17 – 9/06/22**

Business/Firm Type	Number of Building Permits ^a	Percent of Building Permits ^b
Total MWDBE Firms	142	0.0026
Total Non-MWDBEs	54,323	0.9974
Total	54,465	1.000

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Notes: ^a Rounded to nearest integer

^b Rounded to nearest 10 thousandth

E. Bank Loan Denials

To the extent that MWDBEs 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 MWDBEs 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 MWDBEs in the private sector credit markets can rationalize targeted public contracting programs by political jurisdictions, and the capacity and growth of MWDBEs could be enhanced with access to public contracting opportunities (Bates, 2009).⁶⁵

To determine if MWDBEs face barriers in the private credit market in the Clarke County School District Market Area, Tables 24-25 report, for each of the distinct MWDBEs and owner self-reported race/ethnicity/gender ownership characteristics in the GSPC sample, the estimated parameters of an Ordinal Logit BRM with the dependent variable being a categorical variable for the number of times the firm was denied a private commercial bank loan over the 2017-2021 time period.

The estimated odds ratios in Table 24 reveal that for the four distinct broadly classified MWDBEs in the GSPC sample, relative to Non-MWDBEs—the excluded group in the CRM specification—the number of commercial bank loan denials is lower for certified Minority and Women owned firms. This suggests that in the Clarke County School District Market Area, certified Minority and Women owned firms do not face barriers in the private credit market. When disaggregated by the race/ethnicity/gender of owners, the results in Table 24 suggest that firms owned by African Americans have more commercial bank loan denials relative to Non-MWDBEs as the estimated odds ratio is greater than unity and statistically significant. This suggests that among MWDBEs in the Clarke County School District Market Area, firms that are owned by African Americans, who are not necessarily certified MWDBEs, are relatively more likely to have their capacity to compete in the market for public procurement constrained as a result of private sector credit market discrimination.

⁶⁵ 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.

**Table 24: Ordinal Logit Parameter Estimates-Bank Loan Denials (Odds Ratio):
Owner Racial/Ethnic Status and Commercial Bank Loan Denials**

In Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand:</i> Number of times denied commercial bank loan: (Ordinal)		
Firm owner has more than 20 years' experience: (Binary)	1.2957	0.1826
Firm has more than 10 employees: (Binary)	0.6149	0.2780
Firm owner has a baccalaureate degree: (Binary)	0.6367	0.0012
Firm gross revenue greater than 1.5 million: (Binary)	1.4896	0.3569
Firm Bonding limit greater than 1.5 million: (Binary)	0.5896	0.1671
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	0.0129	0.0354
Firm is in the construction sector: (Binary)	1.0354	0.7916
Firm is registered to do business with Clarke Co.: (Binary)	4.1414	0.0000
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	1.2064	0.7377
Firm is a willing/able subcontractor for Clarke Co. School District: (Binary)	1.3304	0.4339
Firm is a certified Minority Business Enterprise: (Binary)	0.4518	0.0043
Firm is a certified Woman Enterprise: (Binary)	0.4335	0.0237
Firm is a certified Disadvantaged Business Enterprise: (Binary)	0.9460	0.9310
Firm is a certified Small Business Enterprise: (Binary)	3.0163	0.0001
Number of Observations	215	
Pseudo R^2	.1031	

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Table 25: Ordinal Logit Parameter Estimates-SMWBE Commercial Bank Loan Denials

SMWBE Status and Commercial Bank Loan Denials

In Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand:</i> Number of times denied commercial bank loan: (Ordinal)		
Firm owner has more than 20 years' experience: (Binary)	1.3711	0.1301
Firm has more than 10 employees: (Binary)	0.5859	0.1558
Firm owner has a baccalaureate degree: (Binary)	0.6907	0.0288
Firm gross revenue greater than 1.5 million: (Binary)	1.5538	0.3539
Firm Bonding limit greater than 1.5 million: (Binary)	0.5627	0.1031
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	0.0232	0.0271
Firm is in the construction sector: (Binary)	0.9725	0.8252
Firm is registered to do business with Clarke Co. School District: (Binary)	3.6655	0.0000
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	1.3253	0.7445
Firm is a willing/able subcontractor for Clarke Co. School District: (Binary)	1.0854	0.8988
Firm is African American-owned: (Binary)	2.9541	0.0411
Firm is Hispanic American-owned: (Binary)	2.8376	0.3088
Firm is Asian American-owned: (Binary)	1.1794	0.3994
Firm is Native American-owned: (Binary)	6.4459	0.1125
Firm is Bi/Multiracial-owned: (Binary)	2.1273	0.3275
Firm is other Race-owned: (Binary)	0.9655	0.9890
Firm is Woman-owned: (Binary)	0.7519	0.0384
Number of Observations	215	
Pseudo R^2	.1372	

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F. Conclusion

A descriptive and inferential private sector analysis of the Clarke County School District Market Area revealed that in general, being an MWBE in the Clarke County School District Market Area is associated with lower firm revenue relative to Non-MWBE firms. For firms owned by Women, African Americans, Asian Americans, and Pacific Islanders, 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 MWBEs. Lower revenues for MWDBEs in the Clarke County School District Market Area are suggestive of private sector discrimination that undermines their capacity to enter the market and compete with Non-MWDBEs firms for public contracting and subcontracting opportunities. An analysis of the distribution of building permits reveal that Non-MWDBEs dominate economic activity in the Clarke County School District Market Area. The dominance of non-MWDBEs in securing building permits suggest the presence of private sector barriers faced by MWDBEs, that inhibit their ability to gain access to contracting/subcontracting opportunities with Clarke County School District.

In other relevant outcomes, the regression results reported in Appendix G provide specific detail on which particular MWDBEs in the Clarke County School District Market Area are potentially constrained by barriers that could translate into lower likelihoods of winning prime contracts with the Clarke County School District. Relative to Non-MWDBEs, firms certified as Minority and Women, and those owned by African Americans, are more likely to have commercial bank loan denials—which can constrain their capacity to compete in the market for public procurement. Certified Women owned business enterprises, and firms owned by African Americans and Women are particularly harmed by perceived discrimination against them by Clarke County School District. We also find evidence that relative to Non-MWDBEs, certified Women owned enterprises, and those owned by Women are more likely to experience discrimination in the private sector. Firms owned by Native Americans are also relatively more likely to have never secured a Clarke County School District prime contract or subcontract. We also find that among MWDBEs in the Clarke County School District Market Area, firms certified/classified as Minority and Women, those owned by African Americans and Women are relatively more likely to have their capacity to compete in the market for winning contracts with Clarke County School District constrained as a result of being excluded from informal contracting networks that can enhance success in winning prime contracts.

VII. ANECDOTAL EVIDENCE

A. Introduction

This chapter of the Study is designed to present analysis of the experiences, perceptions, and beliefs of business owners and stakeholders potentially doing business with the Clarke County School District. Comments, quotes, themes, and conversations presented are not intended to be representative of every single community member, or even the majority of the community, but are an attempt to authentically represent the variety of individual perspectives about the District's contracting, procurement, and utilization of minority and women owned business as possible. Those experiences can be and often are perceived differently from one person to the next. However, perceived experiences undergird and inform beliefs and those beliefs then undergird and inform behavior. Since the behavior of all parties involved in contracting and procurement is relevant to the Study, the beliefs, experiences, and perceptions are integral to those beliefs as well.

The GSPC Study team in no way sought to verify, disprove, or correct insights shared by participants in the anecdotal data gathering process to honor the integrity of the information collected. As a result, there may be conclusions included which are not reflective of written policy and procedures, but they are included to provide readers with as much information as possible about the community's experience doing or attempting to do business with the District. They may also serve to highlight areas where communication between the District and the public regarding policy and procedure can be bolstered or improved.

The Study team used various methods to gather evidence from a diverse collection of participants. The Study team convened three **public engagement meetings** which were widely publicized through social media, press releases to area news outlets, email blasts, and an announcement on the Study website. The Study team also assembled a pair of virtual focus groups comprised of randomly selected stakeholders to facilitate discussions about working with the District and conducted **anecdotal interviews** for 30- to 60-minutes either virtually or by phone. Recruitment for both focus groups and anecdotal interviews were done via telephone and were held online to adhere to safe social distancing practices recommended by state and federal governments during the ongoing COVID-19 crisis. GSPC circulated an **Online Survey of Business Owners** widely to business owners throughout the area asking for detailed information about demographics and previous or current experience working with the District.

Finally, GSPC also invited firms to submit email and other online commentary throughout the Study if they preferred not to make their comments public.

By synthesizing and spotlighting specific themes expressed in these focus groups, interviews, public meetings, surveys, and email and online commentary, this analysis seeks to empower the District with comprehensive findings to inform effective recommendations.

The period of anecdotal evidence collection for this Disparity Study lasted from August 1, 2022, until November 18, 2022. The anecdotal interviews took place between August 08, 2022, and November 9, 2022, with a total of thirty (30) anecdotal interviews completed. There were three (3) public hearings conducted on October 5, 2022, October 6, 2022, and November 16, 2022. Each of the public hearings were conducted via Zoom with a total of twenty-nine (29) participants. Also, GSPC conducted two (2) virtual focus groups that took place on November 16, 2022, and November 17, 2022. The focus groups lasted about an hour and a half, and there were eight (8) participants. Finally, GSPC conducted their Survey of Business Owners, which was an online survey directed at all business owners who could potentially do business with Clarke County School District. The survey was distributed through email blasts, flyers, press releases, and advertisement by Clarke County School District. GSPC received 215 completed surveys.

The data collected through interviews, focus groups, public hearings, and the survey were later analyzed and coded to create common themes. There were several themes that arose from the anecdotal data collection and analysis. The main themes that we will discuss in this chapter are major barriers that MWBEs face doing business with Clarke County School District. The themes include Lack of Outreach and Connection from the District, Informal Networks Monopolizing Contracting, Low Registration to do Business with the District, and Excessive Paperwork as a Barrier.

Key Themes from Anecdotal Data Analysis	
1	Lack of Outreach and Connection from District
2	Informal Networks Monopolize Business With CCSD
3	Low Registration
4	Excessive Paperwork as a Barrier

B. Lack of Outreach/Connection from District

Business owners and stakeholders participating in the Study often pointed out a need for greater outreach from District procurement authorities and a better connection with the businesses willing and able to bid on District projects. Potential vendors indicated that they were unaware of opportunities for working with the District, and many recommended the District do a better job of making the business community aware of solicitations.

According to the Survey of Business Owners, 45.6% of respondents told the Study team that they considered a lack of existing relationship with the District as a barrier to doing business (See Table 1 below and Appendix H Survey of Business Owners: Table 57). That included 42.5% of Non-MWBE owned businesses, 42.9% of African American owned companies, and 58.1% of Woman owned firms.

Table 1. In your experience, have any of the following been a barrier to your firm obtaining work on projects for Clarke County Schools? Lack of existing relationship with Clarke County Schools.									
<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	50	13	40	2	4	3	5	0	117
	57.5 %	41.9 %	57.1 %	100 %	80 %	37.5 %	50 %	0 %	54.4 %
Selected	37	18	30	0	1	5	5	2	98
	42.5 %	58.1 %	42.9 %	0 %	20 %	62.5 %	50 %	100 %	45.6 %
Total	87	31	70	2	5	8	10	2	215

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“The District is not doing a great job letting people know about opportunities for doing business with the District,” African American owned photography studio AI-31 said. PH-1, an African American owned renovation firm, Native American owned construction firm AI-24, and African American owned staffing company AI-2 each reported having no knowledge of upcoming District business opportunities. AI-2 said she has “never seen any RFPs from the Clarke County Schools.” PH-1 offered a similar comment on solicitation notification. “I’ve never gotten any information,” she said. “We were unaware of what was available,” AI-24 said. “We never have been notified of, nor have [we] seen Clarke County Schools RFPs.” AI-26, a Woman owned surveying company, requested that the District do advanced forecasting of projects. “We would like to know when bids are going to come out,” she said.

Businesses said District procurement agents should more actively familiarize themselves with businesses and possible vendors operating in and around the Clarke County marketplace. Woman owned transportation supply company AI-27 was among the firms calling for such improvements from the District. “I suggest getting to know small and woman owned businesses,” she said. AI-29, a Native American owned construction firm offered similar advice. “Get to know minority businesses, directly connect them,” he said.

As for recommendations to the School District, several business owners suggested the District provide more opportunities for potential vendors to interact with procurement officials and prime contractors. “We would like Clarke County Schools to do more outreach,” Woman owned consulting firm AI-25 said. “It is beneficial connecting [small] businesses with larger primes.” AI-22, AI-27, AI-19, AI-21, and AI-17 each called for the District to facilitate events for potential vendors to become better acquainted with likely partner organizations, prime hiring firms, and District leaders. Non-MWBE owned painting company, AI-17, said the District should host mixers “so that primes can meet who they would be working with.” AI-22, a Woman owned construction supply business, also said the District “could host mixers to connect businesses with primes.” “We would like to do a workshop to get to know people within Clarke County Schools,” Asian American owned IT firm AI-19 said. AI-21, a Native American owned engineering firm, also recommended the District do more to build connections with potential vendors. “We suggest Clarke County Schools meet with primes and get to know them, since that was how we built a relationship with the federal government,” he said.

C. Informal Networks Monopolize Business with Clarke County School District

Relationship building is a part of doing business, although informal networks go a step beyond. At best, informal networks tend to favor the same firms with which an agency is familiar because of, perhaps, a previous working arrangement. At worst, informal networks serve as back channels providing information and preference to the same firms. In either case, they keep new firms from 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 underutilized tax paying populations.

According to the GSPC Survey of Business Owners, 54.4% of 215 respondents—more than half—said “yes” when asked if they believed that some form of an informal network monopolized public contracting with the District (See Table 2 below and Appendix H Survey of Business Owners: Table 113). Of that percentage, 77.1% of African American owned businesses, 48.4% of Woman owned businesses, and 39.1% of Non-Minority owned firms responded in the affirmative.

Table 2. Do you believe there is an informal network of prime and subcontractors doing business with Clarke County Schools that monopolizes the public contracting process? Informal network is defined as firms that have an advantage due to their relationships inside Clarke County Schools.

Responses	Owners' Minority Status								Total
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
Yes	34	15	54	1	1	4	6	2	117
	39.1 %	48.4 %	77.1 %	50 %	20 %	50 %	60 %	100 %	54.4 %
No	53	16	16	1	4	4	4	0	98
	60.9 %	51.6 %	22.9 %	50 %	80 %	50 %	40 %	0 %	45.6 %
Total	87	31	70	2	5	8	10	2	215

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“Even though [an opportunity] comes up as a procurement a lot of times it seems like they already have somebody in mind when they put it out,” Asian American owned IT firm FG-2 said. “They already have somebody in mind that's having [their] proposal ready to submit.” Study participants AI-27 and AI-10 suggested that new and small companies were competing against a “good old boy” network when it came to bidding for District projects. “If there’s a minority individual outside of the established connections in the area it is difficult to be successful,” said Hispanic American commercial printing company AI-10. “The system to form connections is difficult to get into because those in it stick to who they know.” Woman owned renovations firm AI-27 said such entrenched networks present a barrier to those businesses on the outside looking in. “It can be hard to win against the good ole boy system,” she said. Woman owned electrical repair firm FG-5 said it was unfair to repeatedly hire the same companies to do public projects. “Sometimes it feels like it’s impropriety when the municipalities use the same people they know over and over and over and over,” she said. “You can't help but wonder if there's some impropriety especially when you know for a fact that your business can perform way better services than what they've been buying.” AI-29, a Native American owned construction company, called for more diversity in District procurement. “Do not continuously work with the same people,” he said.

D. Low Numbers for Registration to Contract with Clarke County School District

Clarke County School District vendors are not required to register to bid on projects but do have to be registered in the District financial system to be awarded a contract (see Policy Chapter). Anecdotal evidence reveals a significantly lower percentage of firms registered with the District, as compared to the percentage of firm registered to work with other government agencies in the marketplace.

Only 21.9% of the 215 businesses polled for the Study indicated they were registered with Clarke County School District by requesting a vendor packet (See Table 3 below and Appendix H Survey of Business Owners: Table 16). Of the remaining 78.1% of unregistered respondents, 75.7% of African American owned businesses, 77.4% of Woman owned businesses, and 79.3% of Non-MWBE owned firms said they were not registered.

Table 3. Is your company registered with Clarke County Schools by requesting a vendor packet?

Responses	Owners' Minority Status								Total
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Yes	18	7	17	0	2	2	1	0	47
	20.7 %	22.6 %	24.3 %	0 %	40 %	25 %	10 %	0 %	21.9 %
No	69	24	53	2	3	6	9	2	168
	79.3 %	77.4 %	75.7 %	100 %	60 %	75 %	90 %	100 %	78.1 %
Total	87	31	70	2	5	8	10	2	215

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Forty-seven percent (47%) of survey respondents said they were registered with other government entities (See Table 4 below and Appendix H Survey of Business Owners: Table 16). This includes 75.7% of African American owned firms and 48.4% of Woman owned businesses.

Table 4. Is your company registered with any other government entity (including but not limited to): State of Georgia, Georgia DOT, City of Atlanta, Clarke County, City of Athens?

Responses	Owners' Minority Status								Total
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
Yes	24	15	53	2	4	1	2	0	101
	27.6 %	48.4 %	75.7 %	100 %	80 %	12.5 %	20 %	0 %	47 %
No	63	16	17	0	1	7	8	2	114
	72.4 %	51.6 %	24.3 %	0 %	20 %	87.5 %	80 %	100 %	53 %
Total	87	31	70	2	5	8	10	2	215

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More than half of the business owners who acknowledged not being registered with the District (56.6%) said it was because they did not know there was a registry (See Table 5 below and Appendix H Survey of Business Owners: Table 19). 22.6% said they did not know how to register (See Table 6 below and Appendix H Survey of Business Owners: Table 18).

Table 5. Since you answered "No", why has your company not registered with Clarke County Schools by requesting a vendor packet? Did not know there was a registry.

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
Not Selected	38	7	22	1	1	0	2	2	73
	55.1 %	29.2 %	41.5 %	50 %	33.3 %	0 %	22.2 %	100 %	43.5 %
Selected	31	17	31	1	2	6	7	0	95
	44.9 %	70.8 %	58.5 %	50 %	66.7 %	100 %	77.8 %	0 %	56.5 %
Total	69	24	53	2	3	6	9	2	168

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Table 6. Since you answered "No", why has your company not registered with Clarke County Schools by requesting a vendor packet? Indicate all that apply. [Do not know how to register.]

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
Not Selected	61	22	33	2	3	1	6	2	130
	88.4 %	91.7 %	62.3 %	100 %	100 %	16.7 %	66.7 %	100 %	77.4 %
Selected	8	2	20	0	0	5	3	0	38
	11.6 %	8.3 %	37.7 %	0 %	0 %	83.3 %	33.3 %	0 %	22.6 %
Total	69	24	53	2	3	6	9	2	168

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Business owners who were not registered to win contracts from the District said they did not know about the process. AI-21, a Native American owned engineering firm, has never tried to bid for District contracts. “We have not bid on any work since we were not aware of opportunities with Clarke County Schools,” he said. Likewise, Asian American owned construction company AI-12 said he did not know about the District’s registry process. “I was unaware of the opportunities that were available to bid on,” he said. “We have not bid on any work since we were unaware of what Clarke County Schools had to offer but are open to doing work for Clarke County Schools,” said AI-19, an Asian American owned IT firm.

E. Excessive Paperwork as a Barrier

The Study team heard concerns that the bidding and certification processes were “tedious” and required wading through a significant amount of documentation to complete. Particularly for small businesses that often have limited resources and small staffs that must focus on the primary function of the respective companies, there often is not enough time or manpower to complete documentation in response to requests for quotes or proposals.

Twenty percent (20%) of respondents cited excessive paperwork as a barrier to doing business with the Clarke County School District (See Table 7 below and Appendix H Survey of Business Owners: Table 40). That included 22.6% of the Woman owned businesses and 21.8% of Non-MWBE owned firms.

Table 7. In your experience, have any of the following been a barrier to your firm obtaining work on projects for Clarke County Schools? Excessive paperwork

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	Total
Not Selected	68	24	62	1	4	6	5	2	172
	78.2 %	77.4 %	88.6 %	50 %	80 %	75 %	50 %	100 %	80 %
Selected	19	7	8	1	1	2	5	0	43
	21.8 %	22.6 %	11.4 %	50 %	20 %	25 %	50 %	0 %	20 %
Total	87	31	70	2	5	8	10	2	215

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AI-30, a Native American owned construction firm, called bidding “taxing” and this has prevented her from participating in District procurement. “The RFP process is cumbersome, and if it were streamlined and easier, I would be more likely to bid,” she said. “They give you, like, one week to respond to 70 pages that we type in,” Asian American owned IT firm FG-2 said. “Nobody is going to type in 70 pages and send it in within a week.” AI-31, an African American owned photography studio, said small businesses learning the bidding process also have to content with limited capacity when competing against larger companies with more resources. “Many minority businesses may not operate at a certain scale,” he said.

F. Other Notable Findings

Beyond the major topics discussed in this chapter were other findings that, while not significantly reflected in the interviews, focus groups or public hearings, did elicit a notable response from the Survey of Business Owners.

Fewer Instances of Discrimination: Approximately 7% of firms polled identified experiences with racial, gender, or ethnic discrimination in dealing with Clarke County School District (See Table 8 below and Appendix H Survey of Business Owners: Table 111). That includes 5.6% of respondents choosing “Seldom,” 0.9% choosing “Often,” and 0.5% selecting “Very Often.” This amount is significantly less than the 64.7% of survey participants responding to questions about experiences with discrimination from the private sector in the Clarke County marketplace (See Table 9 below and Appendix H Survey of Business Owners: Table 110). In this case 29.4% indicated “Seldom,” 11.8% selected “Often,” and 23.5% reported “Very Often.”

Table 8. From July 1, 2017, through June 30, 2022, how often has your company experienced any racial, gender, or ethnicity discriminatory behavior from Clarke County Schools government?

Responses	Owners' Minority Status								Total
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
Never	35	14	34	2	3	2	2	0	92
	40.2 %	45.2 %	48.6 %	100 %	60 %	25 %	20 %	0 %	42.8 %
Seldom	7	2	3	0	0	0	0	0	12
	8 %	6.5 %	4.3 %	0 %	0 %	0 %	0 %	0 %	5.6 %
Often	0	0	2	0	0	0	0	0	2
	0 %	0 %	2.9 %	0 %	0 %	0 %	0 %	0 %	0.9 %
	0	0	1	0	0	0	0	0	1

Table 8. From July 1, 2017, through June 30, 2022, how often has your company experienced any racial, gender, or ethnicity discriminatory behavior from Clarke County Schools government?

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	Total
Very Often	0 %	0 %	1.4 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Do Not Know	45	15	30	0	2	6	8	2	108
	51.7 %	48.4 %	42.9 %	0 %	40 %	75 %	80 %	100 %	50.2 %
Total	87	31	70	2	5	8	10	2	215

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Table 9. From July 1, 2017, through June 30, 2022, how often has your company experienced any racial, gender, or ethnicity discriminatory behavior from the private sector (i.e., non-governmental entities)?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
Never	1	0	3	0	0	0	0	0	4
	33.3 %	0 %	21.4 %	0 %	0 %	0 %	0 %	0 %	23.5 %
Seldom	2	0	3	0	0	0	0	0	5
	66.7 %	0 %	21.4 %	0 %	0 %	0 %	0 %	0 %	29.4 %
Often	0	0	2	0	0	0	0	0	2
	0 %	0 %	14.3 %	0 %	0 %	0 %	0 %	0 %	11.8 %
Very Often	0	0	4	0	0	0	0	0	4
	0 %	0 %	28.6 %	0 %	0 %	0 %	0 %	0 %	23.5 %
Do Not Know	0	0	2	0	0	0	0	0	2
	0 %	0 %	14.3 %	0 %	0 %	0 %	0 %	0 %	11.8 %
Total	3	0	14	0	0	0	0	0	17

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Certification Does Not Help or Could Hurt: Nearly 35% of those polled (34.7%) indicated that certification either did not benefit or could negatively impact their respective businesses (See Table 10 below and Appendix H Survey of Business Owners: Table 71).

Table 10. Why is your company not certified as a Minority, Woman, Disadvantaged or Small business? Certification does not benefit and/or will negatively impact my company

Responses	Owners' Minority Status								Total
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
Not Selected	47	5	6	0	2	2	2	0	64
	61.8 %	100 %	60 %	0 %	100 %	100 %	100 %	0 %	65.3 %
Selected	29	0	4	0	0	0	0	1	34
	38.2 %	0 %	40 %	0 %	0 %	0 %	0 %	100 %	34.7 %
Total	76	5	10	0	2	2	2	1	98

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“Quotes Not Considered”: More than half of the businesses surveyed agreed to some extent that sometimes a prime contractor will contact a minority or Woman owned firm to ask for quotes without ever giving the proposal sufficient review to consider awarding that firm with a contract (See Table 11 below and Appendix H Survey of Business Owners: Table 115). Of those respondents, 16.3% strongly agreed and 34.4% agreed.

Table 11. Please tell us if you strongly agree, agree, neither agree nor disagree, disagree or strongly disagree with each of the following statements: [Sometimes, a prime contractor will contact a Minority and/or Woman owned firms to ask for quotes but never give the proposal sufficient review to consider giving that firm the award.]

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
Strongly agree	3	1	31	0	0	0	0	0	35
	3.4 %	3.2 %	44.3 %	0 %	0 %	0 %	0 %	0 %	16.3 %
Agree	24	14	22	1	1	5	6	1	74
	27.6 %	45.2 %	31.4 %	50 %	20 %	62.5 %	60 %	50 %	34.4 %
Neither agree nor disagree	57	13	14	0	3	3	4	1	95
	65.5 %	41.9 %	20 %	0 %	60 %	37.5 %	40 %	50 %	44.2 %
Disagree	1	2	1	0	0	0	0	0	4
	1.1 %	6.5 %	1.4 %	0 %	0 %	0 %	0 %	0 %	1.9 %
Strongly disagree	2	1	2	1	1	0	0	0	7
	2.3 %	3.2 %	2.9 %	50 %	20 %	0 %	0 %	0 %	3.3 %
Total	87	31	70	2	5	8	10	2	215

Griffin & Strong, P.C. 2023

Double Standards in Qualifications: Fifty-three percent (53%) of business owners told the Study team they agreed to some extent that double standards in qualifications and work performance made it more difficult for minority, Woman, disadvantaged, and small businesses to win bids or contracts (See Table 12 below and in Appendix H Survey of Business Owners: Table 114). That includes 36.7% that agree and 16.3% that strongly agree.

Table 12. Please tell us if you strongly agree, agree, neither agree nor disagree, disagree or strongly disagree with each of the following statements: [Double standards in qualifications and work performance make it more difficult for Minority, Woman, Disadvantaged or Small business to win bids or contracts.]

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	Total
Strongly agree	2	2	31	0	0	0	0	0	35
	2.3 %	6.5 %	44.3 %	0 %	0 %	0 %	0 %	0 %	16.3 %
Agree	27	12	25	1	1	6	6	1	79
	31 %	38.7 %	35.7 %	50 %	20 %	75 %	60 %	50 %	36.7 %
Neither agree nor disagree	51	10	12	0	3	2	4	1	83
	58.6 %	32.3 %	17.1 %	0 %	60 %	25 %	40 %	50 %	38.6 %
Disagree	4	6	0	0	0	0	0	0	10
	4.6 %	19.4 %	0 %	0 %	0 %	0 %	0 %	0 %	4.7 %
Strongly disagree	3	1	2	1	1	0	0	0	8
	3.4 %	3.2 %	2.9 %	50 %	20 %	0 %	0 %	0 %	3.7 %

Table 12. Please tell us if you strongly agree, agree, neither agree nor disagree, disagree or strongly disagree with each of the following statements: [Double standards in qualifications and work performance make it more difficult for Minority, Woman, Disadvantaged or Small business to win bids or contracts.]

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	<i>Total</i>
Total	87	31	70	2	5	8	10	2	215

Griffin & Strong, P.C. 2023

G. Conclusion

The purpose of this chapter of the Study has been to compile and analyze the anecdotal evidence collected. The major findings were identified as a lack of outreach and connection from the Clarke County School District; informal networks monopolizing contracting; low registration to do business with the District; and excessive paperwork as a barrier.

Vendors participating in this Study pointed to a need for greater outreach to inform companies aspiring to do business with the District and improve relationships between District officials and would-be vendors. Business owners also pointed to a need to improve responsiveness.

The presence of an entrenched network of businesses consistently selected to contract with the District and its prime contractors kept new, woman owned, and minority owned businesses from participating in the public contracting process, Study participants said.

A significantly low rate of registration with the District’s prescribed process required for winning contracts suggests a need to better clarify and promote how best to do business with the District.

Business owners participating in the Study said that an overwhelming amount of required documentation was a barrier to bidding, and thus, prevented companies from taking part in the public contracting process.



APPENDIX A

**DISPARITY STUDY
DEFINITIONS**

**CLARKE COUNTY
SCHOOL DISTRICT (GA)
2023 DISPARITY
STUDY**

APPENDIX A: DISPARITY STUDY 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 Clarke County School District Disparity Study means construction-related professional services, including architecture and engineering, surveying, and construction management.

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 in each Industry Category that is disaggregated by race/ethnicity/gender.

Clarke County School District Market Area: For purposes of the Analysis of Marketplace Contracting Disparities in the Clarke County School District Market Area Chapter of the Disparity Study, the Market Area is the Atlanta-Sandy Springs-Roswell Metropolitan Statistical Area (“MSA”) from the US Census Bureau.

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 14th 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 Clarke County School District Disparity Study means the horizontal and vertical construction including, erection, repair, renovation, or demolition, building, street, road, and all construction trades. Construction Services is one of the Clarke County School District’s 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.

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

Goods: For the purposes of the Clarke County School District’s Disparity Study means commodities, materials, supplies, and equipment.

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

Minority or Women-owned Business Enterprise (MBE or WBE): 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.

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 Native American.

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 direct contractual relationship with the Clarke County School District, 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 Clarke County School District 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 Area: 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 Clarke County School District, the Relevant Market Area was Atlanta-Athens Consolidated Statistical Area (CSA) made up of the counties of: Barrow County, Carroll County, Cherokee County, Clarke County, Clayton County, Cobb County, Coweta County, Dawson County, DeKalb County, Dekalb County, Douglas County, Fayette County, Forsyth County, Fulton County, Gwinnett County, Habersham County, Hall County, Henry County, Jackson County, Jefferson County, Madison County, Meriwether County, Morgan County, Oconee County, Oglethorpe County, Paulding County, Polk County, Rockdale County, Spalding County, Stephens County, and Walton County.

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

Study Period: The period between which all Clarke County School District 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 through 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 Clarke County School District's payments to determine where and with whom Prime Contractor and Subcontractor 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.



APPENDIX B

**EXPANDED
LEGAL ANALYSIS**

**CLARKE COUNTY
SCHOOL DISTRICT (GA)
2023 DISPARITY
STUDY**

APPENDIX B: EXPANDED LEGAL ANALYSIS

A. Expanded Legal Analysis

Having provided the Clarke County School District with a historical overview of the significance and initial development of disparity studies, the following underscores the legal benefit of such studies should an MWBE 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 MWBE program is initiated, and each is addressed in turn. Following this discussion, GSPC provides in this analysis an overview of some of the key aspects of its own 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 these methodological features.

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. S. J. Groves & Sons Company v. Fulton County et al.¹

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. When gender-based, the program (or policy) will be reviewed under the less-stringent “intermediate scrutiny” standard, as detailed below.

a) Racial Classifications

“We have held that all racial classifications imposed by government must be analyzed by a reviewing court under strict scrutiny.”² The Eleventh Circuit previously explained its view of the rationale for this level of judicial review:

Because the [Black Business Enterprise] and [Hispanic Business Enterprise] programs create preferences based on race and ethnicity, the relevant constitutional standard applicable to those programs is the strict scrutiny test articulated in City of Richmond v. J.A. Croson Co., 488 U.S. 469, 109 S.Ct. 706, 102 L.Ed.2d 854 (1989). That test requires a “searching judicial inquiry” into the justification for the preference, because without that kind of close analysis “there is simply no way of determining what classifications are ‘benign’ or ‘remedial’ and what classifications are in fact motivated by illegitimate notions of racial inferiority or simple racial politics.” Id. at 493, 109 S.Ct. at 721. Accordingly, strict scrutiny is designed both to “smoke out’ illegitimate uses of race by assuring that the legislative body is pursuing a goal important enough to warrant use of a highly suspect tool” and to “ensure [] that the means chosen ‘fit’ this compelling goal so closely that there is

¹ 920 F.2d 752, 767 (11th Cir. 1991).

² Grutter v. Bollinger, 539 U.S. 306, 326 (2003); see also Adarand III, 515 U.S. at 212 (same).

little or no possibility that the motive for the classification was illegitimate racial prejudice or stereotype.” Id.

Under strict scrutiny, an affirmative action program must be based upon a “compelling governmental interest” and must be “narrowly tailored” to achieve that interest. E.g., Ensley Branch, 31 F.3d at 1564 (citations omitted). As we have observed: In practice, the interest that is alleged in support of racial preferences is almost always the same--remediating past or present discrimination. That interest is widely accepted as compelling. As a result, the true test of an affirmative action program is usually not the nature of the government’s interest, but rather the adequacy of the evidence of discrimination offered to show that interest. Id. at 1565 (citations and internal quotation marks omitted).³

Thus, under strict scrutiny, a racial or ethnic classification must (1) serve a compelling state interest and (2) be narrowly tailored to achieve that interest.⁴ These concepts are covered in greater depth below.

b) Gender Classifications

In the Eleventh Circuit programs with gender-based classifications are evaluated for constitutionality under a more relaxed level of scrutiny than race-based ones, i.e., intermediate scrutiny:

There is a long line of directly applicable Supreme Court precedents applying traditional intermediate scrutiny to gender classifications. More specifically, the Supreme Court held in Mississippi University for Women v. Hogan, 458 U.S. 718, 724, 102 S.Ct. 3331, 3335, 73 L.Ed.2d 1090 (1982), that intermediate scrutiny was the appropriate test to apply to a gender-based classification favoring women, which is the same type of classification created by the County’s WBE program. Instead of overruling Mississippi University for Women, the VMI Court cited that case as “immediately in point” and the “closest guide” for the VMI decision itself. VMI, --- U.S. at ----, ----, 116 S.Ct. at 2275, 2271. The Supreme Court is not in the practice of overruling its own precedents by citing them with approval, and we decline to hold that the Court did so in the VMI case. Unless and until the Supreme Court tells us otherwise, intermediate scrutiny remains the applicable constitutional standard in gender discrimination cases, and a gender preference may be upheld so long as it is substantially related to an important governmental objective.⁵

In light of the above, any gender-based classification component the District may introduce in its program would be analyzed under a level of judicial scrutiny which would be easier for the District to meet than that which would be applied to any race-based component.

³ Engineering Contractors, 122 F.3d at 906.

⁴ Id. at 906.

⁵ Engineering Contractors, 122 F.3d at 907-908.

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.⁶ Rather, there must be some showing of prior discrimination by the governmental actor involved, either as an “active” or “passive” participant.⁷ 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.⁸

Subsequent lower court rulings have provided more guidance on passive participation by local governments. In Concrete Works of Colorado, Inc. v. City of Denver,⁹ the Tenth Circuit held that it was 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.¹⁰

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 to satisfy the particularized showing of discrimination required by Croson. This factual support can be developed from anecdotal and statistical evidence, as discussed hereafter.

⁶ Adarand III, 515 U.S. at 227; Croson, 488 U.S. at 496-97.

⁷ Croson, 488 U.S. at 498.

⁸ Engineering Contractors, 122 F.3d at 907 (“[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.”).

⁹ 36 F.3d 1513 (10th Cir. 1994).

¹⁰ Concrete Works, 36 F.3d at 1529.

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.¹¹ 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.”¹²

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.¹³

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 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.¹⁴ If the governmental body is able to do this, then the burden shifts to the challenging party to rebut the showing.¹⁵

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.¹⁶

¹¹ Croson, 488 U.S. at 498-506.

¹² Croson, 488 U.S. at 500 (quoting Wygant v. Jackson Bd. of Educ., 476 U.S. 267, 277, 106 S.Ct. 1842, 1849 (1986)).

¹³ Croson, 488 U.S. at 500-01.

¹⁴ See Concrete Works, 36 F.3d 1513 (10th Cir. 1994).

¹⁵ Id.

¹⁶ See 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.

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)).¹⁷

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.

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. See W.H. Scott Const. Co. v. City of Jackson.¹⁸

¹⁷ H.B. Rowe Company, Incorporated v. W. Lyndo Tippet, 615 F.3d 233, 241 (4th Cir. 2010).

¹⁸ 199 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.”).

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.¹⁹ 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.²⁰

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. To carry the day, however, such evidence must be supplemented with strong statistical proof:

As we explained in Ensley Branch, “[c]ertain aspects of this inquiry are well established.” 31 F.3d at 1565. A “strong basis in evidence” cannot rest on “an amorphous claim of societal discrimination, on simple legislative assurances of good intention, or on congressional findings of discrimination in the national economy.” Id. (citing and applying Croson) (internal quotation marks omitted). However, a governmental entity can “justify affirmative action by demonstrating ‘gross statistical disparities’ between the proportion of minorities hired . . . and the proportion of minorities willing and able to do the work.” Id. (citations omitted). “Anecdotal evidence may also be used to document discrimination, especially if buttressed by relevant statistical evidence.” Id.²¹

Of note, several courts have rejected assertions by plaintiffs attacking programs that anecdotal evidence must be verified to be considered as part of a governmental entity's evidentiary proffer.²²

¹⁹ Croson, 488 U.S. at 501.

²⁰ 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.”).

²¹ Engineering Contractors, 122 F.3d at 906-907; see also id. at 925 (citing Cone Corp. v. Hillsborough, 908 F.2d at 916).

²² Associated General Contractors v. California D.O.T., 713 F.3d at 1196-97 (“AGC contends that the anecdotal evidence has little or no probative value in identifying discrimination because it is not verified. AGC cites 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, 615 F.3d at 249; Concrete Works, 321 F.3d at 989. See also Kossman 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

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.”²³ 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.²⁴ 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.

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 a court must determine, based upon these qualifications, the relevant statistical pool with which to make the appropriate statistical comparisons.²⁵

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,²⁶ 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.

In Associated General Contractors of America v. City of Columbus,²⁷ 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.”²⁸

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).

²³Croson, 488 U.S. at 509.

²⁴ Ensley Branch N.A.A.C.P. v. Seibels, 31 F.3d 1548, 1565 (11th Cir. 1994).

²⁵ See e.g., Associated General Contractors v. California D.O.T., 713 F.2d at 1197-1199.

²⁶ 6 F.3d 990 (3rd Cir. 1993).

²⁷ 936 F. Supp. 1363 (1996), reversed on related grounds, 172 F.3d 411 (6th Cir. 1999).

²⁸ 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”

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.”²⁹

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[.]”³⁰

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.³¹

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.”³² In Kossmann, 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 MWBEs, NERA collected information on MWBEs in Texas and surrounding states

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.

²⁹ 615 F.3d at 244.

³⁰ 713 F.3d at 1191-92. Cf. Engineering Contractors, 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).

³¹ Northern Contracting, Inc. v. Illinois DOT, 473 F.3d at 723. See also Associated General Contractors v. California D.O.T., 713 F.3d at 1199 (citing Northern Contracting); Kossmann, 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.”). See also H.B. Rowe, 615 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).

³² 473 F.3d at 718.

through lists from public and private entities, as well as prior NERA studies, and culled records for MWBEs within the [City's] defined market area.”³³

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.³⁴ 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.³⁵ 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,³⁶ 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% 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.³⁷

³³ 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).

³⁴ 615 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.

³⁵ 713 F.2d at 1191-1193. In Kosman 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.

³⁶ 908 F.3d 908.

³⁷ Id. at 915-16.

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 GSPC will be utilizing them in the present Study.

One way to demonstrate the under-utilization of M/WBEs (or DBEs) in a particular area is to employ a statistical device known as the “disparity index.”³⁸ The use of such an index was explained, and cited approvingly, in H.B. Rowe, 615 F.3d at 243-44. In that case, 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.³⁹ The resulting calculations “demonstrated marked underutilization of [] African American and Native American subcontractors,” according to the court.⁴⁰

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.⁴¹ Specifically, courts have 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.⁴² 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.⁴³ Similarly, the Third Circuit held that a disparity of 0.04 was “probative of discrimination in City contracting in the Philadelphia construction industry.”⁴⁴

³⁸ See Engineering Contractors, 122 F.3d at 914 (“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.”).

³⁹ 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.

⁴⁰ Id.

⁴¹ 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 (10th Cir.1994) (employing disparity index); Contractors Ass’n, 6 F.3d at 1005 (3d Cir.1993) (employing disparity index).

⁴² Id. at 245.

⁴³ AGC v. Coal. for Economic Equity, 950 F.2d 1401, 1414 (9th Cir. 1991).

⁴⁴ Contractors Ass’n, 6 F.3d at 1005.

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.⁴⁵ 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.⁴⁶

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.”⁴⁷

f) Regression Analyses

In conducting its statistical analysis of the District’s purchasing, GSPC will also be employing a regression analysis, which 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 the GSPC methodology likewise has the support of several courts as a current “best practice” for disparity studies.

⁴⁵ 615 F.3d at 244-45.

⁴⁶ Id. at 245.

⁴⁷ 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)).

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."⁴⁸

In Kossman v. City of Houston, the key feature of the supporting study was an analysis addressing business formation, earnings, and capital markets.⁴⁹ Using both statistical and anecdotal evidence, the study 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.⁵⁰

⁴⁸ 615 F.3d at 245-46; 250.

⁴⁹ Id. at pp. 2-10.

⁵⁰ Id. at p. 11 (emphasis added).

6. Requirement for a Narrowly Tailored Remedy

Under the Croson framework, any race-conscious plan or remedy must also be narrowly tailored to ameliorate the effects of past discrimination on (and only on) the protected groups identified as significantly underutilized in the study.⁵¹ “Generally, while ‘goals’ are permissible, unyielding preferential ‘quotas’ will normally doom an affirmative action plan.”⁵²

The Eleventh Circuit addressed the parameters of this requirement in Engineering Contractors:

In this circuit, we have identified four factors that should be considered when evaluating whether a race- or ethnicity-conscious affirmative action program is narrowly tailored:

In making this evaluation, we consider: (1) the necessity for the relief and the efficacy of alternative remedies; (2) the flexibility and duration of the relief, including the availability of waiver provisions; (3) the relationship of numerical goals to the relevant labor market; and (4) the impact of the relief on the rights of innocent third parties. The preceding four factors are not a mechanical formula for determining whether an affirmative action program is narrowly tailored, but they do provide a useful analytical structure.⁵³

Similar guideposts are provided in several post-Croson cases addressing or evaluating 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.⁵⁴

⁵¹ See Michigan Road Builders Ass’n v. Milliken, 834 F.2d 583, 589-90 (6th Cir. 1987).

⁵² Virdi v. DeKalb County School District, 135 Fed. Appx. 262 (2005). See also Sherbrooke Turf, 345 F.3d at 972 (citing Croson, 488 U.S. at 496).

⁵³ 122 F.3d at 927 (citation omitted); see also Croson, 488 U.S. at 507-08. See also 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.

⁵⁴ 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.”).

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. Both were features of the program upheld by the Eleventh Circuit in Cone v. Hillsborough County:

The GSC sets goals for each individual project based on the number of *qualified* MBE subcontractors available for each subcontractable area. If there are not at least three qualified MBE subcontractors available for the subcontractable area, no goal is set in that area. In areas where goals are set, no goal may ever exceed fifty percent MBE participation. At any time prior to advertisement of the project, the goals can be waived. A low bidder who does not meet the plan goals still can obtain a contract simply by demonstrating a good-faith effort to find MBE contractors. Even absent such good faith efforts, the contractor may still receive the contract if the next lowest bid is either \$100,000 or fifteen percent higher than the non-responsive bidder.⁵⁵

Lastly, “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.⁵⁶ In H.B. Rowe, however, the Court specifically noted with approval the mandatory review and sunset provisions included in the North Carolina statute at issue in that case.⁵⁷

B. Conclusion

The Croson decision, handed down thirty years ago, continues to cast a long shadow over M/WBE (and DBE) 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 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.⁵⁸ In many respects, this opinion provides a roadmap for success in implementing and defending an M/WBE program under the current state of the law, with appropriate attribution and reference to Croson. It is in this legal environment that any M/WBE program or policy implemented by the District will be evaluated, including in the face of any legal/constitutional challenge.

⁵⁵ 908 F.2d at 917 (italics in original).

⁵⁶ Podberesky v. Kirwin, 38 F.3d 147, 160 (4th Cir. 1994) (“The program thus could remain in force indefinitely based on arbitrary statistics unrelated to constitutionally permissible purposes”).

⁵⁷ 615 F.3d at 239.

⁵⁸ 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)
- 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)
- Associated Gen. Contractors v. Coalition for Economic Equity, 950 F.2d 1401 (9th Cir.1991)
- Associated General Contractors of America, San Diego Chapter v. California D.O.T., 713 F.3d 1187 (9th Cir. 2013)
- Castaneda v. Partida, 430 U.S. 482 (1977)
- City of Richmond v. J. A. Croson Company, 488 U.S. 469 (1989)
- Concrete Works of Colorado, Inc. v. City of Denver, 36 F.3d 1513 (10th Cir. 1994)
- Cone Corp. v. Hillsborough County, 908 F.3d 908 (11th Cir. 1990)
- Contractors Association of Eastern Pennsylvania v. City of Philadelphia, 6 F.3d 990 (3rd Cir. 1993)
- Coral Construction Co. v. King County, 941 F.2d 910 (9th Cir. 1991)
- Engineering Contractors Ass'n v. Metropolitan Dade County, 122 F.3d 895 (11th Cir. 1997)
- Ensley Branch N.A.A.C.P. v. Seibels, 31 F.3d 1548 (11th Cir. 1994)
- Geyer Signal, Inc. v. Minnesota D.O.T., 2014 WL 1309092 (D. Minn. 2014)
- Gross Seed Co. v. Nebraska Dept. of Roads, 345 F.3d 964 (8th Cir. 2003)
- Grutter v. Bollinger, 539 U.S. 306 (2003)
- H.B. Rowe Company, Incorporated v. W. Lyndo Tippet, 615 F.3d 233 (4th Cir. 2010)
- Kossman Contracting Co. v. City of Houston, Case No. H-14-1203 (S.D. Texas 2016)
- Michigan Road Builders Ass'n v. Milliken, 834 F.2d 583 (6th Cir. 1987)
- Midwest Fence Corp. v. U.S. DOT, 840 F.3d 932 (7th Cir. 2016)
- Northern Contracting, Inc. v. Illinois DOT, 473 F.3d 715 (7th Cir. 2007)
- Peightal v. Metropolitan Dade County, 26 F.3d 1545 (11th Cir. 1994)
- Podberesky v. Kirwin, 38 F.3d 147 (4th Cir. 1994)
- Sherbrooke Turf, Inc. v. Minnesota D.O.T., 345 F.3d 964 (8th Cir. 2003)
- S. J. Groves & Sons Company v. Fulton County, 920 F.2d 752 (11th Cir. 1991)
- Viridi v. DeKalb County School District, 135 Fed. Appx. 262 (2005)
- 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. art. III, § 2, cl. 1

U.S. Const. amend. XIV §1



APPENDIX C

**DATA
ASSESSMENT
REPORT**

**CLARKE COUNTY
SCHOOL DISTRICT (GA)
2023 DISPARITY
STUDY**

APPENDIX C: DATA ASSESSMENT REPORT

CLARKE COUNTY SCHOOL DISTRICT, GEORGIA 2023 DISPARITY STUDY DATA ASSESSMENT REPORT

Griffin & Strong, P.C. (“GSPC”) conducted a virtual data assessment meeting on May 25, 2022, with the Clarke County School District. This report summarizes this 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 validate that GSPC has a correct understanding of how and where data is kept by the Clarke County School District (herein referred to as “CCSD”). All data and data requests will be submitted to CCSD through Veronica Jackson, Purchasing and Contract Coordinator, Purchasing Department, Clark County School District.

In attendance at the meeting from CCSD were:

Name	Title
Veronica Jackson	Purchasing and Contract Coordinator for Clarke County Schools
Gerald Arscott	Contract Administrator for Clarke County Schools
Stephanie Holcombe	Accounting Coordinator for Clarke County Schools
John Gilbreath	Director of SPLOST (Special Purpose Local Option Sales Tax) for Clarke County Schools

I. Scope of Work and Study Parameters

A. Scope Statement

The purpose of this Disparity Study is to identify potential underutilization and reduce or eliminate potential barriers that adversely affect the contract participation of local, minority, and women-owned firms should they exist in the study groups. CCSD currently defines local as Athens-Clarke County.

The RFP recites the following:

As MBE/WBE programs that provide preferences based on race and gender can be subject to legal challenge, the disparity study must provide the types of information considered in court decisions that have considered these programs.

- 6.2.1. A key component of a disparity study is determining whether the share of District procurement dollars going to MBEs (by race and ethnic group) and to WBEs is below what might be expected given the relative availability of MBEs and WBEs for those contracts.
- 6.2.2. The disparity analysis will examine results by MBE group and for WBEs for four areas of the District’s procurement: construction, professional services, goods and other services. Results will incorporate data on subcontracts as well as prime contracts.

- 6.2.3. The District also seeks quantitative and qualitative information about conditions for MBEs and WBEs in the local marketplace. Based on all study information, the District requests recommendations for measures to address identified disparities in District contracts or inequities in the local marketplace, include those the District might pursue with local partners.

The Disparity Study will contribute to CCSD’s broader goal of ensuring a collaborative relationship with the business community, local governments, military, and stakeholders. It is CCSD’s priority for the Study to be as transparent and inclusive as possible in engaging CCSD’s vendors and the broader community.

B. Study Period

The study period for the Disparity Study has been determined as a five (5) year period from July 1, 2017-June 30, 2022, FY2018 through FY2022.

C. Industry Categories

The Study will collect and analyze relevant data on “ready, willing, and able” vendors in the areas of:

- Construction
- Architecture and Engineering
- Professional Services
- Other Services
- Goods

D. Departments

The dollars spent will be collected and analyzed from the following departments within CCSD:

- Finance & Business Services
- School Nutrition
- Special Purpose Local Option Sales Tax (SPLOST)
- Superintendent
- Community Engagement
- District Services
- Human Resources
- Instructional Services & School Performance
- PR & Communications
- Student Support Services

- Transportation
- Technology Services

II. Preliminary Purchasing Practices

A. CCSD has no relation to Clarke County government.

B. Purchases under \$3,500.00 do not require quotes.

C. Contract Thresholds

1. Professional Services and A&E are exceptions and require department head approval and do not require 2 quotes.
2. Continuation of existing contracts are also exceptions.
3. Informal Threshold: \$3,500.00 to \$49,999.99
 - Purchases from \$3,500.00 to \$9,999.99 require two quotes.
 - Purchases from \$10,000.00 to \$49,999.99 are at the discretion of the department head and the discretion of the office of purchasing and contracts.
4. Formal Threshold: \$50,000.00 and above
 - Contracts of \$100,000 or more are advertised for 28 days.

D. CCSD has a style guide that it will send GSPC.

III. Data Assessment

A. General Data

- Data is centralized and will come from CCSD and SPLOST
- Data will have GL ledger and object codes
- Bid tabulations does not have subcontractor data
- SPLOST does a couple to 10 projects per year.
- Much of the data will come from the Office of Purchasing and Contracts. Although, the SPLOST Office and School Nutrition Office will provide data for their areas, respectively.

B. Specific Data files

It was determined in this meeting that GSPC will need from CCSD:

- Solicitations (Study Period)
- Vendor List (Current)

- Requisitions/Purchase Orders (Study Period)
- Bids (Study Period)
- Payments (Study Period)
- Awards (Study Period)
- Subcontractor data (Pay apps, Study Period)
- Certified Lists (Current)
- CMAR (Study Period)

1. Solicitations

- **Types of Solicitations**
 - Sealed Bids
 - Quotes
 - RFPs
 - RFQs
 - Annual Bids
 - Construction Management and Risk
 - Unsolicited Proposal
- CCSD has a master list of solicitations.
- Change orders on CCSD contracts are used for keeping the same contractor working on the same job.
- Change orders on a SPLOST contract denote changes to the scope of work.
- Most projects that go through the Office of Purchasing & Contracts are solicited on Georgia Marketplace.

2. Vendor Lists

- A vendor list is maintained from an inward facing online system called Munis but does not contain vendor work categories.
- All vendors who have asked for a vendor packet are in this system. This packet contains vendor's E-Verify company ID and industry work types.
- Vendor packets (pdf) contain vendor services and contact information (email)

3. Purchase Orders

- There can be a full purchase order file exported to excel.

4. Bids (ITB, RFP, RFQ) – Used for Formals

- Bid tabulations are available for the last five (5) years.
- All departments except for SPLOST have electronic copies in pdf format. SPLOST has hard copies in three-ring binders that will require manual data entry.
- Bid data does not contain subcontractor data.
- Bidders will only have to pre-qualify on SPLOST contracts of certain sizes. There is a pre-qualified list for certain projects for SPLOST.
- CCSD has a list from external vendors that houses who has requested plans for bids.

5. Payment Data

- Munis can isolate payments by account number and there is a key for the account number.
- Munis will cover CCSD and SPLOST vendor payments.
- Contract numbers and purchase orders will be in the payment file.

6. Awards/Contracts

- SPLOST has a full amount of an award in an electronic file and hard copies in a binder.
- There is no master list of awards.
- All awards have a purchase order number which can be found in Munis and can be filtered by Department. Vendors who receive awards must be registered in Munis.
- The contract file would have the full dollar amount of large projects, but it is a hard copy file.
- Boarddocs/Assembly should contain meeting minutes for contract approvals.
- Major contracts are year by year instead of just one award. However, SPLOST approves the entire contract at once.
- Munis will show the original award amount and the award changes. There is a contract number on each file that will not change. SPLOST does not have contract numbers.
- Award letters are sent out to vendors. These letters could be pulled to gather information.

7. P-Cards

- There is one (1) p-card being used by the Superintendent and the Chief Financial Officer works with them directly.
- There is a limit of \$20K, however it is unknown what the specific increment is.
- Once we see the statements we will determine if p-cards will be excluded from this study.
 - P-Cards will be excluded from this study due to low payment amounts indicating that p-cards are not used to pay for anything that would go out to bid.

8. Subcontractors

- Subcontractor data is not tracked
- We will need to look at every individual pay app and not just the final pay app to capture subcontractor data

9. Certified List

- CCSD can provide bid certification emails from formal projects listing which contains ethnicity and gender. This is generated from Georgia procurement website. SPLOST will not be able to do this.
- GSPC will pull certified lists from:
 - Georgia DOT
 - City of Atlanta

10. Building Permit Data

- Building permit data will come from Athens-Clarke County (Fay Lamb, Building Permits Office, lamb_orr@accgov.com) and not CCSD.

11. CMAR/Joint Venture Agreements

- There are no joint venture agreements.
- There are CM at Risk projects, and all dollars go through the CMAR being used.



APPENDIX D

**DETAILED
RELEVANT
MARKET BY
COUNTY**

**CLARKE COUNTY
SCHOOL DISTRICT (GA)
2023 DISPARITY
STUDY**

APPENDIX D: DETAILED RELEVANT MARKET BY COUNTY

The tables in Appendix D (Tables D-1 through D-5) present the dollar value of payments by counties for all Clarke County Schools prime spending, broken down by the five Industry Categories. The top forty counties are arranged from the highest dollar value to the lowest dollar value, first within the Relevant Market and then outside of it. The first percentage column is the percentage of Clarke County Schools prime spending with firms in that county. The last column is the cumulative percentage of Clarke County Schools spending with firms for that county and the counties above it. The counties highlighted in green are the Relevant Market for the study. Table D-6 is the list of counties in the Athens-Atlanta Consolidated Statistical area used as the relevant market.

Table D-1: Prime Construction by Counties

(Using Payment Dollars, FY 2018-2022)

Clarke County Schools Disparity Study

County	State	Relevant Market	Total Amount	Percent	Cumulative Percent
Clarke County	GA	MSA	\$ 10,987,169.30	12.58%	12.58%
Oconee County	GA	MSA	\$ 1,503,886.90	1.72%	14.30%
Oglethorpe County	GA	MSA	\$ 154,361.00	0.18%	14.48%
Madison County	GA	MSA	\$ 147,438.28	0.17%	14.65%
Stephens County	GA	CSA	\$ 42,481,016.00	48.65%	63.30%
Hall County	GA	CSA	\$ 25,199,007.00	28.86%	92.15%
Carroll County	GA	CSA	\$ 5,840,756.50	6.69%	98.84%
Newton County	GA	CSA	\$ 223,361.20	0.26%	99.10%
Gwinnett County	GA	CSA	\$ 123,898.08	0.14%	99.24%
Fulton County	GA	CSA	\$ 116,013.00	0.13%	99.37%
Barrow County	GA	CSA	\$ 54,289.99	0.06%	99.43%
Cobb County	GA	CSA	\$ 40,027.22	0.05%	99.48%
Henry County	GA	CSA	\$ 36,600.00	0.04%	99.52%
DeKalb County	GA	CSA	\$ 35,294.00	0.04%	99.56%
Forsyth County	GA	CSA	\$ 16,458.50	0.02%	99.58%
Walton County	GA	CSA	\$ 4,798.92	0.01%	99.59%
Habersham County	GA	CSA	\$ 2,400.00	0.00%	99.59%
Cherokee County	GA	CSA	\$ 1,500.00	0.00%	99.59%
Jackson County	GA	CSA	\$ 500.00	0.00%	99.59%
Columbia County	GA	Rest of GA	\$ 99,550.00	0.11%	99.71%
Bibb County	GA	Rest of GA	\$ 11,268.72	0.01%	99.72%
Putnam County	GA	Rest of GA	\$ 8,311.00	0.01%	99.73%
Greene County	GA	Rest of GA	\$ 2,315.00	0.00%	99.73%
White County	GA	Rest of GA	\$ 290.00	0.00%	99.73%
Cuyahoga County	OH	Rest of USA	\$ 141,914.02	0.16%	99.89%
Palm Beach County	FL	Rest of USA	\$ 23,126.36	0.03%	99.92%
Johnson County	KS	Rest of USA	\$ 22,824.10	0.03%	99.95%
Tarrant County	TX	Rest of USA	\$ 20,306.30	0.02%	99.97%
Warrick County	IN	Rest of USA	\$ 14,770.25	0.02%	99.99%
St. Louis County	MO	Rest of USA	\$ 6,550.00	0.01%	99.99%
Avery County	NC	Rest of USA	\$ 3,329.35	0.00%	100.00%
Milwaukee County	WI	Rest of USA	\$ 2,083.40	0.00%	100.00%
Pickens County	SC	Rest of USA	\$ 430.00	0.00%	100.00%

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Table D-2: Prime A&E by Counties
 (Using Payment Dollars, FY 2018-2022)
 Clarke County Schools Disparity Study

County	State	Relevant Market	Total Amount	Percent	Cumulative Percent
Clarke County	GA	MSA	\$ 18,045.00	0.33%	0.33%
Oconee County	GA	MSA	\$ 137,346.00	2.48%	2.81%
Gwinnett County	GA	CSA	\$ 4,947,892.27	89.41%	92.22%
Cobb County	GA	CSA	\$ 312,900.50	5.65%	97.87%
Dawson County	GA	CSA	\$ 70,405.50	1.27%	99.14%
DeKalb County	GA	CSA	\$ 30,487.50	0.55%	99.69%
Bibb County	GA	Rest of GA	\$ 250.00	0.00%	99.70%
Kent County	MI	Rest of USA	\$ 16,500.00	0.30%	100.00%
Santa Barbara County	CA	Rest of USA	\$ 189.95	0.00%	100.00%

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Table D-3: Prime Professional Services by Counties

(Using Payment Dollars, FY 2018-2022)

Clarke County Schools Disparity Study

County	State	Relevant Market	Total Amount	Percent	Cumulative Percent
Clarke County	GA	MSA	\$ 1,167,936.88	17.39%	17.39%
Madison County	GA	MSA	\$ 24,812.65	0.37%	17.76%
Oconee County	GA	MSA	\$ 16,785.00	0.25%	18.01%
Fulton County	GA	CSA	\$ 3,132,166.50	46.65%	64.66%
Hall County	GA	CSA	\$ 153,102.41	2.28%	66.94%
DeKalb County	GA	CSA	\$ 121,877.10	1.82%	68.75%
Cobb County	GA	CSA	\$ 51,037.90	0.76%	69.51%
Henry County	GA	CSA	\$ 44,740.00	0.67%	70.18%
Gwinnett County	GA	CSA	\$ 40,952.00	0.61%	70.79%
Morgan County	GA	CSA	\$ 20,187.50	0.30%	71.09%
Rockdale County	GA	CSA	\$ 15,200.00	0.23%	71.32%
Floyd County	GA	CSA	\$ 10,618.00	0.16%	71.47%
Fayette County	GA	CSA	\$ 7,000.00	0.10%	71.58%
Walton County	GA	CSA	\$ 500.00	0.01%	71.59%
Richmond County	GA	Rest of GA	\$ 33,250.00	0.50%	72.08%
Wayne County	GA	Rest of GA	\$ 740.48	0.01%	72.09%
Cook County	IL	Rest of USA	\$ 331,982.43	4.94%	77.04%
Howard County	MD	Rest of USA	\$ 179,028.08	2.67%	79.70%
Dane County	WI	Rest of USA	\$ 172,323.16	2.57%	82.27%
Pinellas County	FL	Rest of USA	\$ 161,187.76	2.40%	84.67%
Monterey County	CA	Rest of USA	\$ 156,837.84	2.34%	87.01%
Salt Lake County	UT	Rest of USA	\$ 133,867.84	1.99%	89.00%
Escambia County	FL	Rest of USA	\$ 118,384.00	1.76%	90.76%
Mecklenburg County	NC	Rest of USA	\$ 99,728.54	1.49%	92.25%
Milwaukee County	WI	Rest of USA	\$ 83,999.00	1.25%	93.50%
Suffolk County	MA	Rest of USA	\$ 50,000.00	0.74%	94.24%
Johnson County	KS	Rest of USA	\$ 40,801.69	0.61%	94.85%
Los Angeles County	CA	Rest of USA	\$ 40,524.26	0.60%	95.45%
Saratoga County	NY	Rest of USA	\$ 34,010.00	0.51%	95.96%
Allegheny County	PA	Rest of USA	\$ 32,009.68	0.48%	96.44%
Lee County	AL	Rest of USA	\$ 30,325.41	0.45%	96.89%
Waukesha County	WI	Rest of USA	\$ 29,122.50	0.43%	97.32%
Ingham County	MI	Rest of USA	\$ 28,477.20	0.42%	97.75%
Broward County	FL	Rest of USA	\$ 24,851.00	0.37%	98.12%
Henderson County	NC	Rest of USA	\$ 24,500.00	0.36%	98.48%
Orleans Parish	LA	Rest of USA	\$ 24,000.00	0.36%	98.84%
Harris County	TX	Rest of USA	\$ 15,000.00	0.22%	99.06%
Wake County	NC	Rest of USA	\$ 12,029.00	0.18%	99.24%
Hays County	TX	Rest of USA	\$ 9,500.00	0.14%	99.38%

Table D-4: Prime Other Services by Counties

(Using Payment Dollars, FY 2018-2022)

Clarke County Schools Disparity Study

County	State	Relevant Marke	Total Amount	Percent	Cumulative Percent
Clarke County	GA	MSA	\$ 7,689,040.45	27.03%	27.03%
Oconee County	GA	MSA	\$ 3,493,568.01	12.28%	39.32%
Madison County	GA	MSA	\$ 225,296.80	0.79%	40.11%
Oglethorpe County	GA	MSA	\$ 146,227.15	0.51%	40.62%
Fulton County	GA	CSA	\$ 5,185,885.65	18.23%	58.86%
Gwinnett County	GA	CSA	\$ 790,825.06	2.78%	61.64%
Cobb County	GA	CSA	\$ 681,887.02	2.40%	64.03%
DeKalb County	GA	CSA	\$ 609,944.32	2.14%	66.18%
Hall County	GA	CSA	\$ 279,873.54	0.98%	67.16%
Walton County	GA	CSA	\$ 226,430.00	0.80%	67.96%
Newton County	GA	CSA	\$ 65,789.63	0.23%	68.19%
Dekalb County	GA	CSA	\$ 56,100.00	0.20%	68.39%
Upson County	GA	CSA	\$ 49,153.40	0.17%	68.56%
Barrow County	GA	CSA	\$ 31,770.46	0.11%	68.67%
Habersham County	GA	CSA	\$ 24,871.00	0.09%	68.76%
Henry County	GA	CSA	\$ 23,655.00	0.08%	68.84%
Carroll County	GA	CSA	\$ 20,326.25	0.07%	68.91%
Jackson County	GA	CSA	\$ 12,654.31	0.04%	68.96%
Jasper County	GA	CSA	\$ 11,114.71	0.04%	69.00%
Douglas County	GA	CSA	\$ 7,200.00	0.03%	69.02%
Rockdale County	GA	CSA	\$ 3,800.00	0.01%	69.04%
Stephens County	GA	CSA	\$ 3,740.00	0.01%	69.05%
Butts County	GA	CSA	\$ 3,106.00	0.01%	69.06%
Forsyth County	GA	CSA	\$ 2,995.00	0.01%	69.07%
Morgan County	GA	CSA	\$ 1,620.00	0.01%	69.08%
Troup County	GA	CSA	\$ 734.00	0.00%	69.08%
Cherokee County	GA	CSA	\$ 400.00	0.00%	69.08%
Floyd County	GA	CSA	\$ 399.78	0.00%	69.08%
Wilkes County	GA	Rest of GA	\$ 146,850.00	0.52%	69.60%
Whitfield County	GA	Rest of GA	\$ 96,918.60	0.34%	69.94%
Gilmer County	GA	Rest of GA	\$ 58,335.00	0.21%	70.14%
Franklin County	GA	Rest of GA	\$ 30,817.29	0.11%	70.25%
Berrien County	GA	Rest of GA	\$ 30,000.00	0.11%	70.36%
Richmond County	GA	Rest of GA	\$ 21,597.10	0.08%	70.43%
Rabun County	GA	Rest of GA	\$ 19,350.00	0.07%	70.50%
Tift County	GA	Rest of GA	\$ 14,169.46	0.05%	70.55%
Glynn County	GA	Rest of GA	\$ 12,560.00	0.04%	70.60%
Chatham County	GA	Rest of GA	\$ 9,622.00	0.03%	70.63%
Banks County	GA	Rest of GA	\$ 4,950.00	0.02%	70.65%

Table D-5: Prime Goods by Counties

(Using Payment Dollars, FY 2018-2022)

Clarke County Schools Disparity Study

County	State	Relevant Market	Total Amount	Percent	Cumulative Percent
Clarke County	GA	MSA	\$ 9,424,407.63	8.25%	8.25%
Madison County	GA	MSA	\$ 908,849.21	0.80%	9.05%
Oconee County	GA	MSA	\$ 714,504.74	0.63%	9.67%
Oglethorpe County	GA	MSA	\$ 36,594.50	0.03%	9.70%
Fulton County	GA	CSA	\$ 33,003,301.58	28.89%	38.59%
Cobb County	GA	CSA	\$ 13,137,818.61	11.50%	50.09%
Gwinnett County	GA	CSA	\$ 12,369,748.20	10.83%	60.92%
Habersham County	GA	CSA	\$ 2,967,940.78	2.60%	63.52%
DeKalb County	GA	CSA	\$ 2,948,834.38	2.58%	66.10%
Walton County	GA	CSA	\$ 1,814,182.37	1.59%	67.69%
Douglas County	GA	CSA	\$ 1,330,059.59	1.16%	68.85%
Coweta County	GA	CSA	\$ 1,282,795.24	1.12%	69.97%
Jackson County	GA	CSA	\$ 1,040,252.76	0.91%	70.88%
Forsyth County	GA	CSA	\$ 1,000,084.60	0.88%	71.76%
Barrow County	GA	CSA	\$ 519,205.03	0.45%	72.21%
Hall County	GA	CSA	\$ 342,232.13	0.30%	72.51%
Polk County	GA	CSA	\$ 113,403.78	0.10%	72.61%
Fayette County	GA	CSA	\$ 107,362.11	0.09%	72.71%
Cherokee County	GA	CSA	\$ 64,540.89	0.06%	72.76%
Carroll County	GA	CSA	\$ 55,787.28	0.05%	72.81%
Clayton County	GA	CSA	\$ 43,113.09	0.04%	72.85%
Morgan County	GA	CSA	\$ 27,229.22	0.02%	72.87%
Stephens County	GA	CSA	\$ 17,563.77	0.02%	72.89%
Jefferson County	GA	CSA	\$ 17,013.00	0.01%	72.90%
Spalding County	GA	CSA	\$ 6,408.66	0.01%	72.91%
Dekalb County	GA	CSA	\$ 6,300.01	0.01%	72.92%
Meriwether County	GA	CSA	\$ 5,127.00	0.00%	72.92%
Henry County	GA	CSA	\$ 5,108.56	0.00%	72.92%
Paulding County	GA	CSA	\$ 5,002.00	0.00%	72.93%
Dawson County	GA	CSA	\$ 1,517.16	0.00%	72.93%
Rockdale County	GA	CSA	\$ 161.06	0.00%	72.93%
White County	GA	Rest of GA	\$ 1,174,987.72	1.03%	73.96%
Elbert County	GA	Rest of GA	\$ 168,030.84	0.15%	74.11%
Houston County	GA	Rest of GA	\$ 138,363.18	0.12%	74.23%
Columbia County	GA	Rest of GA	\$ 137,692.64	0.12%	74.35%
Brooks County	GA	Rest of GA	\$ 68,514.94	0.06%	74.41%
Bibb County	GA	Rest of GA	\$ 61,823.59	0.05%	74.46%
Johnson County	GA	Rest of GA	\$ 31,258.00	0.03%	74.49%
Franklin County	GA	Rest of GA	\$ 28,292.88	0.02%	74.51%

Table D-6: List of Counties in Relevant Market
Clarke County Schools Disparity Study

Barrow County
Carroll County
Cherokee County
Clarke County
Clayton County
Cobb County
Coweta County
Dawson County
DeKalb County
Dekalb County
Douglas County
Fayette County
Forsyth County
Fulton County
Gwinnett County
Habersham County
Hall County
Henry County
Jackson County
Jefferson County
Madison County
Meriwether County
Morgan County
Oconee County
Oglethorpe County
Paulding County
Polk County
Rockdale County
Spalding County
Stephens County
Walton County

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APPENDIX E

**DETAILED
AVAILABILITY**

**CLARKE COUNTY
SCHOOL DISTRICT (GA)
2023 DISPARITY
STUDY**

APPENDIX E: DETAILED AVAILABILITY

Tables E-1 through E-5 present numbers on MWBE 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 the Quantitative Analysis chapter.

Table E-1: Availability of Firms by Business Ownership in Market Area

Construction - Master Vendor List

Clarke County Schools Disparity Study

Ethnicity of Vendor	Number of Firms	Percentage of Firms
Asian American	29	1.49%
Black American	463	23.72%
Hispanic American	71	3.64%
Native American	16	0.82%
TOTAL MINORITY	579	29.66%
Woman Owned	124	6.35%
TOTAL MWBE	703	36.01%
TOTAL Non-MWBE	1,249	63.99%
TOTAL	1952	100.00%

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Table E-2: Availability of Firms by Business Ownership in Market Area

A&E - Master Vendor List

Clarke County Schools Disparity Study

Ethnicity of Vendor	Number of Firms	Percentage of Firms
Asian American	4	1.48%
Black American	14	5.19%
Hispanic American	3	1.11%
Native American	1	0.37%
TOTAL MINORITY	22	8.15%
Woman Owned	13	4.81%
TOTAL MWBE	35	12.96%
TOTAL Non-MWBE	235	87.04%
TOTAL	270	100.00%

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Table E-3: Availability of Firms by Business Ownership in Market Area

Professional Services - Master Vendor List

Clarke County Schools Disparity Study

Ethnicity of Vendor	Number of Firms	Percentage of Firms
Asian American	99	5.47%
Black American	568	31.38%
Hispanic American	27	1.49%
Native American	3	0.17%
TOTAL MINORITY	697	38.51%
Woman Owned	81	4.48%
TOTAL MWBE	778	42.98%
TOTAL Non-MWBE	1,032	57.02%
TOTAL	1810	100.00%

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Table E-4: Availability of Firms by Business Ownership in Market Area
 Prime Data, Other Services - Master Vendor List
 Clarke County Schools Disparity Study

Ethnicity of Vendor	Number of Firms	Percentage of Firms
Asian American	48	2.16%
Black American	561	25.25%
Hispanic American	32	1.44%
Native American	9	0.41%
TOTAL MINORITY	650	29.25%
Woman Owned	39	1.76%
TOTAL MWBE	689	31.01%
TOTAL Non-MWBE	1533	68.99%
TOTAL	2222	100.00%

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Table E-5: Availability of Firms by Business Ownership in Market Area
 Prime Data, Goods - Master Vendor List
 Clarke County Schools Disparity Study

Ethnicity of Vendor	Number of Firms	Percentage of Firms
Asian American	30	1.68%
Black American	182	10.19%
Hispanic American	12	0.67%
Native American	9	0.50%
TOTAL MINORITY	233	13.05%
Woman Owned	47	2.63%
TOTAL MWBE	280	15.68%
TOTAL Non-MWBE	1506	84.32%
TOTAL	1786	100.00%

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APPENDIX F

**DISPARITY
INDICES**

**CLARKE COUNTY
SCHOOL DISTRICT (GA)
2023 DISPARITY
STUDY**

APPENDIX F: DISPARITY INDICES

The tables in Appendix F (Tables F-1 through F-5) present prime disparity ratios on Clarke County Schools 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). Disparity ratios for Total Utilization (prime plus subcontracting for Construction are contained in Table F-16. Detailed Total Utilization disparity ratios are not presented for the other four procurement categories because of the negligible reported subcontractor utilization.

There was underutilization in prime contracts for all MWBEs groups, except Asian Americans in Goods.

There was disparity for all MWBE groups for prime payments less than \$500,000 and less than \$1 million for all procurement categories, except that Native Americans were also overutilized in Construction for projects less than \$500,000 and Asian Americans were also overutilized in Goods for contracts less than \$500,000 and less than \$1,000,000.

There was underutilization in Total Utilization for all MWBEs groups except Woman owned firms in Construction. Non-MWBEs were overutilized in Prime and Total Utilization.

Table F-1: Disparity Results, Relevant Market Area, Master Vendor List

Business Ownership Classification by Fiscal Year, Construction

Using Payment Dollars, FY 2018-2022

Clarke County Schools 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	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.07%	0.82%	8.06	Underutilization	*	
	TOTAL MINORITY	0.07%	29.66%	0.22	Underutilization	*	
	Woman Owned	0.21%	6.35%	3.26	Underutilization	*	
	TOTAL MWBE	0.27%	36.01%	0.76	Underutilization	*	
	TOTAL NON-MWBE	99.73%	63.99%	155.86	Overutilization		
2019	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.13%	0.82%	15.35	Underutilization	*	
	TOTAL MINORITY	0.13%	29.66%	0.42	Underutilization	*	
	Woman Owned	0.04%	6.35%	0.65	Underutilization	*	
	TOTAL MWBE	0.17%	36.01%	0.46	Underutilization	*	
	TOTAL NON-MWBE	99.83%	63.99%	156.02	Overutilization		
2020	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.17%	0.82%	21.09	Underutilization	*	
	TOTAL MINORITY	0.17%	29.66%	0.58	Underutilization	*	
	Woman Owned	0.69%	6.35%	10.84	Underutilization	*	
	TOTAL MWBE	0.86%	36.01%	2.39	Underutilization	*	
	TOTAL NON-MWBE	99.14%	63.99%	154.94	Overutilization		
2021	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.00%	0.82%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	29.66%	0.00	Underutilization	*	
	Woman Owned	0.00%	6.35%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	36.01%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	63.99%	156.29	Overutilization		
2022	Black American	0.15%	23.72%	0.64	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.01%	0.82%	1.32	Underutilization	*	
	TOTAL MINORITY	0.16%	29.66%	0.55	Underutilization	*	
	Woman Owned	0.21%	6.35%	3.35	Underutilization	*	
	TOTAL MWBE	0.38%	36.01%	1.04	Underutilization	*	
	TOTAL NON-MWBE	99.62%	63.99%	155.70	Overutilization		
Total	Black American	0.02%	23.72%	0.07	Underutilization	*	p <.05
	Asian American	0.00%	1.49%	0.00	Underutilization	*	p <.05
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	p <.05
	Native American	0.09%	0.82%	10.83	Underutilization	*	p <.05
	TOTAL MINORITY	0.10%	29.66%	0.35	Underutilization	*	p <.05
	Woman Owned	0.15%	6.35%	2.31	Underutilization	*	p <.05
	TOTAL MWBE	0.25%	36.01%	0.70	Underutilization	*	p <.05
	TOTAL NON-MWBE	99.75%	63.99%	155.89	Overutilization		

Table F-2: Disparity Results, Relevant Market Area, Master Vendor List

Business Ownership Classification by Fiscal Year, A&E

Using Payment Dollars, FY 2018-2022

Clarke County Schools 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	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
2019	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
2020	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
2021	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
2022	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
Total	Black American	0.00%	5.19%	0.00	Underutilization	*	p < .05
	Asian American	0.00%	1.48%	0.00	Underutilization	*	p < .05
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	p < .05
	Native American	0.00%	0.37%	0.00	Underutilization	*	p < .05
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	p < .05
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	p < .05
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	p < .05
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		

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

Clarke County Schools 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	Black American	0.00%	31.38%	0.00	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	38.51%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	42.98%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	57.02%	175.39	Overutilization		
2019	Black American	0.00%	31.38%	0.00	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	38.51%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	42.98%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	57.02%	175.39	Overutilization		
2020	Black American	0.00%	31.38%	0.00	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	38.51%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	42.98%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	57.02%	175.39	Overutilization		
2021	Black American	0.00%	31.38%	0.00	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	38.51%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	42.98%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	57.02%	175.39	Overutilization		
2022	Black American	1.51%	31.38%	4.82	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	1.51%	38.51%	3.92	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	1.51%	42.98%	3.52	Underutilization	*	
	TOTAL NON-MWBE	98.49%	57.02%	172.74	Overutilization		
Total	Black American	0.28%	31.38%	0.89	Underutilization	*	p < .05
	Asian American	0.00%	5.47%	0.00	Underutilization	*	p < .05
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	p < .05
	Native American	0.00%	0.17%	0.00	Underutilization	*	FALSE
	TOTAL MINORITY	0.28%	38.51%	0.73	Underutilization	*	p < .05
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	p < .05
	TOTAL MWBE	0.28%	42.98%	0.65	Underutilization	*	p < .05
	TOTAL NON-MWBE	99.72%	57.02%	174.90	Overutilization		

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

Clarke County Schools 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	Black American	0.15%	25.25%	0.61	Underutilization	*	
	Asian American	0.36%	2.16%	16.66	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.51%	29.25%	1.76	Underutilization	*	
	Woman Owned	0.14%	1.76%	7.74	Underutilization	*	
	TOTAL MWBE	0.65%	31.01%	2.10	Underutilization	*	
	TOTAL NON-MWBE	99.35%	68.99%	144.00	Overutilization		
2019	Black American	0.31%	25.25%	1.21	Underutilization	*	
	Asian American	0.03%	2.16%	1.40	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.34%	29.25%	1.15	Underutilization	*	
	Woman Owned	0.00%	1.76%	0.00	Underutilization	*	
	TOTAL MWBE	0.34%	31.01%	1.08	Underutilization	*	
	TOTAL NON-MWBE	99.66%	68.99%	144.46	Overutilization		
2020	Black American	0.12%	25.25%	0.46	Underutilization	*	
	Asian American	0.01%	2.16%	0.55	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.13%	29.25%	0.44	Underutilization	*	
	Woman Owned	0.00%	1.76%	0.00	Underutilization	*	
	TOTAL MWBE	0.13%	31.01%	0.41	Underutilization	*	
	TOTAL NON-MWBE	99.87%	68.99%	144.76	Overutilization		
2021	Black American	0.00%	25.25%	0.00	Underutilization	*	
	Asian American	0.04%	2.16%	1.85	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.04%	29.25%	0.14	Underutilization	*	
	Woman Owned	0.00%	1.76%	0.00	Underutilization	*	
	TOTAL MWBE	0.04%	31.01%	0.13	Underutilization	*	
	TOTAL NON-MWBE	99.96%	68.99%	144.89	Overutilization		
2022	Black American	0.19%	25.25%	0.76	Underutilization	*	
	Asian American	0.00%	2.16%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.19%	29.25%	0.65	Underutilization	*	
	Woman Owned	0.05%	1.76%	2.57	Underutilization	*	
	TOTAL MWBE	0.24%	31.01%	0.76	Underutilization	*	
	TOTAL NON-MWBE	99.76%	68.99%	144.60	Overutilization		
Total	Black American	0.16%	25.25%	0.62	Underutilization	*	p < .05
	Asian American	0.07%	2.16%	3.47	Underutilization	*	p < .05
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	p < .05
	Native American	0.00%	0.41%	0.00	Underutilization	*	p < .05
	TOTAL MINORITY	0.23%	29.25%	0.79	Underutilization	*	p < .05
	Woman Owned	0.03%	1.76%	1.91	Underutilization	*	p < .05
	TOTAL MWBE	0.27%	31.01%	0.86	Underutilization	*	p < .05
	TOTAL NON-MWBE	99.73%	68.99%	144.56	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

Clarke County Schools 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	Black American	0.15%	10.19%	1.47	Underutilization	*	
	Asian American	10.99%	1.68%	654.55	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	11.14%	13.05%	85.42	Underutilization		
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	11.14%	15.68%	71.08	Underutilization	*	
	TOTAL NON-MWBE	88.86%	84.32%	105.38	Overutilization		
2019	Black American	0.00%	10.19%	0.00	Underutilization	*	
	Asian American	0.39%	1.68%	22.93	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	0.39%	13.05%	2.95	Underutilization	*	
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	0.39%	15.68%	2.46	Underutilization	*	
	TOTAL NON-MWBE	99.61%	84.32%	118.14	Overutilization		
2020	Black American	0.19%	10.19%	1.82	Underutilization	*	
	Asian American	21.81%	1.68%	1298.29	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	21.99%	13.05%	168.58	Overutilization		
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	21.99%	15.68%	140.29	Overutilization		
	TOTAL NON-MWBE	78.01%	84.32%	92.51	Underutilization		
2021	Black American	0.24%	10.19%	2.36	Underutilization	*	
	Asian American	4.46%	1.68%	265.70	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	4.70%	13.05%	36.06	Underutilization	*	
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	4.70%	15.68%	30.00	Underutilization	*	
	TOTAL NON-MWBE	95.30%	84.32%	113.01	Overutilization		
2022	Black American	0.00%	10.19%	0.00	Underutilization	*	
	Asian American	4.40%	1.68%	262.22	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	4.40%	13.05%	33.76	Underutilization	*	
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	4.40%	15.68%	28.09	Underutilization	*	
	TOTAL NON-MWBE	95.60%	84.32%	113.37	Overutilization		
Total	Black American	0.11%	10.19%	1.13	Underutilization	*	p < .05
	Asian American	9.06%	1.68%	539.29	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	p < .05
	Native American	0.00%	0.50%	0.00	Underutilization	*	p < .05
	TOTAL MINORITY	9.17%	13.05%	70.32	Underutilization	*	p < .05
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	p < .05
	TOTAL MWBE	9.17%	15.68%	58.51	Underutilization	*	p < .05
	TOTAL NON-MWBE	90.83%	84.32%	107.71	Overutilization		

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

Clarke County Schools 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	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	1.20%	0.82%	146.66	Overutilization		
	TOTAL MINORITY	1.20%	29.66%	4.05	Underutilization	*	
	Woman Owned	3.26%	6.35%	51.27	Underutilization	*	
	TOTAL MWBE	4.46%	36.01%	12.38	Underutilization	*	
	TOTAL NON-MWBE	95.54%	63.99%	149.32	Overutilization		
2019	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	2.79%	0.82%	340.68	Overutilization		
	TOTAL MINORITY	2.79%	29.66%	9.41	Underutilization	*	
	Woman Owned	0.92%	6.35%	14.54	Underutilization	*	
	TOTAL MWBE	3.72%	36.01%	10.32	Underutilization	*	
	TOTAL NON-MWBE	96.28%	63.99%	150.48	Overutilization		
2020	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.67%	0.82%	81.47	Underutilization		
	TOTAL MINORITY	0.67%	29.66%	2.25	Underutilization	*	
	Woman Owned	2.32%	6.35%	36.60	Underutilization	*	
	TOTAL MWBE	2.99%	36.01%	8.31	Underutilization	*	
	TOTAL NON-MWBE	97.01%	63.99%	151.61	Overutilization		
2021	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.00%	0.82%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	29.66%	0.00	Underutilization	*	
	Woman Owned	0.00%	6.35%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	36.01%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	63.99%	156.29	Overutilization		
2022	Black American	0.81%	23.72%	3.41	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.06%	0.82%	7.02	Underutilization	*	
	TOTAL MINORITY	0.87%	29.66%	2.92	Underutilization	*	
	Woman Owned	1.13%	6.35%	17.78	Underutilization	*	
	TOTAL MWBE	2.00%	36.01%	5.54	Underutilization	*	
	TOTAL NON-MWBE	98.00%	63.99%	153.17	Overutilization		
Total	Black American	0.17%	23.72%	0.73	Underutilization	*	p <.05
	Asian American	0.00%	1.49%	0.00	Underutilization	*	p <.05
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	p <.05
	Native American	0.95%	0.82%	115.83	Overutilization		
	TOTAL MINORITY	1.12%	29.66%	3.78	Underutilization	*	p <.05
	Woman Owned	1.46%	6.35%	22.95	Underutilization	*	p <.05
	TOTAL MWBE	2.58%	36.01%	7.16	Underutilization	*	p <.05
	TOTAL NON-MWBE	97.42%	63.99%	152.25	Overutilization		

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
 Clarke County Schools 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	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
2019	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
2020	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
2021	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
2022	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
Total	Black American	0.00%	5.19%	0.00	Underutilization	*	p < .05
	Asian American	0.00%	1.48%	0.00	Underutilization	*	p < .05
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	p < .05
	Native American	0.00%	0.37%	0.00	Underutilization	*	p < .05
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	p < .05
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	p < .05
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	p < .05
	TOTAL NON-MWBE	100.00%	87.04%	114.89	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

Clarke County Schools 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	Black American	0.00%	31.38%	0.00	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	38.51%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	42.98%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	57.02%	175.39	Overutilization		
2019	Black American	0.00%	31.38%	0.00	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	38.51%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	42.98%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	57.02%	175.39	Overutilization		
2020	Black American	0.00%	31.38%	0.00	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	38.51%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	42.98%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	57.02%	175.39	Overutilization		
2021	Black American	0.00%	31.38%	0.00	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	38.51%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	42.98%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	57.02%	175.39	Overutilization		
2022	Black American	8.76%	31.38%	27.91	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	8.76%	38.51%	22.75	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	8.76%	42.98%	20.38	Underutilization	*	
	TOTAL NON-MWBE	91.24%	57.02%	160.02	Overutilization		
Total	Black American	1.21%	31.38%	3.85	Underutilization	*	p < .05
	Asian American	0.00%	5.47%	0.00	Underutilization	*	p < .05
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	p < .05
	Native American	0.00%	0.17%	0.00	Underutilization	*	FALSE
	TOTAL MINORITY	1.21%	38.51%	3.13	Underutilization	*	p < .05
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	p < .05
	TOTAL MWBE	1.21%	42.98%	2.81	Underutilization	*	p < .05
	TOTAL NON-MWBE	98.79%	57.02%	173.27	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

Clarke County Schools 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	Black American	0.27%	25.25%	1.08	Underutilization	*	
	Asian American	0.55%	2.16%	25.52	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.82%	29.25%	2.82	Underutilization	*	
	Woman Owned	0.13%	1.76%	7.52	Underutilization	*	
	TOTAL MWBE	0.96%	31.01%	3.08	Underutilization	*	
	TOTAL NON-MWBE	99.04%	68.99%	143.56	Overutilization		
2019	Black American	0.50%	25.25%	2.00	Underutilization	*	
	Asian American	0.00%	2.16%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.50%	29.25%	1.72	Underutilization	*	
	Woman Owned	0.00%	1.76%	0.00	Underutilization	*	
	TOTAL MWBE	0.50%	31.01%	1.63	Underutilization	*	
	TOTAL NON-MWBE	99.50%	68.99%	144.21	Overutilization		
2020	Black American	0.00%	25.25%	0.00	Underutilization	*	
	Asian American	0.00%	2.16%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	29.25%	0.00	Underutilization	*	
	Woman Owned	0.00%	1.76%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	31.01%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	68.99%	144.94	Overutilization		
2021	Black American	0.00%	25.25%	0.00	Underutilization	*	
	Asian American	0.00%	2.16%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	29.25%	0.00	Underutilization	*	
	Woman Owned	0.00%	1.76%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	31.01%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	68.99%	144.94	Overutilization		
2022	Black American	0.54%	25.25%	2.14	Underutilization	*	
	Asian American	0.00%	2.16%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.54%	29.25%	1.85	Underutilization	*	
	Woman Owned	0.09%	1.76%	5.15	Underutilization	*	
	TOTAL MWBE	0.63%	31.01%	2.04	Underutilization	*	
	TOTAL NON-MWBE	99.37%	68.99%	144.03	Overutilization		
Total	Black American	0.27%	25.25%	1.08	Underutilization	*	p < .05
	Asian American	0.10%	2.16%	4.46	Underutilization	*	p < .05
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	p < .05
	Native American	0.00%	0.41%	0.00	Underutilization	*	p < .05
	TOTAL MINORITY	0.37%	29.25%	1.27	Underutilization	*	p < .05
	Woman Owned	0.04%	1.76%	2.53	Underutilization	*	p < .05
	TOTAL MWBE	0.41%	31.01%	1.34	Underutilization	*	p < .05
	TOTAL NON-MWBE	99.59%	68.99%	144.34	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
 Clarke County Schools 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	Black American	0.41%	10.19%	3.99	Underutilization	*	
	Asian American	11.04%	1.68%	657.14	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	11.45%	13.05%	87.73	Underutilization		
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	11.45%	15.68%	73.00	Underutilization	*	
	TOTAL NON-MWBE	88.55%	84.32%	105.02	Overutilization		
2019	Black American	0.00%	10.19%	0.00	Underutilization	*	
	Asian American	1.22%	1.68%	72.72	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	1.22%	13.05%	9.36	Underutilization	*	
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	1.22%	15.68%	7.79	Underutilization	*	
	TOTAL NON-MWBE	98.78%	84.32%	117.14	Overutilization		
2020	Black American	1.11%	10.19%	10.87	Underutilization	*	
	Asian American	4.52%	1.68%	269.22	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	5.63%	13.05%	43.16	Underutilization	*	
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	5.63%	15.68%	35.91	Underutilization	*	
	TOTAL NON-MWBE	94.37%	84.32%	111.92	Overutilization		
2021	Black American	0.51%	10.19%	4.99	Underutilization	*	
	Asian American	10.27%	1.68%	611.67	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	10.78%	13.05%	82.66	Underutilization		
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	10.78%	15.68%	68.78	Underutilization	*	
	TOTAL NON-MWBE	89.22%	84.32%	105.80	Overutilization		
2022	Black American	0.00%	10.19%	0.00	Underutilization	*	
	Asian American	1.50%	1.68%	89.23	Underutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	1.50%	13.05%	11.49	Underutilization	*	
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	1.50%	15.68%	9.56	Underutilization	*	
	TOTAL NON-MWBE	98.50%	84.32%	116.81	Overutilization		
Total	Black American	0.37%	10.19%	3.66	Underutilization	*	p < .05
	Asian American	5.53%	1.68%	329.13	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	p < .05
	Native American	0.00%	0.50%	0.00	Underutilization	*	p < .05
	TOTAL MINORITY	5.90%	13.05%	45.24	Underutilization	*	p < .05
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	p < .05
	TOTAL MWBE	5.90%	15.68%	37.64	Underutilization	*	p < .05
	TOTAL NON-MWBE	94.10%	84.32%	111.59	Overutilization		

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

Clarke County Schools 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	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	1.20%	0.82%	146.66	Overutilization		
	TOTAL MINORITY	1.20%	29.66%	4.05	Underutilization	*	
	Woman Owned	3.26%	6.35%	51.27	Underutilization	*	
	TOTAL MWBE	4.46%	36.01%	12.38	Underutilization	*	
	TOTAL NON-MWBE	95.54%	63.99%	149.32	Overutilization		
2019	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	2.79%	0.82%	340.68	Overutilization		
	TOTAL MINORITY	2.79%	29.66%	9.41	Underutilization	*	
	Woman Owned	0.92%	6.35%	14.54	Underutilization	*	
	TOTAL MWBE	3.72%	36.01%	10.32	Underutilization	*	
	TOTAL NON-MWBE	96.28%	63.99%	150.48	Overutilization		
2020	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.44%	0.82%	53.32	Underutilization	*	
	TOTAL MINORITY	0.44%	29.66%	1.47	Underutilization	*	
	Woman Owned	1.52%	6.35%	23.95	Underutilization	*	
	TOTAL MWBE	1.96%	36.01%	5.44	Underutilization	*	
	TOTAL NON-MWBE	98.04%	63.99%	153.22	Overutilization		
2021	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.00%	0.82%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	29.66%	0.00	Underutilization	*	
	Woman Owned	0.00%	6.35%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	36.01%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	63.99%	156.29	Overutilization		
2022	Black American	0.52%	23.72%	2.18	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.04%	0.82%	4.49	Underutilization	*	
	TOTAL MINORITY	0.55%	29.66%	1.87	Underutilization	*	
	Woman Owned	0.72%	6.35%	11.38	Underutilization	*	
	TOTAL MWBE	1.28%	36.01%	3.54	Underutilization	*	
	TOTAL NON-MWBE	98.72%	63.99%	154.29	Overutilization		
Total	Black American	0.12%	23.72%	0.50	Underutilization	*	p <.05
	Asian American	0.00%	1.49%	0.00	Underutilization	*	p <.05
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	p <.05
	Native American	0.65%	0.82%	79.78	Underutilization	*	
	TOTAL MINORITY	0.77%	29.66%	2.61	Underutilization	*	p <.05
	Woman Owned	1.00%	6.35%	15.81	Underutilization	*	p <.05
	TOTAL MWBE	1.78%	36.01%	4.93	Underutilization	*	p <.05
	TOTAL NON-MWBE	98.22%	63.99%	153.51	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

Clarke County Schools 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	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
2019	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
2020	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
2021	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
2022	Black American	0.00%	5.19%	0.00	Underutilization	*	
	Asian American	0.00%	1.48%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	
	Native American	0.00%	0.37%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		
Total	Black American	0.00%	5.19%	0.00	Underutilization	*	p < .05
	Asian American	0.00%	1.48%	0.00	Underutilization	*	p < .05
	Hispanic American	0.00%	1.11%	0.00	Underutilization	*	p < .05
	Native American	0.00%	0.37%	0.00	Underutilization	*	p < .05
	TOTAL MINORITY	0.00%	8.15%	0.00	Underutilization	*	p < .05
	Woman Owned	0.00%	4.81%	0.00	Underutilization	*	p < .05
	TOTAL MWBE	0.00%	12.96%	0.00	Underutilization	*	p < .05
	TOTAL NON-MWBE	100.00%	87.04%	114.89	Overutilization		

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

Clarke County Schools 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	Black American	0.00%	31.38%	0.00	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	38.51%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	42.98%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	57.02%	175.39	Overutilization		
2019	Black American	0.00%	31.38%	0.00	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	38.51%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	42.98%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	57.02%	175.39	Overutilization		
2020	Black American	0.00%	31.38%	0.00	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	38.51%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	42.98%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	57.02%	175.39	Overutilization		
2021	Black American	0.00%	31.38%	0.00	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	38.51%	0.00	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	42.98%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	57.02%	175.39	Overutilization		
2022	Black American	8.76%	31.38%	27.91	Underutilization	*	
	Asian American	0.00%	5.47%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	
	Native American	0.00%	0.17%	0.00	Underutilization	*	
	TOTAL MINORITY	8.76%	38.51%	22.75	Underutilization	*	
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	
	TOTAL MWBE	8.76%	42.98%	20.38	Underutilization	*	
	TOTAL NON-MWBE	91.24%	57.02%	160.02	Overutilization		
Total	Black American	1.21%	31.38%	3.85	Underutilization	*	p < .05
	Asian American	0.00%	5.47%	0.00	Underutilization	*	p < .05
	Hispanic American	0.00%	1.49%	0.00	Underutilization	*	p < .05
	Native American	0.00%	0.17%	0.00	Underutilization	*	FALSE
	TOTAL MINORITY	1.21%	38.51%	3.13	Underutilization	*	p < .05
	Woman Owned	0.00%	4.48%	0.00	Underutilization	*	p < .05
	TOTAL MWBE	1.21%	42.98%	2.81	Underutilization	*	p < .05
	TOTAL NON-MWBE	98.79%	57.02%	173.27	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

Clarke County Schools 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	Black American	0.27%	25.25%	1.08	Underutilization	*	
	Asian American	0.55%	2.16%	25.52	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.82%	29.25%	2.82	Underutilization	*	
	Woman Owned	0.13%	1.76%	7.52	Underutilization	*	
	TOTAL MWBE	0.96%	31.01%	3.08	Underutilization	*	
	TOTAL NON-MWBE	99.04%	68.99%	143.56	Overutilization		
2019	Black American	0.50%	25.25%	2.00	Underutilization	*	
	Asian American	0.00%	2.16%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.50%	29.25%	1.72	Underutilization	*	
	Woman Owned	0.00%	1.76%	0.00	Underutilization	*	
	TOTAL MWBE	0.50%	31.01%	1.63	Underutilization	*	
	TOTAL NON-MWBE	99.50%	68.99%	144.21	Overutilization		
2020	Black American	0.00%	25.25%	0.00	Underutilization	*	
	Asian American	0.00%	2.16%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	29.25%	0.00	Underutilization	*	
	Woman Owned	0.00%	1.76%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	31.01%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	68.99%	144.94	Overutilization		
2021	Black American	0.00%	25.25%	0.00	Underutilization	*	
	Asian American	0.00%	2.16%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	29.25%	0.00	Underutilization	*	
	Woman Owned	0.00%	1.76%	0.00	Underutilization	*	
	TOTAL MWBE	0.00%	31.01%	0.00	Underutilization	*	
	TOTAL NON-MWBE	100.00%	68.99%	144.94	Overutilization		
2022	Black American	0.54%	25.25%	2.14	Underutilization	*	
	Asian American	0.00%	2.16%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	
	Native American	0.00%	0.41%	0.00	Underutilization	*	
	TOTAL MINORITY	0.54%	29.25%	1.85	Underutilization	*	
	Woman Owned	0.09%	1.76%	5.15	Underutilization	*	
	TOTAL MWBE	0.63%	31.01%	2.04	Underutilization	*	
	TOTAL NON-MWBE	99.37%	68.99%	144.03	Overutilization		
Total	Black American	0.27%	25.25%	1.08	Underutilization	*	p < .05
	Asian American	0.10%	2.16%	4.46	Underutilization	*	p < .05
	Hispanic American	0.00%	1.44%	0.00	Underutilization	*	p < .05
	Native American	0.00%	0.41%	0.00	Underutilization	*	p < .05
	TOTAL MINORITY	0.37%	29.25%	1.27	Underutilization	*	p < .05
	Woman Owned	0.04%	1.76%	2.53	Underutilization	*	p < .05
	TOTAL MWBE	0.41%	31.01%	1.34	Underutilization	*	p < .05
	TOTAL NON-MWBE	99.59%	68.99%	144.34	Overutilization		

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

Clarke County Schools 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	Black American	0.41%	10.19%	3.99	Underutilization	*	
	Asian American	11.04%	1.68%	657.14	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	11.45%	13.05%	87.73	Underutilization		
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	11.45%	15.68%	73.00	Underutilization	*	
	TOTAL NON-MWBE	88.55%	84.32%	105.02	Overutilization		
2019	Black American	0.00%	10.19%	0.00	Underutilization	*	
	Asian American	1.22%	1.68%	72.72	Underutilization	*	
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	1.22%	13.05%	9.36	Underutilization	*	
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	1.22%	15.68%	7.79	Underutilization	*	
	TOTAL NON-MWBE	98.78%	84.32%	117.14	Overutilization		
2020	Black American	1.02%	10.19%	10.01	Underutilization	*	
	Asian American	4.17%	1.68%	247.96	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	5.19%	13.05%	39.75	Underutilization	*	
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	5.19%	15.68%	33.08	Underutilization	*	
	TOTAL NON-MWBE	94.81%	84.32%	112.44	Overutilization		
2021	Black American	0.47%	10.19%	4.60	Underutilization	*	
	Asian American	9.46%	1.68%	563.22	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	9.93%	13.05%	76.11	Underutilization	*	
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	9.93%	15.68%	63.33	Underutilization	*	
	TOTAL NON-MWBE	90.07%	84.32%	106.82	Overutilization		
2022	Black American	0.00%	10.19%	0.00	Underutilization	*	
	Asian American	12.33%	1.68%	734.09	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	
	Native American	0.00%	0.50%	0.00	Underutilization	*	
	TOTAL MINORITY	12.33%	13.05%	94.52	Underutilization		
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	
	TOTAL MWBE	12.33%	15.68%	78.65	Underutilization	*	
	TOTAL NON-MWBE	87.67%	84.32%	103.97	Overutilization		
Total	Black American	0.33%	10.19%	3.26	Underutilization	*	p < .05
	Asian American	8.04%	1.68%	478.44	Overutilization		
	Hispanic American	0.00%	0.67%	0.00	Underutilization	*	p < .05
	Native American	0.00%	0.50%	0.00	Underutilization	*	p < .05
	TOTAL MINORITY	8.37%	13.05%	64.15	Underutilization	*	p < .05
	Woman Owned	0.00%	2.63%	0.00	Underutilization	*	p < .05
	TOTAL MWBE	8.37%	15.68%	53.38	Underutilization	*	p < .05
	TOTAL NON-MWBE	91.63%	84.32%	108.67	Overutilization		

Table F-16: Disparity Results, Relevant Market Area, Master Vendor List

Business Ownership Classification by Fiscal Year, Construction

Total Utilization (prime + subcontracting)

Using Payment Dollars, FY 2018-2022

Clarke County Schools 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	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.34%	3.64%	9.22	Underutilization	*	
	Native American	0.07%	0.82%	8.06	Underutilization	*	
	TOTAL MINORITY	0.40%	29.66%	1.35	Underutilization	*	
	Woman Owned	2.72%	6.35%	42.76	Underutilization	*	
	TOTAL MWBE	3.12%	36.01%	8.66	Underutilization	*	
	TOTAL NON-MWBE	96.88%	63.99%	151.41	Overutilization		
2019	Black American	0.50%	23.72%	2.10	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	4.07%	3.64%	111.84	Overutilization		
	Native American	0.13%	0.82%	15.35	Underutilization	*	
	TOTAL MINORITY	4.69%	29.66%	15.82	Underutilization	*	
	Woman Owned	13.44%	6.35%	211.57	Overutilization		
	TOTAL MWBE	18.13%	36.01%	50.34	Underutilization	*	
	TOTAL NON-MWBE	81.87%	63.99%	127.95	Overutilization		
2020	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.17%	0.82%	21.09	Underutilization	*	
	TOTAL MINORITY	0.17%	29.66%	0.58	Underutilization	*	
	Woman Owned	0.69%	6.35%	10.84	Underutilization	*	
	TOTAL MWBE	0.86%	36.01%	2.39	Underutilization	*	
	TOTAL NON-MWBE	99.14%	63.99%	154.94	Overutilization		
2021	Black American	0.00%	23.72%	0.00	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.00%	0.82%	0.00	Underutilization	*	
	TOTAL MINORITY	0.00%	29.66%	0.00	Underutilization	*	
	Woman Owned	1.03%	6.35%	16.26	Underutilization	*	
	TOTAL MWBE	1.03%	36.01%	2.87	Underutilization	*	
	TOTAL NON-MWBE	98.97%	63.99%	154.67	Overutilization		
2022	Black American	0.15%	23.72%	0.64	Underutilization	*	
	Asian American	0.00%	1.49%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.64%	0.00	Underutilization	*	
	Native American	0.01%	0.82%	1.32	Underutilization	*	
	TOTAL MINORITY	0.16%	29.66%	0.55	Underutilization	*	
	Woman Owned	0.42%	6.35%	6.57	Underutilization	*	
	TOTAL MWBE	0.58%	36.01%	1.61	Underutilization	*	
	TOTAL NON-MWBE	99.42%	63.99%	155.38	Overutilization		
Total	Black American	0.24%	23.72%	1.02	Underutilization	*	p <.05
	Asian American	0.00%	1.49%	0.00	Underutilization	*	p <.05
	Hispanic American	1.94%	3.64%	53.33	Underutilization	*	p <.05
	Native American	0.09%	0.82%	10.83	Underutilization	*	p <.05
	TOTAL MINORITY	2.27%	29.66%	7.65	Underutilization	*	p <.05
	Woman Owned	7.06%	6.35%	111.09	Overutilization		
	TOTAL MWBE	9.33%	36.01%	25.90	Underutilization	*	p <.05
	TOTAL NON-MWBE	90.67%	63.99%	141.71	Overutilization		



APPENDIX G

**EXPANDED
REGRESSION
ANALYSIS**

**CLARKE COUNTY
SCHOOL DISTRICT (GA)
2023 DISPARITY
STUDY**

APPENDIX G: EXPANDED REGRESSION ANALYSIS

The tables in this Appendix G (Tables 1-17) report additional regression results. The regression specifications and parameter estimate present possible causal factors that explain public contracting disparities, after controlling for a variety of race neutral capacity factors in the Clarke County School District Market Area.

The results of the GSPC disparity analysis provide a framework to rationalize observed disparities in public contracting outcomes/success with Clarke County School District between Minority, Women, and Disadvantage Business Enterprises (MWDBEs) and Non-MWDBEs in the Clarke County School District Market Area. Our regression analysis suggests that any observed disparities in public contracting outcomes between MWDBEs and Non-MWDBEs are not explained by differential capacities for public contracting success with Clarke County School District. Our 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; ability to do business with Clarke County School District; registration status; and financial standing. This inclusion of these control covariates in our regression specifications permits an assessment of public contracting success/failure conditional on MWDBE and Non-MWDBE public contracting capacity. The existence of public contracting success disparities between MWDBEs and Non-MWDBEs—particularly when disaggregating by the racial/ethnic/gender status of owners even after controlling for the capacity to compete for public contracts/subcontracts—suggests that relative to Non-MWDBEs, MWDBEs face barriers independent of their capacity, or ability, to securing public contracts and subcontracts with Clarke County School District.

Perhaps most indicative of racial/ethnic disparities in public contracting outcomes in the Clarke County School District Market Area is that, according to our results, MWDBEs certified as Minority-owned as well as those owned by Asian Americans and Other Race are more likely to have “never” been a prime contractor or subcontractor relative to Non-MWDBEs over the time period under consideration in our analysis. This suggests that firms certified as Minority-owned, and those owned by Asian Americans and Other Race face barriers in securing prime contracts and subcontracts with Clarke County School District. We also found that in the Clarke County School District Market area, firms classified/certified as Minority, Women, Disadvantaged, and Small are no different in their prime bid submission rates relative to Non-MWDBEs; firms owned by African Americans and Other Race submit more prime bids relative to Non-MWDBEs. This suggests that for MWDBEs, any public contracting disparities between them and Non-MWDBEs cannot be explain by differences in prime bid submissions. With respect to prime contracting awards, relative to Non-MWDBEs, we found that firms certified as Minority and Women, and owned by African Americans, Asian Americans, and Native Americans, are less likely to secure prime contracts with Clarke County School District. Coupled with our findings of perceived discrimination at Clarke County School District and that informal contracting network exclusion is higher for some MWDBEs, our results are also consistent with observed disparities are driven, at least in part, by discrimination and public contracting network exclusion against MWDBEs that undermines their ability to secure prime contracts and subcontracts with Clarke County School District.

A. Statistical and Econometric Framework

Methodologically, the GSPC statistical and econometric analysis of possible MWDBE public contracting disparities with Clarke County School District utilizes a Mixed Effects Categorical Regression Model (MECRM) framework.¹ As the covariates measuring public contracting activity/outcomes and other respondent characteristics in Table 1 are categorical responses to questionnaire items (e.g. public contracting bid ranges, yes, no), a MECRM views the categories as latent variables with likelihood thresholds that are conditioned on other covariates, plus unobservable associated with a firm's primary line of business.² In particular, our regressions recognize the possibility that the specifications may omit important variables, and mitigate the effects of these unobservables by conditioning the parameter estimates on the particular sector a firm belongs to. In the case where there are more than two categories and the succession of categories have a natural ranking, a MECRM 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 MECRM reduces to a Binary Regression Model (MEBRM).³

For all the MECRM/MEBRM parameter estimates below, we report them as “odds ratios” which measure the ratio of the probability of success and the probability of failure relative to the omitted group in all our specifications—Non-Minority owned firms.⁴ When the odds ratio is greater (less) than unity for a parameter, the measured characteristic of interest to the outcome of interest has the effect of increasing (decreasing) the likelihood of the outcome under consideration relative to nonminority owned firms. We determine 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, GSPC rejects the null hypothesis of no effect and concludes the estimated coefficient is statistically significant as long as P-value $\leq .05$, which we highlight in bold for all parameter estimates.⁵

¹ 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.

² For an overview of the MECRM see: Donald Hedeker. 2003. “A Mixed-Effects Multinomial Logistic Regression Model,” *Statistics in Medicine* 22: pp. 1433-1446.

³ More formally, if the latent realization of an outcome is Y_i^* , ranging from $-\infty$ to ∞ , a structural and conditional specification for Y_i^* is $Y_i^* = \mathbf{X}_i \boldsymbol{\beta} + \varepsilon_i$, where \mathbf{X} is a vector of exogenous covariates, $\boldsymbol{\beta}$ is a vector of coefficients measuring the effects of particular covariates on the realization of Y_i^* , and ε_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 τ_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 $Pr(Y_i = m | \mathbf{X}) = \Phi(\tau_m - \mathbf{X}\boldsymbol{\beta}) - \Phi(\tau_{m-1} - \mathbf{X}\boldsymbol{\beta})$, where Φ is the cumulative density function of ε . The GSPC 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. Given the possibility of biased parameter estimates due to omitted variables, an intercept for each primary line of business firm grouping is incorporated in the specification to allow for unobserved heterogeneity to be captured in clustered effects. These estimates exploit within group variation, and conditioned in a Fixed manner across the groupings, all unobserved heterogeneity. See: Bram Lancee and Oriane Sarrasin. 2015. Educated Preferences or Selection Effects? A Longitudinal Analysis of the Impact of Educational Attainment on Attitudes Towards Immigrants,” *European Sociological Review*, 31: pp. 490 - 501.

⁴ An “odds-ratio” is also a measure of “effect size” in that in addition to the statistical significance of a parameter, the “odds-ratio” provides a measure of a parameter estimate's “practical magnitude.” For an “odds-ratio” the practical magnitude is the absolute value of 1 minus the “odds-ratio”, measuring the percentage change in the likelihood of observing the dependent outcome.

⁵ It is important to note that regression parameter estimates are for some larger unknown population, and not specific

We report/discuss in all instances, the effects of the firm minority status indicators on the outcome of interest. The other regressors, while included in the parameter estimates, are not discussed. Their inclusion in the specification is simply to control unobserved variables that may determine a firm's capacity that if omitted, would cause bias in the estimates of the effect of a firm's minority status. The analytical exposition of the results also focuses on the instances in which the parameter estimates suggest that Small, Minority, and Women owned firms fare worse relative to Non-MWDBEs for the outcomes under consideration.

Our regression strategy also reports on two different specifications of the outcome of interest. The first one includes a broad classification of Non-White firms as measured by whether they are certified and/or deemed as MWDBEs. 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 consideration categorization by specific racial/ethnic group and gender (e.g., Asian Americans, African Americans, Hispanic Americans, Women). The exposition and discussion of the results are, in general, couched in terms of whether the outcome of interest suggests that broad MWDBE and race/ethnicity/gender characteristics of a firm is a possible driver or not of public contracting and other relevant disparities in the Clarke County School District Market Area. We do not necessarily posit upon the statistical insignificance of MWDBE 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 MWDBEs, or on average, the outcome of interest is a driver of public contracting disparities in the Clarke County School District Market Area, and can be at least partially explained by MWDBE status.

B. GSPC Survey of Business Owners Data

Our Clarke County disparity analysis is based on survey data compiled by GSPC and constitutes a sample of firms from the bidder and vendor lists provided by the District, as well as the City of Atlanta certified lists, the State of GA Small Business Administration (SBA) certification lists, the Georgia Department of Transportation (GDOT) certification lists, the Athens-Clarke County vendor lists, and lists from the Dun and Bradstreet database. The GSPC survey was a questionnaire that captured data on firm and individual owner characteristics in the Clarke County School District Market Area. The questionnaire was sent to certified firms, prequalified firms, awardees, and subcontractors. Table 1 reports, for the 215 survey responses captured, a statistical summary of the covariates that are relevant to the GSPC regression-based analysis of outcomes relevant to, and informative of, public procurement disparities in the Clarke County School District Market Area.

to any conditional means in a sample. As such, the parameter estimates from our regression analysis could differ from those implied by the simple conditional means of outcomes found in our anecdotal analysis—which are particular to the sample.

**Table 1
Covariate Summary**

Covariate	Description	Mean	Standard Deviation	Number of Observations
Firm entered market within past five years	<i>Binary Variable:</i> 1 = yes	.144	.352	215
Number of times denied a commercial bank loan	<i>Ordinal Variable:</i> 1 = 0 2 = 1 – 10 3 = 11 – 25 4 = 26 – 50 5 = 51 – 100 6 = Over 100	.60	.632	215
Number of prime bids submitted on the Clarke County School District projects	<i>Ordinal Variable:</i> 1 = 0 2 = 1 – 10 3 = 11 – 25 4 = 26 – 50 5 = 51 – 100 6 = Over 100	.819	.826	215
Number of Clarke County School District prime contracts awarded between 7/1/17 - 6/30/20	<i>Ordinal Variable:</i> 1 = 0 2 = 1 – 10 3 = 11 – 25 4 = 26 – 50 5 = 51 – 100 6 = Over 100	.781	.739	215
Number of Clarke County School District subcontracts awarded between 7/1/17 - 6/30/20	<i>Ordinal Variable:</i> 1 = 0 2 = 1 – 10 3 = 11 – 25 4 = 26 – 50 5 = 51 – 100 6 = Over 100	1.23	.326	215
Did not serve as a contractor or subcontractor on the Clarke County School District projects between 7/1/17 – 6/30/20	<i>Binary Variable:</i> 1 = Yes	.433	.497	215
Firm has experienced discrimination in the Private Sector	<i>Binary Variable:</i> 1 = Yes	.028	.165	215
Firm has experienced discrimination at Clarke County School District	<i>Binary Variable:</i> 1 = Yes	.014	.118	215
Firm owner believes informal networks enables business with Clarke County School District	<i>Binary Variable:</i> 1 = Yes	.544	.499	215
Owner has more than 20 years of experience	<i>Binary Variable:</i> 1 = Yes	.572	.496	215
Firm has more than 10 employees	<i>Binary Variable:</i> 1 = Yes	.409	.493	215
Firm owner has a baccalaureate/post-graduate degree	<i>Binary Variable:</i> 1 =Yes	.502	.501	215
Firm gross revenue greater than \$1,500,000	<i>Binary Variable:</i> 1 = Yes	.247	.432	215

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Firm bonding limit greater than \$1,500,000	<i>Binary Variable:1 = Yes</i>	.553	.498	215
Financing is a Barrier to Submitting Bids and Securing Contracts from Clarke County District	<i>Binary Variable:1 = Yes</i>	.972	.165	215
Firm is in the construction sector	<i>Binary Variable:1 = Yes</i>	.116	.321	215
Firm is registered to do business with Clarke County School District	<i>Binary Variable:1 = Yes</i>	.470	.500	215
Firm is willing and able to do business with Clarke County School District as a prime contractor	<i>Binary Variable:1 = Yes</i>	.884	.321	215
Firm is willing and able to do business with Clarke County School District as a subcontractor	<i>Binary Variable:1 = Yes</i>	.879	.327	215
Firm is a certified Minority Business Enterprise	<i>Binary Variable:1 = Yes</i>	.340	.475	215
Firm is a certified Woman business enterprise	<i>Binary Variable:1 = Yes</i>	.293	.456	215
Firm is a certified Small Business Enterprise	<i>Binary Variable:1 = Yes</i>	.372	.484	215
Firm is a certified Disadvantaged Business Enterprise	<i>Binary Variable:1 = Yes</i>	.340	.475	215
Majority Firm Owner is African American	<i>Binary Variable:1 = Yes</i>	.326	.470	215
Majority Firm Owner is Hispanic American	<i>Binary Variable:1 = Yes</i>	.037	.190	215
Majority Firm Owner is Asian/Pacific Islander	<i>Binary Variable:1 = Yes</i>	.023	.151	215
Majority Firm Owner is Native American	<i>Binary Variable:1 = Yes</i>	.009	.096	215
Majority Firm Owner is Bi/Multi-racial	<i>Binary Variable:1 = Yes</i>	.540	.500	215
Majority Firm Owner is Other Race	<i>Binary Variable:1 = Yes</i>	.009	.096	215
Majority Firm Owner is a Woman	<i>Binary Variable:1 = Yes</i>	.358	.481	215

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C. MWDBE Status and Firm Entry in the Clarke County School District Market Area

To determine if MWDBE status is a barrier to the formation of new businesses in the Clarke County School District Market Area, Tables 2-3 report, for each of the distinct MWDBEs and owner self-reported race/ethnicity in the GSPC sample, the estimated parameters of a Logit BRM with a binary variable for a firm establishing itself between within the past 5 years as the dependent variable. As standard control covariates we include measures of, or proxies for, the firm's owner's experience, the size of the firm having, firm gross revenue, firm bonding status, firm financial standing, whether or not the firm is in the construction/construction services sector, and the education of the firm owner. As a goodness-of-fit measure, Pseudo- R^2 is reported.⁶

The parameter estimates in Table 2 suggest that relative to Non-MWDBEs, certified Minority firms in the Clarke County School District Market Area are less likely to be new firms—as the estimated odds ratios is less than unity, and statistically significant in this. As the excluded group is Non-MWDBEs, to the extent that market experience is an important determinant of and correlated with success in bidding and securing public contracts, this suggests that for certified, relative inexperience in the market cannot explain any disparities in public contracting between them and Non-MWDBEs in the Clarke County School District Market Area, as tenure in the market also implies similar knowledge/experience about bidding and securing public contracts.

When disaggregated by ethnicity/gender/race, the parameter estimates Table 3 suggest relative to Non-MWDBEs, firms owned Native Americans more or less likely to be new firms. This suggests that for firms owned by Native Americans, relative inexperience in the market may explain any disparities in public contracting between them and Non-MWDBEs in the Clarke County School District Market Area, as tenure in the market also implies similar knowledge/experience about bidding and securing public contracts.

⁶ Pseudo- R^2 is not to be interpreted as the R^2 in standard Ordinary Least Squares (OLS) estimation, as OLS proceeds by minimizing variance to get parameter estimates. Logit specifications are likelihood-based, and higher values of Pseudo- R^2 indicate that the specified model is an increasingly better alternative to a null model with only an intercept.

Table 2
Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Firm Entry in the Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand:</i> Firm entered market within past 5 years: (Binary)		
Firm owner has more than 20 years' experience: (Binary)	0.3932	0.0855
Firm has more than 10 employees: (Binary)	0.1901	0.0016
Firm owner has a baccalaureate degree: (Binary)	0.9778	0.9660
Firm gross revenue greater than 1.5 million: (Binary)	0.0000	.
Firm Bonding limit greater than 1.5 million: (Binary)	0.4947	0.0391
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	0.3791	0.5520
Firm is in the construction sector: (Binary)	0.5009	0.2125
Firm is registered to do business with Clarke Co. School District: (Binary)	2.1737	0.0298
Firm is a certified Minority Business Enterprise: (Binary)	0.3443	0.0000
Firm is a certified Woman Enterprise: (Binary)	1.5195	0.6429
Firm is a certified Disadvantaged Business Enterprise: (Binary)	0.9861	0.9788
Firm is a certified Small Business Enterprise: (Binary)	1.7427	0.2312
Number of Observations	215	
Pseudo R^2	.0473	

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Table 3
Logit Parameter Estimates (Odds Ratio):
Owner Racial/Ethnic Status and Firm Entry in the Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand:</i> Firm entered market within past 5 years: (Binary)		
Firm owner has more than 20 years' experience: (Binary)	0.4923	0.0405
Firm has more than 10 employees: (Binary)	0.1768	0.0074
Firm owner has a baccalaureate degree: (Binary)	1.1847	0.7398
Firm gross revenue greater than 1.5 million: (Binary)	0.4732	0.0000
Firm Bonding limit greater than 1.5 million: (Binary)	0.4805	0.0021
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	0.3172	0.4825
Firm is in the construction sector: (Binary)	0.4337	0.1407
Firm is registered to do business with Clarke Co. School District: (Binary)	1.8636	0.2153
Firm is African American-owned: (Binary)	1.2492	0.8922
Firm is Hispanic American-owned: (Binary)	5.1332	0.4071
Firm is Asian American-owned: (Binary)	0.8413	0.0941
Firm is Native American-owned: (Binary)	9.6021	0.0000
Firm is Bi/Multiracial-owned: (Binary)	1.9685	0.6350
Firm is other Race-owned: (Binary)	0.2732	0.1724
Firm is Woman-owned: (Binary)	2.1563	0.3209
Number of Observations		215
Pseudo R^2		.0634

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D. MWDBE Status and Number of Prime Bid Submissions in the Clarke County School District Market Area

One reason disparities in public contracting outcomes between MWDBEs and Non-MWDBEs could exist is that relative to Non-MWDBEs, MWDBEs may be less interested in, and/or less likely to submit bids for public contracts. To determine if this is the case in the Clarke County School District Market Area, Tables 4-5 report Ordinal Logit parameter estimates of a CRM with the number of prime contracting bids submitted by a firm to the Clarke County between 2017-2022 as the dependent variable for each of the distinct MWDBEs in the GSPC sample.

The parameter estimates in Table 4 suggest that relative to Non-MWDBEs, the prime bid submission rate of MWDBEs is no different as the estimated odds ratios are never statistically significant. This suggests that any public contracting disparities between Non-MWDBEs and MWDBEs cannot be explained differential prime bid submission rates.

When disaggregating by race/ethnicity/gender, the results in Table 5 also suggest that relative to Non-MWDBEs, the prime bid submission rate of firms owned by Asian Americans is higher, as the estimated odds ratio is greater than unity and statistically significant in this instance. This suggests that any public contracting disparities between firms owned by Asian Americans and Non-MWDBEs cannot possibly be explained by the relatively lower prime bid submission rates of firms owned by Asian Americans.

Table 4
Ordinal Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Number of Prime Bid Submissions
In the Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand:</i> Number of prime bids on Clarke Co. School District projects: (Ordinal)		
Firm owner has more than 20 years' experience: (Binary)	0.8609	0.7425
Firm has more than 10 employees: (Binary)	0.3652	0.1170
Firm owner has a baccalaureate degree: (Binary)	1.5805	0.1936
Firm gross revenue greater than 1.5 million: (Binary)	1.0385	0.0481
Firm Bonding limit greater than 1.5 million: (Binary)	0.6054	0.0050
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	1.2287	0.6671
Firm is in the construction sector: (Binary)	3.3785	0.0000
Firm is registered to do business with Clarke Co. School District: (Binary)	9.4773	0.0000
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	0.5471	0.2630
Firm is a willing/able subcontractor for Clarke Co. School District: (Binary)	1.9577	0.0273
Firm is a certified Minority Business Enterprise: (Binary)	1.2065	0.7461
Firm is a certified Woman Enterprise: (Binary)	0.7203	0.3117
Firm is a certified Disadvantaged Business Enterprise: (Binary)	0.4992	0.2898
Firm is a certified Small Business Enterprise: (Binary)	0.9036	0.4003
Number of Observations		215
Pseudo R^2		.0473

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Table 5
Ordinal Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Number of Prime Bid Submissions
In the Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand:</i> Number of prime bids on Clarke Co. School District projects: (Ordinal)		
Firm owner has more than 20 years' experience: (Binary)	0.8833	0.7941
Firm has more than 10 employees: (Binary)	0.4351	0.1580
Firm owner has a baccalaureate degree: (Binary)	1.5054	0.0302
Firm gross revenue greater than 1.5 million: (Binary)	0.9846	0.9217
Firm Bonding limit greater than 1.5 million: (Binary)	0.6586	0.0083
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	1.3948	0.3226
Firm is in the construction sector: (Binary)	3.3975	0.0000
Firm is registered to do business with Clarke Co. School District: (Binary)	6.6092	0.0000
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	0.4976	0.2777
Firm is a willing/able subcontractor for Clarke Co. School District: (Binary)	1.9299	0.0485
Firm is African American-owned: (Binary)	0.6973	0.3747
Firm is Hispanic American-owned: (Binary)	0.8727	0.8721
Firm is Asian American-owned: (Binary)	2.2315	0.0103
Firm is Native American-owned: (Binary)	0.3851	0.0946
Firm is Bi/Multiracial-owned: (Binary)	0.5854	0.2961
Firm is other Race-owned: (Binary)	1.2631	0.9667
Firm is Woman-owned: (Binary)	0.9292	0.7165
Number of Observations	215	
Pseudo R^2	.0713	

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E. MWDBE Status and Number of Prime Contracts Awarded in the Clarke County School District Market Area

To the extent that frequency of public contract bids reflects past experience as a prime contractor, MWDBEs can potentially become frequent prime contract bidders by actually gaining experience as successful prime contractors. As such, the frequency of prime bids by MWDBEs firms need not be a concern if they are actually gaining valuable experience as prime contractors that will translate into frequent contract bids and success later. To explore if this is the case in the Clarke County School District Market Area, Tables 6-7 report Ordinal Logit BRM parameter estimates where the dependent variable is the number of Clarke County prime contracts awarded to the firm since July 2017.

The parameter estimates in Table 6 suggest that relative to Non-MWDBEs, the likelihood of MWDBEs receiving prime contracts is no different as the estimated odds ratio is never statistically significant. When disaggregating by race/ethnicity/gender the parameter estimates in Table 6 suggest that relative to Non-MWDBEs, firms owned by African Americans, Hispanic Americans and Native Americans are awarded fewer prime contracts, as the estimated odds ratio is less than unity and statistically significant in these instances. To the extent that success in public contracting is proportional to having prior prime awards, the parameter estimates in Tables 6-7 suggest that any contracting disparities between Non-MWDBESs and those owned by African Americans, Hispanic Americans, and Native Americans can possibly be explained by past and discriminatory constraints on these type of MWDBEs successfully winning prior prime contracts with Clarke County School District—which could translate into future capacity to secure prime contracts.

Table 6
Ordinal Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Number of Prime Contracts Awarded
In the Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand</i> : # of Clarke Co. School District prime contracts awarded since July 2017: (Ordinal)		
Firm owner has more than 20 years' experience: (Binary)	0.9918	0.9851
Firm has more than 10 employees: (Binary)	0.3017	0.0088
Firm owner has a baccalaureate degree: (Binary)	1.4982	0.0317
Firm gross revenue greater than 1.5 million: (Binary)	1.1534	0.0266
Firm Bonding limit greater than 1.5 million: (Binary)	0.5521	0.0122
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	4.0579	0.0572
Firm is in the construction sector: (Binary)	3.6264	0.0000
Firm is registered to do business with Clarke Co. School District: (Binary)	10.4825	0.0000
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	1.1629	0.5678
Firm is a certified Minority Business Enterprise: (Binary)	1.0013	0.9984
Firm is a certified Woman Enterprise: (Binary)	0.9595	0.8379
Firm is a certified Disadvantaged Business Enterprise: (Binary)	0.7822	0.7277
Firm is a certified Small Business Enterprise: (Binary)	0.5449	0.0000
Number of Observations		215
Pseudo R^2		.0641

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Table 7
Ordinal Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Number of Prime Contracts Awarded
In the Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand</i> : # of Clarke Co. School District prime contracts awarded since July 2017: (Ordinal)		
Firm owner has more than 20 years' experience: (Binary)	1.0098	0.9828
Firm has more than 10 employees: (Binary)	0.3465	0.0028
Firm owner has a baccalaureate degree: (Binary)	1.4727	0.0006
Firm gross revenue greater than 1.5 million: (Binary)	1.0863	0.4964
Firm Bonding limit greater than 1.5 million: (Binary)	0.6290	0.0591
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	3.3468	0.0386
Firm is in the construction sector: (Binary)	3.3389	0.0000
Firm is registered to do business with Clarke Co. School District: (Binary)	7.6008	0.0000
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	1.0663	0.8435
Firm is African Americans -owned: (Binary)	0.5847	0.0425
Firm is Hispanic American-owned: (Binary)	0.8754	0.0406
Firm is Asian American-owned: (Binary)	2.2257	0.0920
Firm is Native American-owned: (Binary)	0.5790	0.0237
Firm is Bi/Multiracial-owned: (Binary)	0.5647	0.3673
Firm is other Race-owned: (Binary)	1.2490	0.9731
Firm is Woman-owned: (Binary)	0.9306	0.7923
Number of Observations		215
Pseudo R^2		.0734

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F. MWDBE Status and Number of Subcontracts Awarded in the Clarke County 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 Clarke County contracts, MWDBEs 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 MWDBEs 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 Clarke County School District Market Area, Tables 8 to 9 report Ordinal Logit BRM parameter estimates where the dependent variable is the number of Clarke County School District subcontracts awarded to the firm between 201-2019.

The parameter estimates in Table 8 suggest that relative to Non-MWDBEs, MWDBEs are neither more or less likely to have received a subcontract award as the odds ratio never statistically significant in this instances. When disaggregating by the race/ethnicity/gender of firm owners in Table 9, relative to Non-MWDBEs, the estimated odds ratio suggest that firms owned by Women received more Clarke County School District subcontracts as the odds ratio is greater than unity and statistically significant in these instances. To the extent that success in public contracting is proportional to having gained experience on prior subcontracts, the parameter estimates in Tables 8-9 suggest that any prime contracting disparities between Non-MWDBEs and firms owned by and Women, cannot be possibly be explained by their relative inexperience on Clarke County School District subcontracts, as subcontracting experience can enhance success in securing prime contracts.

Table 8
Ordinal Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Number of Subcontracts Awarded
In the Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand</i> : # of Clarke Co. School District subcontracts awarded since July 2017: (Ordinal)		
Firm owner has more than 20 years' experience: (Binary)	0.4926	0.0097
Firm has more than 10 employees: (Binary)	0.2718	0.0033
Firm owner has a baccalaureate degree: (Binary)	1.4276	0.0012
Firm gross revenue greater than 1.5 million: (Binary)	0.8595	0.3682
Firm Bonding limit greater than 1.5 million: (Binary)	0.6132	0.0462
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	1.9318	0.0792
Firm is in the construction sector: (Binary)	1.7546	0.0000
Firm is registered to do business with Clarke Co. School District: (Binary)	11.2216	0.0000
Firm is a willing/able subcontractor for Clarke Co. School District: (Binary)	1.1074	0.0145
Firm is a certified Minority Business Enterprise: (Binary)	1.3807	0.6833
Firm is a certified Woman Enterprise: (Binary)	0.9741	0.7730
Firm is a certified Disadvantaged Business Enterprise: (Binary)	1.1496	0.8432
Firm is a certified Small Business Enterprise: (Binary)	0.7419	0.1007
Number of Observations		215
Pseudo R^2		.0847

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Table 9
Ordinal Logit Parameter Estimates (Odds Ratio):
Owner Racial/Ethnic Status and Number of Subcontracts Awarded
In the Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand</i> : # of Clarke Co. School District subcontracts awarded since July 2017: (Ordinal)		
Firm owner has more than 20 years' experience: (Binary)	0.4730	0.0173
Firm has more than 10 employees: (Binary)	0.3034	0.0008
Firm owner has a baccalaureate degree: (Binary)	1.3929	0.0000
Firm gross revenue greater than 1.5 million: (Binary)	0.9061	0.4467
Firm Bonding limit greater than 1.5 million: (Binary)	0.6651	0.0910
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	2.1370	0.0275
Firm is in the construction sector: (Binary)	1.7314	0.0007
Firm is registered to do business with Clarke Co. School District: (Binary)	7.9269	0.0000
Firm is a willing/able subcontractor for Clarke Co. School District: (Binary)	1.0241	0.9310
Firm is African Americans -owned: (Binary)	1.7144	0.4366
Firm is Hispanic American-owned: (Binary)	1.2833	0.6973
Firm is Asian American-owned: (Binary)	3.0873	0.2538
Firm is Native American-owned: (Binary)	0.8896	0.8997
Firm is Bi/Multiracial-owned: (Binary)	0.5753	0.4443
Firm is other Race-owned: (Binary)	0.1350	0.9770
Firm is Woman-owned: (Binary)	1.1297	0.0327
Number of Observations		215
Pseudo R^2		.1035

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G. MWDBE Status and Never Serving as Contractor/Subcontractor in the Clarke County School District Market Area

As the results in Tables 10-11 reflect only the effect of MWDBE status on the number of Clarke County School District contracts and subcontracts, they may obscure the effects and distribution of zero outcomes of never having secured a Clarke County School District contract or subcontract. Tables 10-11 report Logit parameter estimates where the dependent variable is whether the firm “never” served since December 2020 as a prime contractor or subcontractor for the Clarke County School District.

The parameter estimates in Table 10 suggest that relative to Non-MWDBEs, MWDBES are neither more or less likely to have never secured a prime or subcontract with Clarke County School District, as the odds ratio is never statistically significant. Disaggregating by race/ethnicity/gender, the results in Table 11 suggest the relative to non-MWDBEs, firms owned by Native Americans are more likely to have never served as a prime or subcontractor with Clarke County School District. To the extent that success in public contracting is proportional to having prior prime contracts or subcontracts, the parameter estimates in Tables 10-11 suggest that any contracting disparities between non-MWDBEs and firms owned by Native Americans can possibly be explained by past barriers these types of firms faced in securing prime contracts and subcontracts with Clarke County School District.

Table 10
Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Never Serving as Contractor/Subcontractor
In the Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand:</i> Served as neither contractor/subcontractor on Clarke Co. School District contract		
Firm owner has more than 20 years' experience: (Binary)	0.5501	0.0397
Firm has more than 10 employees: (Binary)	1.0802	0.8138
Firm owner has a baccalaureate degree: (Binary)	1.0458	0.8608
Firm gross revenue greater than 1.5 million: (Binary)	0.5456	0.0423
Firm Bonding limit greater than 1.5 million: (Binary)	4.1433	0.0048
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	0.0908	0.1210
Firm is in the construction sector: (Binary)	1.0000	.
Firm is registered to do business with Clarke Co. School District: (Binary)	0.3030	0.0147
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	0.3395	0.0001
Firm is a certified Minority Business Enterprise: (Binary)	0.8685	0.8584
Firm is a certified Woman enterprise: (Binary)	1.5855	0.1923
Firm is a certified Disadvantaged Business Enterprise: (Binary)	1.8574	0.1861
Firm is a certified Small Business Enterprise: (Binary)	0.4667	0.0565
Number of Observations		215
Pseudo R^2		.0642

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Table 11
Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Never Serving as Contractor/Subcontractor
In the Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand:</i> Served as neither contractor/subcontractor on Clarke Co. School District contract		
Firm owner has more than 20 years' experience: (Binary)	0.5602	0.1060
Firm has more than 10 employees: (Binary)	1.0936	0.6099
Firm owner has a baccalaureate degree: (Binary)	1.0724	0.7841
Firm gross revenue greater than 1.5 million: (Binary)	0.5558	0.0253
Firm Bonding limit greater than 1.5 million: (Binary)	4.0942	0.0052
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	0.0836	0.0504
Firm is in the construction sector: (Binary)	0.0000	0.0000
Firm is registered to do business with Clarke Co. School District: (Binary)	0.3423	0.0077
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	0.3388	0.0012
Firm is African Americans -owned: (Binary)	0.6353	0.4823
Firm is Hispanic American-owned: (Binary)	1.0564	0.9630
Firm is Asian American-owned: (Binary)	0.4992	0.1735
Firm is Native American-owned: (Binary)	8.6319	0.0000
Firm is Bi/Multiracial-owned: (Binary)	0.7077	0.2244
Firm is other Race-owned: (Binary)	0.9712	0.0932
Firm is Woman-owned: (Binary)	0.9328	0.8270
Number of Observations		215
Pseudo R ²		.0863

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H. MWDBE Status and Perceived Discrimination in the Private Sector

Disparate contracting and subcontracting outcomes between MWDBEs and non-MWDBEs could reflect, at least in part, the effects of discrimination by private sector firms, which discourage their entry into the market and/or undermines their capacity to compete for public sector projects. In Tables 12-13, we report Logit parameter estimates of the effects of MWDBE status on having experienced discrimination—in particular the perception of having experienced discrimination in the private sector of the Clarke County School District Relevant Market Area.

If perceptions of discrimination correlate positively with actual discrimination in the private sector, the greater than unity odds ratio estimates in Table 12 with statistical significance suggest that relative to Non-MWDBEs, certified Women-owned firms are more likely to experience discrimination in the private sector of the Clarke County School District Market Area. When disaggregated by the race/ethnicity/gender of firm owners, the statistically significant odds ratios suggest that relative to Non-MWDBEs, firms owned by Women experience more discrimination in the private sector of the Clarke County School District Market Area. To the extent that private sector discrimination can undermine the capacity of MWDBEs to compete for public sector procurement, this suggests that, at least in Clarke County, private sector discrimination has some explanatory power in explaining any public contracting disparities between firms owned by Women and Non-MWDBEs.

Table 12
Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Perceived Discrimination in the Private Sector

	Coefficient	P-value
<i>Regressand:</i> Firm experienced private sector discrimination: (Binary)		
Firm owner has more than 20 years' experience: (Binary)	1.0184	0.5416
Firm has more than 10 employees: (Binary)	0.9743	0.1106
Firm owner has a baccalaureate degree: (Binary)	1.0145	0.4183
Firm gross revenue greater than 1.5 million: (Binary)	0.9818	0.0200
Firm Bonding limit greater than 1.5 million: (Binary)	1.0051	0.7943
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	0.6464	0.0133
Firm is in the construction sector: (Binary)	1.0286	0.0773
Firm is registered to do business with Clarke Co. School District: (Binary)	1.0042	0.0426
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	1.0088	0.4701
Firm is a certified Minority Business Enterprise: (Binary)	1.0036	0.8745
Firm is a certified Woman Enterprise: (Binary)	1.0636	0.0136
Firm is a certified Disadvantaged Business Enterprise: (Binary)	1.0411	0.0722
Firm is a certified Small Business Enterprise: (Binary)	0.9935	0.6209
Observations	215	
Pseudo R^2	.0382	

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Table 13
Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Perceived Discrimination in the Private Sector

	Coefficient	P-value
<i>Regressand:</i> Firm experienced private sector discrimination: (Binary)		
Firm owner has more than 20 years' experience: (Binary)	1.0166	0.4328
Firm has more than 10 employees: (Binary)	0.9751	0.0327
Firm owner has a baccalaureate degree: (Binary)	1.0166	0.4134
Firm gross revenue greater than 1.5 million: (Binary)	0.9882	0.0217
Firm Bonding limit greater than 1.5 million: (Binary)	1.0037	0.8564
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	0.6436	0.0000
Firm is in the construction sector: (Binary)	1.0285	0.3583
Firm is registered to do business with Clarke Co. School District: (Binary)	1.0054	0.8228
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	1.0060	0.8468
Firm is African Americans -owned: (Binary)	1.0269	0.5631
Firm is Hispanic American-owned: (Binary)	0.9918	0.8974
Firm is Asian American-owned: (Binary)	0.9882	0.8758
Firm is Native American-owned: (Binary)	0.9824	0.8712
Firm is Bi/Multiracial-owned: (Binary)	0.9915	0.8404
Firm is other Race-owned: (Binary)	1.0067	0.9508
Firm is Woman-owned: (Binary)	1.0527	0.0163
Number of Observations		215
Pseudo R^2		.0548

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I. MWDBE Status and Perceived Discrimination at Clarke County School District

Disparate contracting and subcontracting outcomes between MWDBEs and Non-MWDBEs could reflect, at least in part, the effects of discrimination by Clarke County School District which discourages their entry into the market for public procurement and opportunities for success at the Clarke County School District.⁷ In Tables 14-15, we report Logit parameter estimates of the effects of MWDBE status on having experienced discrimination—in particular the perception of having experienced discrimination at the Clarke County School District.

To the extent that perceptions of discrimination correlate positively with actual discrimination at Clarke County School District, the greater than unity odds ratio estimates in Table 14 with statistical significance suggest that relative to Non-MWDBEs, certified as Women-owned experienced discrimination at Clarke County School District. When disaggregated by the race/ethnicity/gender of firm owners, the greater than unity odds ratio estimates with statistical significance in Table 15 suggest that relative to Non-MWDBEs, firms owned by African Americans and Women experienced discrimination at Clarke County. This suggests that, at least for MWDBEs certified as Women, and owned by African Americans and Women, Clarke County School District contracting disparities between them and Non-MWDBEs can at least in part explained by discrimination at Clarke County School District that undermines their chances at successfully winning prime contracts.

⁷ 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 14
Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Perceived Discrimination at Clarke County School District

	Coefficient	P-value
<i>Regressand:</i> Experienced perceived discrimination at Clarke Co. School District: (Binary)		
Firm owner has more than 20 years' experience: (Binary)	1.0100	0.5533
Firm has more than 10 employees: (Binary)	0.9986	0.0341
Firm owner has a baccalaureate degree: (Binary)	0.9943	0.0268
Firm gross revenue greater than 1.5 million: (Binary)	1.0133	0.5020
Firm Bonding limit greater than 1.5 million: (Binary)	0.9702	0.0158
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	1.0350	0.4823
Firm is in the construction sector: (Binary)	0.9718	0.0483
Firm is registered to do business with Clarke Co. School District: (Binary)	0.9831	0.3621
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	1.0057	0.8236
Firm is a certified Minority Business Enterprise: (Binary)	1.0204	0.4543
Firm is a certified Woman Enterprise: (Binary)	1.0399	0.0422
Firm is a certified Disadvantaged Business Enterprise: (Binary)	1.0185	0.4811
Firm is a certified Small Business Enterprise: (Binary)	1.0024	0.9140
Number of Observations	215	
Pseudo R^2	.0728	

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Table 15
Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Perceived Discrimination at Clarke County School District

	Coefficient	P-value
<i>Regressand:</i> Experienced perceived discrimination at Clarke Co. School District: (Binary)		
Firm owner has more than 20 years' experience: (Binary)	1.0085	0.6213
Firm has more than 10 employees: (Binary)	1.0024	0.8907
Firm owner has a baccalaureate degree: (Binary)	0.9936	0.0253
Firm gross revenue greater than 1.5 million: (Binary)	1.0180	0.3618
Firm Bonding limit greater than 1.5 million: (Binary)	0.9679	0.0477
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	1.0419	0.0008
Firm is in the construction sector: (Binary)	0.9733	0.0147
Firm is registered to do business with Clarke Co. School District: (Binary)	0.9798	0.2895
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	1.0059	0.8167
Firm is African Americans -owned: (Binary)	1.0338	0.0424
Firm is Hispanic American-owned: (Binary)	0.9730	0.5918
Firm is Asian American-owned: (Binary)	0.9766	0.6958
Firm is Bi/Multiracial-owned: (Binary)	0.9911	0.7831
Firm is other Race-owned: (Binary)	1.0124	0.8868
Firm is Woman-owned: (Binary)	1.0367	0.0389
Number of Observations		215
Pseudo R^2		.0871

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J. MWDBE Status and Informal Contracting Networks in the City of Fredrick Market Area

Similar to discrimination at the Clarke County School District, the existence of informal public contracting networks that confer advantages to insiders in securing public contracts and subcontracts, and exclude MWDBEs, could possibly have an adverse effect on MWDBEs ability to secure public contracts and subcontracts with the Clarke County School District.⁸ To explore the role of such informal networks, Tables 16-17 report Logit parameter estimates where the dependent variable is if the firm owner agrees that informal networks enable success in public contracting with the Clarke County School District.

The greater than unity odd ratio estimates in Table 16 with statistical significance suggest that relative to Non-MWDBEs, firms certified as Minority and Women are more likely to perceive that informal networks enable contracting success with Clarke County School District. When disaggregated by the race/ethnicity/gender of firm owners, the greater than unity odds ratio estimates with statistical significance in Table 17 suggest that relative to Non-MWDBEs, firms owned by African Americans and Women are more likely to perceive that informal networks enable contracting success with Clarke County School District. This suggests that, at least for firms certified as Minority and Women, and for firms owned by African Americans and Women, Clarke County School District contracting disparities between them and Non-MWDBEs can potentially explained by their exclusion from informal Clarke County School District public contracting networks that reduces their ability to secure prime contracts and subcontracts.

⁸ 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
Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Informal Contracting Networks
In the Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand:</i> Yes, there is an informal network that enables business with Clarke Co. School District (Binary)		
Firm owner has more than 20 years' experience: (Binary)	1.1493	0.6187
Firm has more than 10 employees: (Binary)	0.5441	0.2538
Firm owner has a baccalaureate degree: (Binary)	2.2312	0.0877
Firm gross revenue greater than 1.5 million: (Binary)	0.8995	0.0145
Firm Bonding limit greater than 1.5 million: (Binary)	2.1616	0.0000
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	0.1396	0.0000
Firm is in the construction sector: (Binary)	1.6405	0.0001
Firm is registered to do business with Clarke Co. School District: (Binary)	0.6509	0.0885
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	1.6151	0.3421
Firm is a certified Minority Business Enterprise: (Binary)	7.5970	0.0228
Firm is a certified Woman Enterprise: (Binary)	2.0475	0.0430
Firm is a certified Disadvantaged Business Enterprise: (Binary)	0.6381	0.3725
Firm is a certified Small Business Enterprise: (Binary)	0.7128	0.5886
Number of Observations		215
Pseudo R^2		.0536

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Table 17
Logit Parameter Estimates (Odds Ratio):
MWDBE Status and Informal Contracting Networks
In the Clarke County School District Market Area

	Coefficient	P-value
<i>Regressand:</i> Yes, there is an informal network that enables business with Clarke Co. School District (Binary)		
Firm owner has more than 20 years' experience: (Binary)	1.1680	0.6165
Firm has more than 10 employees: (Binary)	0.7622	0.6314
Firm owner has a baccalaureate degree: (Binary)	2.0529	0.1208
Firm gross revenue greater than 1.5 million: (Binary)	0.8949	0.0133
Firm Bonding limit greater than 1.5 million: (Binary)	2.2632	0.0003
Financing is a barrier for securing Clarke Co. School District projects: (Binary)	0.2038	0.0000
Firm is in the construction sector: (Binary)	1.8762	0.0000
Firm is registered to do business with Clarke Co. School District: (Binary)	0.4550	0.0002
Firm is a willing/able prime contractor for Clarke Co. School District: (Binary)	1.7817	0.0734
Firm is African Americans -owned: (Binary)	2.2843	0.0314
Firm is Hispanic American-owned: (Binary)	0.4984	0.5377
Firm is Asian American-owned: (Binary)	0.2649	0.4785
Firm is Native American-owned: (Binary)	0.8222	0.8604
Firm is Bi/Multiracial-owned: (Binary)	0.3655	0.0961
Firm is other Race-owned: (Binary)	1.2710	0.8429
Firm is Woman-owned: (Binary)	2.2977	0.0452
Number of Observations		215
Pseudo R^2		.0731

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APPENDIX H

**SURVEY OF
BUSINESS
OWNERS**

**CLARKE COUNTY
SCHOOL DISTRICT (GA)
2023 DISPARITY
STUDY**

Clarke County School District 2023 Disparity Study

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	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Yes	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
No	87	31	70	2	5	8	10	2	215
	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %
Total	87	31	70	2	5	8	10	2	215

Table 2. Do you believe your firm is ready, willing, and able to do business as a prime contractor with Clarke County Schools?

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Yes	74	25	66	1	5	8	10	1	190
	85.1 %	80.6 %	94.3 %	50 %	100 %	100 %	100 %	50 %	88.4 %
No	13	6	4	1	0	0	0	1	25
	14.9 %	19.4 %	5.7 %	50 %	0 %	0 %	0 %	50 %	11.6 %
Total	87	31	70	2	5	8	10	2	215

Table 3. Do you believe your firm is ready, willing, and able to do business as a subcontractor with Clarke County Schools?

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Yes	72	26	67	2	4	8	9	1	189
	82.8 %	83.9 %	95.7 %	100 %	80 %	100 %	90 %	50 %	87.9 %
No	15	5	3	0	1	0	1	1	26
	17.2 %	16.1 %	4.3 %	0 %	20 %	0 %	10 %	50 %	12.1 %
Total	87	31	70	2	5	8	10	2	215

Table 4. Which one of the following is your company's primary line of business?

Responses	<i>Owners' Minority Status</i>								Total
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Construction	8	4	9	1	0	1	2	0	25
	9.2 %	12.9 %	12.9 %	50 %	0 %	12.5 %	20 %	0 %	11.6 %
Architecture & Engineering	4	2	2	0	0	1	0	0	9
	4.6 %	6.5 %	2.9 %	0 %	0 %	12.5 %	0 %	0 %	4.2 %
Professional Services	14	7	28	0	1	3	3	0	56
	16.1 %	22.6 %	40 %	0 %	20 %	37.5 %	30 %	0 %	26 %
Other Services	37	12	22	1	1	1	4	2	80
	42.5 %	38.7 %	31.4 %	50 %	20 %	12.5 %	40 %	100 %	37.2 %
Goods	24	6	9	0	3	2	1	0	45
	27.6 %	19.4 %	12.9 %	0 %	60 %	25 %	10 %	0 %	20.9 %
Total	87	31	70	2	5	8	10	2	215

Table 5. How long has your company been in operation?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Under 1 year	0	0	1	0	0	0	0	0	1
	0 %	0 %	1.4 %	0 %	0 %	0 %	0 %	0 %	0.5 %
1-5 years	7	5	14	1	0	3	1	0	31
	8 %	16.1 %	20 %	50 %	0 %	37.5 %	10 %	0 %	14.4 %
6-10 years	7	1	20	0	1	0	2	0	31
	8 %	3.2 %	28.6 %	0 %	20 %	0 %	20 %	0 %	14.4 %
11-15 years	16	7	11	0	2	1	5	1	43
	18.4 %	22.6 %	15.7 %	0 %	40 %	12.5 %	50 %	50 %	20 %
16-20 years	16	6	9	0	1	1	0	0	33
	18.4 %	19.4 %	12.9 %	0 %	20 %	12.5 %	0 %	0 %	15.3 %
Over 20 years	41	12	15	1	1	3	2	1	76
	47.1 %	38.7 %	21.4 %	50 %	20 %	37.5 %	20 %	50 %	35.3 %
Total	87	31	70	2	5	8	10	2	215

Table 6. Is at least 51% percent of your company owned and controlled by a woman or women?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Yes	0	31	37	1	2	4	1	1	77
	0 %	100 %	52.9 %	50 %	40 %	50 %	10 %	50 %	35.8 %
No	87	0	33	1	3	4	9	1	138
	100 %	0 %	47.1 %	50 %	60 %	50 %	90 %	50 %	64.2 %
Total	87	31	70	2	5	8	10	2	215

Table 7. 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? Would you say:

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
African American	0	0	70	0	0	0	0	0	70
	0 %	0 %	100 %	0 %	0 %	0 %	0 %	0 %	32.6 %
Asian American	0	0	0	0	5	0	0	0	5
	0 %	0 %	0 %	0 %	100 %	0 %	0 %	0 %	2.3 %
Hispanic American	0	0	0	0	0	8	0	0	8
	0 %	0 %	0 %	0 %	0 %	100 %	0 %	0 %	3.7 %
Native American	0	0	0	2	0	0	0	0	2
	0 %	0 %	0 %	100 %	0 %	0 %	0 %	0 %	0.9 %
White American	85	31	0	0	0	0	0	0	116
	97.7 %	100 %	0 %	0 %	0 %	0 %	0 %	0 %	54 %
Multi- or Bi-Racial	0	0	0	0	0	0	10	0	10
	0 %	0 %	0 %	0 %	0 %	0 %	100 %	0 %	4.7 %
Publicly Traded Company	0	0	0	0	0	0	0	2	2
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	100 %	0.9 %
Other	2	0	0	0	0	0	0	0	2
	2.3 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0.9 %
Total	87	31	70	2	5	8	10	2	215

Table 8. What is your current single project bonding limit since July 1, 2017?

Responses	Owners' Minority Status								Total
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
\$100,000 or less	5	1	9	0	2	2	1	0	20
	5.7 %	3.2 %	12.9 %	0 %	40 %	25 %	10 %	0 %	9.3 %
\$100,001 - \$250,000	0	1	3	0	0	0	0	0	4
	0 %	3.2 %	4.3 %	0 %	0 %	0 %	0 %	0 %	1.9 %
\$250,001 - \$500,000	2	1	2	0	0	1	1	0	7
	2.3 %	3.2 %	2.9 %	0 %	0 %	12.5 %	10 %	0 %	3.3 %
\$500,001 - \$750,000	2	0	1	0	0	0	0	0	3
	2.3 %	0 %	1.4 %	0 %	0 %	0 %	0 %	0 %	1.4 %
\$750,001 - \$1,000,000	6	2	1	0	0	1	0	0	10
	6.9 %	6.5 %	1.4 %	0 %	0 %	12.5 %	0 %	0 %	4.7 %
\$1,000,001 - \$2,500,000	8	0	10	0	0	0	0	0	18
	9.2 %	0 %	14.3 %	0 %	0 %	0 %	0 %	0 %	8.4 %
\$2,500,001 - \$5,000,000	2	1	4	0	0	0	0	0	7
	2.3 %	3.2 %	5.7 %	0 %	0 %	0 %	0 %	0 %	3.3 %
\$5,000,001 - \$10,000,000	3	0	5	1	0	0	1	0	10
	3.4 %	0 %	7.1 %	50 %	0 %	0 %	10 %	0 %	4.7 %
Over \$10 million	7	1	2	0	0	0	0	0	10
	8 %	3.2 %	2.9 %	0 %	0 %	0 %	0 %	0 %	4.7 %
Do Not Know	12	3	7	0	2	1	1	1	27
	13.8 %	9.7 %	10 %	0 %	40 %	12.5 %	10 %	50 %	12.6 %
Not Applicable	40	21	26	1	1	3	6	1	99
	46 %	67.7 %	37.1 %	50 %	20 %	37.5 %	60 %	50 %	46 %
Total	87	31	70	2	5	8	10	2	215

Table 9. What is the largest single contract your firm has been awarded since July 1, 2017?

Responses	Owners' Minority Status								Total
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
\$50,000 or less	5	3	10	0	1	1	2	1	23
	5.7 %	9.7 %	14.3 %	0 %	20 %	12.5 %	20 %	50 %	10.7 %
\$50,001 - \$100,000	7	3	5	1	0	1	0	0	17
	8 %	9.7 %	7.1 %	50 %	0 %	12.5 %	0 %	0 %	7.9 %
\$100,001 - \$250,000	8	1	8	0	2	1	0	0	20
	9.2 %	3.2 %	11.4 %	0 %	40 %	12.5 %	0 %	0 %	9.3 %
\$250,001 - \$500,000	6	1	7	0	0	0	0	0	14
	6.9 %	3.2 %	10 %	0 %	0 %	0 %	0 %	0 %	6.5 %
\$500,001 - \$750,000	3	0	5	0	0	0	0	0	8
	3.4 %	0 %	7.1 %	0 %	0 %	0 %	0 %	0 %	3.7 %
\$750,001 - \$1,000,000	4	4	4	0	0	0	0	0	12
	4.6 %	12.9 %	5.7 %	0 %	0 %	0 %	0 %	0 %	5.6 %
\$1,000,001 - \$2,500,000	9	1	4	1	0	1	0	0	16
	10.3 %	3.2 %	5.7 %	50 %	0 %	12.5 %	0 %	0 %	7.4 %
\$2,500,001 - \$5,000,000	1	1	6	0	0	0	1	0	9
	1.1 %	3.2 %	8.6 %	0 %	0 %	0 %	10 %	0 %	4.2 %
\$5,000,001 - \$10,000,000	0	1	1	0	0	0	0	0	2
	0 %	3.2 %	1.4 %	0 %	0 %	0 %	0 %	0 %	0.9 %
Over \$10 million	4	0	2	0	0	0	0	0	6
	4.6 %	0 %	2.9 %	0 %	0 %	0 %	0 %	0 %	2.8 %
Do Not Know	6	2	0	0	2	0	1	0	11
	6.9 %	6.5 %	0 %	0 %	40 %	0 %	10 %	0 %	5.1 %
Not Applicable	34	14	18	0	0	4	6	1	77
	39.1 %	45.2 %	25.7 %	0 %	0 %	50 %	60 %	50 %	35.8 %
Total	87	31	70	2	5	8	10	2	215

Table 10. Indicate what you have performed as on any government or private contract since July 1, 2017.

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Prime Contractor and Subcontractor	16	7	27	0	0	1	1	0	52
	18.4 %	22.6 %	38.6 %	0 %	0 %	12.5 %	10 %	0 %	24.2 %
Prime Contractor	16	2	9	0	2	1	1	0	31
	18.4 %	6.5 %	12.9 %	0 %	40 %	12.5 %	10 %	0 %	14.4 %
Subcontractor	13	7	11	1	2	2	3	0	39
	14.9 %	22.6 %	15.7 %	50 %	40 %	25 %	30 %	0 %	18.1 %
Neither	42	15	23	1	1	4	5	2	93
	48.3 %	48.4 %	32.9 %	50 %	20 %	50 %	50 %	100 %	43.3 %
Total	87	31	70	2	5	8	10	2	215

Table 11. 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	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	3	1	3	0	0	1	0	0	8
	3.4 %	3.2 %	4.3 %	0 %	0 %	12.5 %	0 %	0 %	3.7 %
1-10	42	15	48	1	3	3	6	1	119
	48.3 %	48.4 %	68.6 %	50 %	60 %	37.5 %	60 %	50 %	55.3 %
11-30	20	11	14	1	2	4	1	0	53
	23 %	35.5 %	20 %	50 %	40 %	50 %	10 %	0 %	24.7 %
31-50	6	1	0	0	0	0	0	1	8
	6.9 %	3.2 %	0 %	0 %	0 %	0 %	0 %	50 %	3.7 %
51-75	1	2	1	0	0	0	0	0	4
	1.1 %	6.5 %	1.4 %	0 %	0 %	0 %	0 %	0 %	1.9 %
76-100	2	0	0	0	0	0	1	0	3
	2.3 %	0 %	0 %	0 %	0 %	0 %	10 %	0 %	1.4 %
101-300	7	1	2	0	0	0	1	0	11
	8 %	3.2 %	2.9 %	0 %	0 %	0 %	10 %	0 %	5.1 %
Over 300	6	0	2	0	0	0	1	0	9
	6.9 %	0 %	2.9 %	0 %	0 %	0 %	10 %	0 %	4.2 %
Total	87	31	70	2	5	8	10	2	215

Table 12. What is the highest level of education completed by any owner of your company? Would you say:

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Some High School	2	0	0	0	0	0	0	0	2
	2.3 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0.9 %
High School graduate	4	1	2	0	1	1	2	0	11
	4.6 %	3.2 %	2.9 %	0 %	20 %	12.5 %	20 %	0 %	5.1 %
Some College	12	3	7	2	2	2	0	0	28
	13.8 %	9.7 %	10 %	100 %	40 %	25 %	0 %	0 %	13 %
College Graduate	52	14	31	0	1	3	6	1	108
	59.8 %	45.2 %	44.3 %	0 %	20 %	37.5 %	60 %	50 %	50.2 %
Post Graduate Degree	12	13	29	0	1	2	1	0	58
	13.8 %	41.9 %	41.4 %	0 %	20 %	25 %	10 %	0 %	27 %
Trade or Technical Certificate	3	0	1	0	0	0	0	0	4
	3.4 %	0 %	1.4 %	0 %	0 %	0 %	0 %	0 %	1.9 %
Do Not Know	2	0	0	0	0	0	1	1	4
	2.3 %	0 %	0 %	0 %	0 %	0 %	10 %	50 %	1.9 %
Total	87	31	70	2	5	8	10	2	215

Table 13. What is the greatest number of years of experience that any owners in your company's line of business have?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	0	0	1	0	0	0	0	0	1
	0 %	0 %	1.4 %	0 %	0 %	0 %	0 %	0 %	0.5 %
1-5	2	1	2	0	1	3	1	0	10
	2.3 %	3.2 %	2.9 %	0 %	20 %	37.5 %	10 %	0 %	4.7 %
6-10	5	3	6	0	0	0	3	0	17
	5.7 %	9.7 %	8.6 %	0 %	0 %	0 %	30 %	0 %	7.9 %
11-15	13	3	7	1	0	1	2	1	28
	14.9 %	9.7 %	10 %	50 %	0 %	12.5 %	20 %	50 %	13 %
16-20	19	5	9	0	0	2	1	0	36
	21.8 %	16.1 %	12.9 %	0 %	0 %	25 %	10 %	0 %	16.7 %
More than 20	48	19	45	1	4	2	3	1	123
	55.2 %	61.3 %	64.3 %	50 %	80 %	25 %	30 %	50 %	57.2 %
Total	87	31	70	2	5	8	10	2	215

Table 14. Which of the following categories best approximates your company’s gross revenues for calendar year 2019. Your best estimate will suffice.

Responses	Owners' Minority Status								Total
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
\$100,000 or less	7	6	25	1	0	2	1	0	42
	8 %	19.4 %	35.7 %	50 %	0 %	25 %	10 %	0 %	19.5 %
\$100,001 - \$250,000	6	2	10	0	0	1	1	1	21
	6.9 %	6.5 %	14.3 %	0 %	0 %	12.5 %	10 %	50 %	9.8 %
\$250,001 - \$500,000	10	4	10	0	0	0	1	0	25
	11.5 %	12.9 %	14.3 %	0 %	0 %	0 %	10 %	0 %	11.6 %
\$500,001 - \$750,000	8	0	6	0	1	0	1	0	16
	9.2 %	0 %	8.6 %	0 %	20 %	0 %	10 %	0 %	7.4 %
\$750,001 - \$1,000,000	4	1	0	0	0	1	0	0	6
	4.6 %	3.2 %	0 %	0 %	0 %	12.5 %	0 %	0 %	2.8 %
\$1,000,001 - \$1,320,000	9	2	1	0	1	1	1	0	15
	10.3 %	6.5 %	1.4 %	0 %	20 %	12.5 %	10 %	0 %	7 %
\$1,320,001 - \$1,500,000	3	0	3	0	0	0	1	0	7
	3.4 %	0 %	4.3 %	0 %	0 %	0 %	10 %	0 %	3.3 %
\$1,500,001 - \$5,000,000	17	11	7	1	1	1	2	0	40
	19.5 %	35.5 %	10 %	50 %	20 %	12.5 %	20 %	0 %	18.6 %
\$5,000,001 - \$10,000,000	1	2	2	0	0	1	0	0	6
	1.1 %	6.5 %	2.9 %	0 %	0 %	12.5 %	0 %	0 %	2.8 %
\$10,000,001 - \$15,000,000	3	0	2	0	0	0	0	0	5
	3.4 %	0 %	2.9 %	0 %	0 %	0 %	0 %	0 %	2.3 %
\$15,000,001 - \$20,000,000	5	0	0	0	0	0	1	0	6
	5.7 %	0 %	0 %	0 %	0 %	0 %	10 %	0 %	2.8 %
\$20,000,001 - \$39,500,000	1	1	0	0	0	0	0	0	2
	1.1 %	3.2 %	0 %	0 %	0 %	0 %	0 %	0 %	0.9 %

Table 14. Which of the following categories best approximates your company’s gross revenues for calendar year 2019. Your best estimate will suffice.

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
Over \$39,500,000	8	1	2	0	0	0	0	1	12
	9.2 %	3.2 %	2.9 %	0 %	0 %	0 %	0 %	50 %	5.6 %
Don't Know	5	1	2	0	2	1	1	0	12
	5.7 %	3.2 %	2.9 %	0 %	40 %	12.5 %	10 %	0 %	5.6 %
Total	87	31	70	2	5	8	10	2	215

Table 15. Which of the following categories best approximates your company’s gross revenues for calendar year 2021. Your best estimate will suffice.

Responses	Owners' Minority Status								Total
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
\$100,000 or less	6	3	26	0	0	2	1	0	38
	6.9 %	9.7 %	37.1 %	0 %	0 %	25 %	10 %	0 %	17.7 %
\$100,001 - \$250,000	7	2	9	1	0	1	1	1	22
	8 %	6.5 %	12.9 %	50 %	0 %	12.5 %	10 %	50 %	10.2 %
\$250,001 - \$500,000	9	4	13	0	0	0	1	0	27
	10.3 %	12.9 %	18.6 %	0 %	0 %	0 %	10 %	0 %	12.6 %
\$500,001 - \$750,000	10	2	1	0	1	1	1	0	16
	11.5 %	6.5 %	1.4 %	0 %	20 %	12.5 %	10 %	0 %	7.4 %
\$750,001 - \$1,000,000	2	2	3	0	0	1	0	0	8
	2.3 %	6.5 %	4.3 %	0 %	0 %	12.5 %	0 %	0 %	3.7 %
\$1,000,001 - \$1,320,000	6	2	4	0	1	0	1	0	14
	6.9 %	6.5 %	5.7 %	0 %	20 %	0 %	10 %	0 %	6.5 %
\$1,320,001 - \$1,500,000	5	1	1	0	0	0	0	0	7
	5.7 %	3.2 %	1.4 %	0 %	0 %	0 %	0 %	0 %	3.3 %
\$1,500,001 - \$5,000,000	18	10	6	1	1	2	3	0	41
	20.7 %	32.3 %	8.6 %	50 %	20 %	25 %	30 %	0 %	19.1 %
\$5,000,001 - \$10,000,000	2	2	4	0	0	0	0	0	8
	2.3 %	6.5 %	5.7 %	0 %	0 %	0 %	0 %	0 %	3.7 %
\$10,000,001 - \$15,000,000	3	0	1	0	0	0	0	0	4
	3.4 %	0 %	1.4 %	0 %	0 %	0 %	0 %	0 %	1.9 %
\$15,000,001 - \$20,000,000	4	0	0	0	0	0	1	0	5
	4.6 %	0 %	0 %	0 %	0 %	0 %	10 %	0 %	2.3 %
\$20,000,001 - \$39,500,000	2	1	0	0	0	0	0	0	3
	2.3 %	3.2 %	0 %	0 %	0 %	0 %	0 %	0 %	1.4 %

Table 15. Which of the following categories best approximates your company’s gross revenues for calendar year 2021. Your best estimate will suffice.

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
Over \$39,500,000	8	1	2	0	0	0	0	1	12
	9.2 %	3.2 %	2.9 %	0 %	0 %	0 %	0 %	50 %	5.6 %
Don't Know	5	1	0	0	2	1	1	0	10
	5.7 %	3.2 %	0 %	0 %	40 %	12.5 %	10 %	0 %	4.7 %
Total	87	31	70	2	5	8	10	2	215

Table 16. Is your company registered with Clarke County Schools by requesting a vendor packet?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
Yes	18	7	17	0	2	2	1	0	47
	20.7 %	22.6 %	24.3 %	0 %	40 %	25 %	10 %	0 %	21.9 %
No	69	24	53	2	3	6	9	2	168
	79.3 %	77.4 %	75.7 %	100 %	60 %	75 %	90 %	100 %	78.1 %
Total	87	31	70	2	5	8	10	2	215

Table 17. Is your company registered with any other government entity (including but not limited to): State of Georgia, Georgia DOT, City of Atlanta, Clarke County, City of Athens?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Yes	24	15	53	2	4	1	2	0	101
	27.6 %	48.4 %	75.7 %	100 %	80 %	12.5 %	20 %	0 %	47 %
No	63	16	17	0	1	7	8	2	114
	72.4 %	51.6 %	24.3 %	0 %	20 %	87.5 %	80 %	100 %	53 %
Total	87	31	70	2	5	8	10	2	215

Table 18. Since you answered "No", why has your company not registered with Clarke County Schools by requesting a vendor packet? Indicate all that apply. [Do not know how to register.]

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Not Selected	61	22	33	2	3	1	6	2	130
	88.4 %	91.7 %	62.3 %	100 %	100 %	16.7 %	66.7 %	100 %	77.4 %
Selected	8	2	20	0	0	5	3	0	38
	11.6 %	8.3 %	37.7 %	0 %	0 %	83.3 %	33.3 %	0 %	22.6 %
Total	69	24	53	2	3	6	9	2	168

Table 19. Did not know there was a registry.

	Owners' Minority Status								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	38	7	22	1	1	0	2	2	73
	55.1 %	29.2 %	41.5 %	50 %	33.3 %	0 %	22.2 %	100 %	43.5 %
Selected	31	17	31	1	2	6	7	0	95
	44.9 %	70.8 %	58.5 %	50 %	66.7 %	100 %	77.8 %	0 %	56.5 %
Total	69	24	53	2	3	6	9	2	168

Table 20. Do not see any benefit in registering.

	Owners' Minority Status								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	54	19	49	2	2	6	9	2	143
	78.3 %	79.2 %	92.5 %	100 %	66.7 %	100 %	100 %	100 %	85.1 %
Selected	15	5	4	0	1	0	0	0	25
	21.7 %	20.8 %	7.5 %	0 %	33.3 %	0 %	0 %	0 %	14.9 %
Total	69	24	53	2	3	6	9	2	168

Table 21. Do not want to do business with the district

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	69	24	53	2	3	6	8	2	167
	100 %	100 %	100 %	100 %	100 %	100 %	88.9 %	100 %	99.4 %
Selected	0	0	0	0	0	0	1	0	1
	0 %	0 %	0 %	0 %	0 %	0 %	11.1 %	0 %	0.6 %
Total	69	24	53	2	3	6	9	2	168

Table 22. Do not want to do business with Clarke County Schools.

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	66	24	52	2	3	6	8	2	163
	95.7 %	100 %	98.1 %	100 %	100 %	100 %	88.9 %	100 %	97 %
Selected	3	0	1	0	0	0	1	0	5
	4.3 %	0 %	1.9 %	0 %	0 %	0 %	11.1 %	0 %	3 %
Total	69	24	53	2	3	6	9	2	168

Table 23. Do not see opportunities in my field of work.

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	63	21	50	2	2	6	8	0	152
	91.3 %	87.5 %	94.3 %	100 %	66.7 %	100 %	88.9 %	0 %	90.5 %
Selected	6	3	3	0	1	0	1	2	16
	8.7 %	12.5 %	5.7 %	0 %	33.3 %	0 %	11.1 %	100 %	9.5 %
Total	69	24	53	2	3	6	9	2	168

Table 24. Do not believe firm would be awarded a contract.

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	61	20	40	2	2	5	8	2	140
	88.4 %	83.3 %	75.5 %	100 %	66.7 %	83.3 %	88.9 %	100 %	83.3 %
Selected	8	4	13	0	1	1	1	0	28
	11.6 %	16.7 %	24.5 %	0 %	33.3 %	16.7 %	11.1 %	0 %	16.7 %
Total	69	24	53	2	3	6	9	2	168

Table 25. Other, please specify

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Not Selected	63	24	46	1	3	6	9	2	154
	91.3 %	100 %	86.8 %	50 %	100 %	100 %	100 %	100 %	91.7 %
Selected	6	0	7	1	0	0	0	0	14
	8.7 %	0 %	13.2 %	50 %	0 %	0 %	0 %	0 %	8.3 %
Total	69	24	53	2	3	6	9	2	168

Table 26. From July 1, 2017, through June 30, 2022, how many times has your company submitted bids or proposals for projects as prime contractor on: [Clarke County Schools]

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	30	18	45	2	2	5	3	2	107
	34.5 %	58.1 %	64.3 %	100 %	40 %	62.5 %	30 %	100 %	49.8 %
1-10	6	2	10	0	1	0	2	0	21
	6.9 %	6.5 %	14.3 %	0 %	20 %	0 %	20 %	0 %	9.8 %
11-25	4	0	2	0	1	0	0	0	7
	4.6 %	0 %	2.9 %	0 %	20 %	0 %	0 %	0 %	3.3 %
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	1	0	0	0	0	0	0	0	1
	1.1 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Do Not Know/NA	46	11	13	0	1	3	5	0	79
	52.9 %	35.5 %	18.6 %	0 %	20 %	37.5 %	50 %	0 %	36.7 %
Total	87	31	70	2	5	8	10	2	215

Table 27. Private Sector Projects									
Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	21	8	25	2	2	2	3	2	65
	24.1 %	25.8 %	35.7 %	100 %	40 %	25 %	30 %	100 %	30.2 %
1-10	3	4	23	0	0	2	2	0	34
	3.4 %	12.9 %	32.9 %	0 %	0 %	25 %	20 %	0 %	15.8 %
11-25	6	4	5	0	1	1	0	0	17
	6.9 %	12.9 %	7.1 %	0 %	20 %	12.5 %	0 %	0 %	7.9 %
26-50	5	3	0	0	0	1	0	0	9
	5.7 %	9.7 %	0 %	0 %	0 %	12.5 %	0 %	0 %	4.2 %
51-100	2	1	4	0	0	0	0	0	7
	2.3 %	3.2 %	5.7 %	0 %	0 %	0 %	0 %	0 %	3.3 %
Over 100	3	1	2	0	0	0	0	0	6
	3.4 %	3.2 %	2.9 %	0 %	0 %	0 %	0 %	0 %	2.8 %
Do Not Know/NA	47	10	11	0	2	2	5	0	77
	54 %	32.3 %	15.7 %	0 %	40 %	25 %	50 %	0 %	35.8 %
Total	87	31	70	2	5	8	10	2	215

Table 28. Other Public Sector (non-Clarke County Projects)

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	22	7	25	2	1	2	3	2	64
	25.3 %	22.6 %	35.7 %	100 %	20 %	25 %	30 %	100 %	29.8 %
1-10	8	6	23	0	0	2	2	0	41
	9.2 %	19.4 %	32.9 %	0 %	0 %	25 %	20 %	0 %	19.1 %
11-25	4	5	7	0	0	0	0	0	16
	4.6 %	16.1 %	10 %	0 %	0 %	0 %	0 %	0 %	7.4 %
26-50	3	2	3	0	1	1	0	0	10
	3.4 %	6.5 %	4.3 %	0 %	20 %	12.5 %	0 %	0 %	4.7 %
51-100	1	0	0	0	0	0	0	0	1
	1.1 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Over 100	3	1	0	0	1	0	0	0	5
	3.4 %	3.2 %	0 %	0 %	20 %	0 %	0 %	0 %	2.3 %
Do Not Know/NA	46	10	12	0	2	3	5	0	78
	52.9 %	32.3 %	17.1 %	0 %	40 %	37.5 %	50 %	0 %	36.3 %
Total	87	31	70	2	5	8	10	2	215

Table 29. From July 1, 2017, through June 30, 2022, how many times has your company been awarded contracts to perform as a prime contractor: [Clarke County Schools Public Projects]

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	34	16	54	2	2	5	3	2	118
	39.1 %	51.6 %	77.1 %	100 %	40 %	62.5 %	30 %	100 %	54.9 %
1-10	6	1	5	0	1	0	2	0	15
	6.9 %	3.2 %	7.1 %	0 %	20 %	0 %	20 %	0 %	7 %
11-25	3	1	0	0	1	0	0	0	5
	3.4 %	3.2 %	0 %	0 %	20 %	0 %	0 %	0 %	2.3 %
26-50	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
51-100	1	0	0	0	0	0	0	0	1
	1.1 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Over 100	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Do Not Know/NA	43	13	11	0	1	3	5	0	76
	49.4 %	41.9 %	15.7 %	0 %	20 %	37.5 %	50 %	0 %	35.3 %
Total	87	31	70	2	5	8	10	2	215

Table 30. Private Sector Projects									
Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	24	7	34	2	2	2	3	2	76
	27.6 %	22.6 %	48.6 %	100 %	40 %	25 %	30 %	100 %	35.3 %
1-10	4	6	18	0	0	2	2	0	32
	4.6 %	19.4 %	25.7 %	0 %	0 %	25 %	20 %	0 %	14.9 %
11-25	7	4	2	0	0	1	0	0	14
	8 %	12.9 %	2.9 %	0 %	0 %	12.5 %	0 %	0 %	6.5 %
26-50	1	3	3	0	0	1	0	0	8
	1.1 %	9.7 %	4.3 %	0 %	0 %	12.5 %	0 %	0 %	3.7 %
51-100	2	0	2	0	1	0	0	0	5
	2.3 %	0 %	2.9 %	0 %	20 %	0 %	0 %	0 %	2.3 %
Over 100	3	0	1	0	0	0	0	0	4
	3.4 %	0 %	1.4 %	0 %	0 %	0 %	0 %	0 %	1.9 %
Do Not Know/NA	46	11	10	0	2	2	5	0	76
	52.9 %	35.5 %	14.3 %	0 %	40 %	25 %	50 %	0 %	35.3 %
Total	87	31	70	2	5	8	10	2	215

Table 31. Other Public Sector (non-Clarke County Schools Projects)

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	24	6	34	2	1	3	3	2	75
	27.6 %	19.4 %	48.6 %	100 %	20 %	37.5 %	30 %	100 %	34.9 %
1-10	8	9	20	0	0	1	2	0	40
	9.2 %	29 %	28.6 %	0 %	0 %	12.5 %	20 %	0 %	18.6 %
11-25	6	4	3	0	0	1	0	0	14
	6.9 %	12.9 %	4.3 %	0 %	0 %	12.5 %	0 %	0 %	6.5 %
26-50	2	1	1	0	1	0	0	0	5
	2.3 %	3.2 %	1.4 %	0 %	20 %	0 %	0 %	0 %	2.3 %
51-100	0	0	0	0	1	0	0	0	1
	0 %	0 %	0 %	0 %	20 %	0 %	0 %	0 %	0.5 %
Over 100	3	0	1	0	0	0	0	0	4
	3.4 %	0 %	1.4 %	0 %	0 %	0 %	0 %	0 %	1.9 %
Do Not Know/NA	44	11	11	0	2	3	5	0	76
	50.6 %	35.5 %	15.7 %	0 %	40 %	37.5 %	50 %	0 %	35.3 %
Total	87	31	70	2	5	8	10	2	215

Table 32. From July 1, 2017, through June 30, 2022, how many times has your company submitted bids or proposals for projects as a subcontractor on: [Clarke County Schools]

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	38	20	49	2	4	5	3	2	123
	43.7 %	64.5 %	70 %	100 %	80 %	62.5 %	30 %	100 %	57.2 %
1-10	3	0	8	0	0	0	2	0	13
	3.4 %	0 %	11.4 %	0 %	0 %	0 %	20 %	0 %	6 %
11-25	1	0	0	0	0	0	0	0	1
	1.1 %	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/NA	45	11	13	0	1	3	5	0	78
	51.7 %	35.5 %	18.6 %	0 %	20 %	37.5 %	50 %	0 %	36.3 %
Total	87	31	70	2	5	8	10	2	215

Table 33. Private Sector Projects									
Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	26	10	32	1	3	3	3	2	80
	29.9 %	32.3 %	45.7 %	50 %	60 %	37.5 %	30 %	100 %	37.2 %
1-10	4	3	16	0	0	2	2	0	27
	4.6 %	9.7 %	22.9 %	0 %	0 %	25 %	20 %	0 %	12.6 %
11-25	7	2	1	0	0	0	0	0	10
	8 %	6.5 %	1.4 %	0 %	0 %	0 %	0 %	0 %	4.7 %
26-50	3	4	3	1	0	1	0	0	12
	3.4 %	12.9 %	4.3 %	50 %	0 %	12.5 %	0 %	0 %	5.6 %
51-100	1	0	4	0	0	0	0	0	5
	1.1 %	0 %	5.7 %	0 %	0 %	0 %	0 %	0 %	2.3 %
Over 100	0	2	2	0	0	0	0	0	4
	0 %	6.5 %	2.9 %	0 %	0 %	0 %	0 %	0 %	1.9 %
Do Not Know/NA	46	10	12	0	2	2	5	0	77
	52.9 %	32.3 %	17.1 %	0 %	40 %	25 %	50 %	0 %	35.8 %
Total	87	31	70	2	5	8	10	2	215

Table 34. Other Public Sector (non-Clarke County Schools Projects)

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	29	6	32	1	3	4	3	2	80
	33.3 %	19.4 %	45.7 %	50 %	60 %	50 %	30 %	100 %	37.2 %
1-10	6	7	16	0	0	0	2	0	31
	6.9 %	22.6 %	22.9 %	0 %	0 %	0 %	20 %	0 %	14.4 %
11-25	3	6	3	0	0	0	0	0	12
	3.4 %	19.4 %	4.3 %	0 %	0 %	0 %	0 %	0 %	5.6 %
26-50	2	0	4	1	0	1	0	0	8
	2.3 %	0 %	5.7 %	50 %	0 %	12.5 %	0 %	0 %	3.7 %
51-100	1	0	2	0	0	0	0	0	3
	1.1 %	0 %	2.9 %	0 %	0 %	0 %	0 %	0 %	1.4 %
Over 100	1	2	1	0	0	0	0	0	4
	1.1 %	6.5 %	1.4 %	0 %	0 %	0 %	0 %	0 %	1.9 %
Do Not Know/NA	45	10	12	0	2	3	5	0	77
	51.7 %	32.3 %	17.1 %	0 %	40 %	37.5 %	50 %	0 %	35.8 %
Total	87	31	70	2	5	8	10	2	215

Table 35. From July 1, 2017, through June 30, 2022, how many times has your company been awarded contracts to perform as a subcontractor: [Clarke County Schools Public Projects]

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	40	18	54	2	4	5	3	2	128
	46 %	58.1 %	77.1 %	100 %	80 %	62.5 %	30 %	100 %	59.5 %
1-10	2	1	3	0	0	0	2	0	8
	2.3 %	3.2 %	4.3 %	0 %	0 %	0 %	20 %	0 %	3.7 %
11-25	1	0	0	0	0	0	0	0	1
	1.1 %	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/NA	44	12	13	0	1	3	5	0	78
	50.6 %	38.7 %	18.6 %	0 %	20 %	37.5 %	50 %	0 %	36.3 %
Total	87	31	70	2	5	8	10	2	215

Table 36. Private Sector Projects									
Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	27	9	36	1	3	3	3	2	84
	31 %	29 %	51.4 %	50 %	60 %	37.5 %	30 %	100 %	39.1 %
1-10	6	3	17	0	0	2	2	0	30
	6.9 %	9.7 %	24.3 %	0 %	0 %	25 %	20 %	0 %	14 %
11-25	6	4	1	1	0	0	0	0	12
	6.9 %	12.9 %	1.4 %	50 %	0 %	0 %	0 %	0 %	5.6 %
26-50	2	1	1	0	0	1	0	0	5
	2.3 %	3.2 %	1.4 %	0 %	0 %	12.5 %	0 %	0 %	2.3 %
51-100	0	2	2	0	0	0	0	0	4
	0 %	6.5 %	2.9 %	0 %	0 %	0 %	0 %	0 %	1.9 %
Over 100	1	1	1	0	0	0	0	0	3
	1.1 %	3.2 %	1.4 %	0 %	0 %	0 %	0 %	0 %	1.4 %
Do Not Know/NA	45	11	12	0	2	2	5	0	77
	51.7 %	35.5 %	17.1 %	0 %	40 %	25 %	50 %	0 %	35.8 %
Total	87	31	70	2	5	8	10	2	215

Table 37. Other Public Sector (non-Clarke County Schools Projects)

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	29	9	35	1	3	4	3	2	86
	33.3 %	29 %	50 %	50 %	60 %	50 %	30 %	100 %	40 %
1-10	9	5	21	0	0	0	2	0	37
	10.3 %	16.1 %	30 %	0 %	0 %	0 %	20 %	0 %	17.2 %
11-25	3	4	1	1	0	0	0	0	9
	3.4 %	12.9 %	1.4 %	50 %	0 %	0 %	0 %	0 %	4.2 %
26-50	0	1	1	0	0	1	0	0	3
	0 %	3.2 %	1.4 %	0 %	0 %	12.5 %	0 %	0 %	1.4 %
51-100	0	1	0	0	0	0	0	0	1
	0 %	3.2 %	0 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Over 100	2	1	1	0	0	0	0	0	4
	2.3 %	3.2 %	1.4 %	0 %	0 %	0 %	0 %	0 %	1.9 %
Do Not Know/NA	44	10	11	0	2	3	5	0	75
	50.6 %	32.3 %	15.7 %	0 %	40 %	37.5 %	50 %	0 %	34.9 %
Total	87	31	70	2	5	8	10	2	215

Table 38. 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 Clarke County Schools? (Check all that apply) [Pre-qualification requirements]

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	83	31	56	2	4	6	9	2	193
	95.4 %	100 %	80 %	100 %	80 %	75 %	90 %	100 %	89.8 %
Selected	4	0	14	0	1	2	1	0	22
	4.6 %	0 %	20 %	0 %	20 %	25 %	10 %	0 %	10.2 %
Total	87	31	70	2	5	8	10	2	215

Table 39. Performance bond requirements

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	85	28	60	2	4	7	9	2	197
	97.7 %	90.3 %	85.7 %	100 %	80 %	87.5 %	90 %	100 %	91.6 %
Selected	2	3	10	0	1	1	1	0	18
	2.3 %	9.7 %	14.3 %	0 %	20 %	12.5 %	10 %	0 %	8.4 %
Total	87	31	70	2	5	8	10	2	215

Table 40. Excessive paperwork

Owners' Minority Status									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	68	24	62	1	4	6	5	2	172
	78.2 %	77.4 %	88.6 %	50 %	80 %	75 %	50 %	100 %	80 %
Selected	19	7	8	1	1	2	5	0	43
	21.8 %	22.6 %	11.4 %	50 %	20 %	25 %	50 %	0 %	20 %
Total	87	31	70	2	5	8	10	2	215

Table 41. Bid bond requirements

Owners' Minority Status									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	83	31	60	2	4	8	8	2	198
	95.4 %	100 %	85.7 %	100 %	80 %	100 %	80 %	100 %	92.1 %
Selected	4	0	10	0	1	0	2	0	17
	4.6 %	0 %	14.3 %	0 %	20 %	0 %	20 %	0 %	7.9 %
Total	87	31	70	2	5	8	10	2	215

Table 42. Financing

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	86	31	65	2	5	8	10	2	209
	98.9 %	100 %	92.9 %	100 %	100 %	100 %	100 %	100 %	97.2 %
Selected	1	0	5	0	0	0	0	0	6
	1.1 %	0 %	7.1 %	0 %	0 %	0 %	0 %	0 %	2.8 %
Total	87	31	70	2	5	8	10	2	215

Table 43. Insurance requirements

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	82	30	68	2	5	8	10	2	207
	94.3 %	96.8 %	97.1 %	100 %	100 %	100 %	100 %	100 %	96.3 %
Selected	5	1	2	0	0	0	0	0	8
	5.7 %	3.2 %	2.9 %	0 %	0 %	0 %	0 %	0 %	3.7 %
Total	87	31	70	2	5	8	10	2	215

Table 44. Bid specifications

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	77	28	61	2	5	8	9	2	192
	88.5 %	90.3 %	87.1 %	100 %	100 %	100 %	90 %	100 %	89.3 %
Selected	10	3	9	0	0	0	1	0	23
	11.5 %	9.7 %	12.9 %	0 %	0 %	0 %	10 %	0 %	10.7 %
Total	87	31	70	2	5	8	10	2	215

Table 45. Lack of access to competitive supplier pricing

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	83	31	61	2	5	7	10	2	201
	95.4 %	100 %	87.1 %	100 %	100 %	87.5 %	100 %	100 %	93.5 %
Selected	4	0	9	0	0	1	0	0	14
	4.6 %	0 %	12.9 %	0 %	0 %	12.5 %	0 %	0 %	6.5 %
Total	87	31	70	2	5	8	10	2	215

Table 46. Limited time given to prepare bid package or quote

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	85	29	61	2	4	8	9	2	200
	97.7 %	93.5 %	87.1 %	100 %	80 %	100 %	90 %	100 %	93 %
Selected	2	2	9	0	1	0	1	0	15
	2.3 %	6.5 %	12.9 %	0 %	20 %	0 %	10 %	0 %	7 %
Total	87	31	70	2	5	8	10	2	215

Table 47. Limited knowledge of purchasing/contracting policies and procedures

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	85	28	60	2	4	6	10	2	197
	97.7 %	90.3 %	85.7 %	100 %	80 %	75 %	100 %	100 %	91.6 %
Selected	2	3	10	0	1	2	0	0	18
	2.3 %	9.7 %	14.3 %	0 %	20 %	25 %	0 %	0 %	8.4 %
Total	87	31	70	2	5	8	10	2	215

Table 48. Language Barriers

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	86	31	70	2	4	7	10	2	212
	98.9 %	100 %	100 %	100 %	80 %	87.5 %	100 %	100 %	98.6 %
Selected	1	0	0	0	1	1	0	0	3
	1.1 %	0 %	0 %	0 %	20 %	12.5 %	0 %	0 %	1.4 %
Total	87	31	70	2	5	8	10	2	215

Table 49. Lack of experience

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	84	29	67	2	4	8	8	2	204
	96.6 %	93.5 %	95.7 %	100 %	80 %	100 %	80 %	100 %	94.9 %
Selected	3	2	3	0	1	0	2	0	11
	3.4 %	6.5 %	4.3 %	0 %	20 %	0 %	20 %	0 %	5.1 %
Total	87	31	70	2	5	8	10	2	215

Table 50. Lack of personnel

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	82	31	70	2	5	8	8	2	208
	94.3 %	100 %	100 %	100 %	100 %	100 %	80 %	100 %	96.7 %
Selected	5	0	0	0	0	0	2	0	7
	5.7 %	0 %	0 %	0 %	0 %	0 %	20 %	0 %	3.3 %
Total	87	31	70	2	5	8	10	2	215

Table 51. Contract too large

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	86	31	70	2	5	8	10	2	214
	98.9 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	99.5 %
Selected	1	0	0	0	0	0	0	0	1
	1.1 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Total	87	31	70	2	5	8	10	2	215

Table 52. Contract too expensive to bid on

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	87	30	67	2	5	8	10	2	211
	100 %	96.8 %	95.7 %	100 %	100 %	100 %	100 %	100 %	98.1 %
Selected	0	1	3	0	0	0	0	0	4
	0 %	3.2 %	4.3 %	0 %	0 %	0 %	0 %	0 %	1.9 %
Total	87	31	70	2	5	8	10	2	215

Table 53. Selection process

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	82	30	60	2	5	7	10	2	198
	94.3 %	96.8 %	85.7 %	100 %	100 %	87.5 %	100 %	100 %	92.1 %
Selected	5	1	10	0	0	1	0	0	17
	5.7 %	3.2 %	14.3 %	0 %	0 %	12.5 %	0 %	0 %	7.9 %
Total	87	31	70	2	5	8	10	2	215

Table 54. Not a Union Member

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	82	29	66	2	5	6	9	2	201
	94.3 %	93.5 %	94.3 %	100 %	100 %	75 %	90 %	100 %	93.5 %
Selected	5	2	4	0	0	2	1	0	14
	5.7 %	6.5 %	5.7 %	0 %	0 %	25 %	10 %	0 %	6.5 %
Total	87	31	70	2	5	8	10	2	215

Table 55. Not certified

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	87	29	68	2	5	7	10	2	210
	100 %	93.5 %	97.1 %	100 %	100 %	87.5 %	100 %	100 %	97.7 %
Selected	0	2	2	0	0	1	0	0	5
	0 %	6.5 %	2.9 %	0 %	0 %	12.5 %	0 %	0 %	2.3 %
Total	87	31	70	2	5	8	10	2	215

Table 56. Unfair competition with large firms

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	83	31	54	2	5	8	10	2	195
	95.4 %	100 %	77.1 %	100 %	100 %	100 %	100 %	100 %	90.7 %
Selected	4	0	16	0	0	0	0	0	20
	4.6 %	0 %	22.9 %	0 %	0 %	0 %	0 %	0 %	9.3 %
Total	87	31	70	2	5	8	10	2	215

Table 57. Lack of existing relationship with Clarke County Schools

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	50	13	40	2	4	3	5	0	117
	57.5 %	41.9 %	57.1 %	100 %	80 %	37.5 %	50 %	0 %	54.4 %
Selected	37	18	30	0	1	5	5	2	98
	42.5 %	58.1 %	42.9 %	0 %	20 %	62.5 %	50 %	100 %	45.6 %
Total	87	31	70	2	5	8	10	2	215

Table 58. Other, please specify

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	74	26	52	1	3	7	10	2	175
	85.1 %	83.9 %	74.3 %	50 %	60 %	87.5 %	100 %	100 %	81.4 %
Selected	13	5	18	1	2	1	0	0	40
	14.9 %	16.1 %	25.7 %	50 %	40 %	12.5 %	0 %	0 %	18.6 %
Total	87	31	70	2	5	8	10	2	215

Table 59. What is the amount of time that it typically takes to receive payment from Clarke County Schools for your services on County projects from the date you submit your invoice?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
30 days or less	10	3	3	0	0	0	0	0	16
	18.9 %	20 %	18.8 %	0 %	0 %	0 %	0 %	0 %	16.5 %
31-60 days	5	0	1	0	1	0	1	0	8
	9.4 %	0 %	6.2 %	0 %	33.3 %	0 %	14.3 %	0 %	8.2 %
61-90 days	0	0	0	0	1	0	0	0	1
	0 %	0 %	0 %	0 %	33.3 %	0 %	0 %	0 %	1 %
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	38	12	12	0	1	3	6	0	72
	71.7 %	80 %	75 %	0 %	33.3 %	100 %	85.7 %	0 %	74.2 %
Total	53	15	16	0	3	3	7	0	97

Table 60. What is the amount of time that it typically takes to receive payment from the prime contractor on Clarke County Schools projects, from the date you submit your invoice?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
30 days or less	4	1	2	0	0	0	0	0	7
	8.5 %	7.7 %	12.5 %	0 %	0 %	0 %	0 %	0 %	8 %
31-60 days	2	0	0	0	0	1	0	0	3
	4.3 %	0 %	0 %	0 %	0 %	33.3 %	0 %	0 %	3.4 %
61-90 days	0	0	0	0	0	0	1	0	1
	0 %	0 %	0 %	0 %	0 %	0 %	14.3 %	0 %	1.1 %
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	41	12	14	0	1	2	6	0	76
	87.2 %	92.3 %	87.5 %	0 %	100 %	66.7 %	85.7 %	0 %	87.4 %
Total	47	13	16	0	1	3	7	0	87

Table 61. Is your company a certified Minority, Woman, Small, or Disadvantaged Business Enterprise (MWSDBE)?

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	<i>Total</i>
Yes	11	26	60	2	3	6	8	1	117
	12.6 %	83.9 %	85.7 %	100 %	60 %	75 %	80 %	50 %	54.4 %
No	76	5	10	0	2	2	2	1	98
	87.4 %	16.1 %	14.3 %	0 %	40 %	25 %	20 %	50 %	45.6 %
Total	87	31	70	2	5	8	10	2	215

Table 62. What is your certification? (Check all that apply) [MBE (Minority Business Enterprise)]

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	<i>Total</i>
Yes	1	2	53	1	3	6	7	0	73
	9.1 %	7.7 %	88.3 %	50 %	100 %	100 %	87.5 %	0 %	62.4 %
No	5	21	4	1	0	0	0	1	32
	45.5 %	80.8 %	6.7 %	50 %	0 %	0 %	0 %	100 %	27.4 %
N/A	5	3	3	0	0	0	1	0	12
	45.5 %	11.5 %	5 %	0 %	0 %	0 %	12.5 %	0 %	10.3 %
Total	11	26	60	2	3	6	8	1	117

Table 63. WBE (Women Business Enterprise)

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	<i>Total</i>
Yes	3	26	29	1	1	1	1	1	63
	27.3 %	100 %	48.3 %	50 %	33.3 %	16.7 %	12.5 %	100 %	53.8 %
No	4	0	24	1	2	5	6	0	42
	36.4 %	0 %	40 %	50 %	66.7 %	83.3 %	75 %	0 %	35.9 %
N/A	4	0	7	0	0	0	1	0	12
	36.4 %	0 %	11.7 %	0 %	0 %	0 %	12.5 %	0 %	10.3 %
Total	11	26	60	2	3	6	8	1	117

Table 64. SBE (Small Business Enterprise)

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	<i>Total</i>
Yes	9	13	47	1	3	1	5	1	80
	81.8 %	50 %	78.3 %	50 %	100 %	16.7 %	62.5 %	100 %	68.4 %
No	1	12	10	1	0	5	2	0	31
	9.1 %	46.2 %	16.7 %	50 %	0 %	83.3 %	25 %	0 %	26.5 %
N/A	1	1	3	0	0	0	1	0	6
	9.1 %	3.8 %	5 %	0 %	0 %	0 %	12.5 %	0 %	5.1 %
Total	11	26	60	2	3	6	8	1	117

Table 65. DBE (Disadvantaged Business Enterprise)

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Yes	2	4	52	2	3	4	6	0	73
	18.2 %	15.4 %	86.7 %	100 %	100 %	66.7 %	75 %	0 %	62.4 %
No	4	18	4	0	0	2	2	1	31
	36.4 %	69.2 %	6.7 %	0 %	0 %	33.3 %	25 %	100 %	26.5 %
N/A	5	4	4	0	0	0	0	0	13
	45.5 %	15.4 %	6.7 %	0 %	0 %	0 %	0 %	0 %	11.1 %
Total	11	26	60	2	3	6	8	1	117

Table 66. Why is your company not certified as a Minority, Woman, Disadvantaged or Small business? (Please check all that apply) [I do not understand the certification process]

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Not Selected	69	3	5	0	1	2	1	1	82
	90.8 %	60 %	50 %	0 %	50 %	100 %	50 %	100 %	83.7 %
Selected	7	2	5	0	1	0	1	0	16
	9.2 %	40 %	50 %	0 %	50 %	0 %	50 %	0 %	16.3 %
Total	76	5	10	0	2	2	2	1	98

Table 67. We do not meet one or more of the requirements for certification

	Owners' Minority Status								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	51	5	8	0	2	2	2	1	71
	67.1 %	100 %	80 %	0 %	100 %	100 %	100 %	100 %	72.4 %
Selected	25	0	2	0	0	0	0	0	27
	32.9 %	0 %	20 %	0 %	0 %	0 %	0 %	0 %	27.6 %
Total	76	5	10	0	2	2	2	1	98

Table 68. Certification is too expensive

	Owners' Minority Status								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	75	4	9	0	2	2	2	1	95
	98.7 %	80 %	90 %	0 %	100 %	100 %	100 %	100 %	96.9 %
Selected	1	1	1	0	0	0	0	0	3
	1.3 %	20 %	10 %	0 %	0 %	0 %	0 %	0 %	3.1 %
Total	76	5	10	0	2	2	2	1	98

Table 69. I do not want governmental agencies to have information about my company

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	75	5	10	0	2	2	2	1	97
	98.7 %	100 %	100 %	0 %	100 %	100 %	100 %	100 %	99 %
Selected	1	0	0	0	0	0	0	0	1
	1.3 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	1 %
Total	76	5	10	0	2	2	2	1	98

Table 70. I have not had time to get certified/the process is too time-consuming

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	72	4	8	0	2	2	2	1	91
	94.7 %	80 %	80 %	0 %	100 %	100 %	100 %	100 %	92.9 %
Selected	4	1	2	0	0	0	0	0	7
	5.3 %	20 %	20 %	0 %	0 %	0 %	0 %	0 %	7.1 %
Total	76	5	10	0	2	2	2	1	98

Table 71. Certification does not benefit and/or will negatively impact my company

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	<i>Total</i>
Not Selected	47	5	6	0	2	2	2	0	64
	61.8 %	100 %	60 %	0 %	100 %	100 %	100 %	0 %	65.3 %
Selected	29	0	4	0	0	0	0	1	34
	38.2 %	0 %	40 %	0 %	0 %	0 %	0 %	100 %	34.7 %
Total	76	5	10	0	2	2	2	1	98

Table 72. Do not understand how certification can benefit my firm

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	<i>Total</i>
Not Selected	59	3	8	0	0	0	1	1	72
	77.6 %	60 %	80 %	0 %	0 %	0 %	50 %	100 %	73.5 %
Selected	17	2	2	0	2	2	1	0	26
	22.4 %	40 %	20 %	0 %	100 %	100 %	50 %	0 %	26.5 %
Total	76	5	10	0	2	2	2	1	98

Table 73. Between July 1, 2017, through June 30, 2022, did your company apply and receive any of the following? [Business start-up loan?]

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Never Applied	57	20	54	1	4	5	2	0	143
	65.5 %	64.5 %	77.1 %	50 %	80 %	62.5 %	20 %	0 %	66.5 %
Applied, Never Approved	0	0	3	0	0	0	0	0	3
	0 %	0 %	4.3 %	0 %	0 %	0 %	0 %	0 %	1.4 %
Applied, Some Approved	1	0	1	0	0	0	0	0	2
	1.1 %	0 %	1.4 %	0 %	0 %	0 %	0 %	0 %	0.9 %
Applied, All Approved	29	11	12	1	1	3	8	2	67
	33.3 %	35.5 %	17.1 %	50 %	20 %	37.5 %	80 %	100 %	31.2 %
Total	87	31	70	2	5	8	10	2	215

Table 74. Operating capital loan?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Never Applied	53	19	50	1	3	6	3	0	135
	60.9 %	61.3 %	71.4 %	50 %	60 %	75 %	30 %	0 %	62.8 %
Applied, Never Approved	1	0	4	0	0	0	0	0	5
	1.1 %	0 %	5.7 %	0 %	0 %	0 %	0 %	0 %	2.3 %
Applied, Some Approved	0	0	1	0	0	0	0	0	1
	0 %	0 %	1.4 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Applied, All Approved	33	12	15	1	2	2	7	2	74
	37.9 %	38.7 %	21.4 %	50 %	40 %	25 %	70 %	100 %	34.4 %
Total	87	31	70	2	5	8	10	2	215

Table 75. Equipment loan?									
	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Never Applied	58	21	56	0	3	7	7	1	153
	66.7 %	67.7 %	80 %	0 %	60 %	87.5 %	70 %	50 %	71.2 %
Applied, Never Approved	0	0	3	0	0	0	0	0	3
	0 %	0 %	4.3 %	0 %	0 %	0 %	0 %	0 %	1.4 %
Applied, Some Approved	1	0	1	0	0	0	0	0	2
	1.1 %	0 %	1.4 %	0 %	0 %	0 %	0 %	0 %	0.9 %
Applied, All Approved	28	10	10	2	2	1	3	1	57
	32.2 %	32.3 %	14.3 %	100 %	40 %	12.5 %	30 %	50 %	26.5 %
Total	87	31	70	2	5	8	10	2	215

Table 76. Commercial/Professional liability insurance?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Never Applied	47	15	31	0	2	6	7	1	109
	54 %	48.4 %	44.3 %	0 %	40 %	75 %	70 %	50 %	50.7 %
Applied, Never Approved	0	0	3	0	0	0	0	0	3
	0 %	0 %	4.3 %	0 %	0 %	0 %	0 %	0 %	1.4 %
Applied, Some Approved	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Applied, All Approved	40	16	36	2	3	2	3	1	103
	46 %	51.6 %	51.4 %	100 %	60 %	25 %	30 %	50 %	47.9 %
Total	87	31	70	2	5	8	10	2	215

Table 77. Paycheck Protection Program Loan

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Never Applied	51	20	35	0	3	7	6	1	123
	58.6 %	64.5 %	50 %	0 %	60 %	87.5 %	60 %	50 %	57.2 %
Applied, Never Approved	0	0	7	0	0	0	0	0	7
	0 %	0 %	10 %	0 %	0 %	0 %	0 %	0 %	3.3 %
Applied, Some Approved	3	0	4	0	0	0	0	0	7
	3.4 %	0 %	5.7 %	0 %	0 %	0 %	0 %	0 %	3.3 %
Applied, All Approved	33	11	24	2	2	1	4	1	78
	37.9 %	35.5 %	34.3 %	100 %	40 %	12.5 %	40 %	50 %	36.3 %
Total	87	31	70	2	5	8	10	2	215

Table 78. What was the largest commercial loan you received from J July 1, 2017, through June 30, 2022?

Responses	Owners' Minority Status								Total
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi- or Bi-Racial	Publicly Traded Company	
\$50,000 or less	3	2	13	0	1	1	1	1	22
	3.4 %	6.5 %	18.6 %	0 %	20 %	12.5 %	10 %	50 %	10.2 %
\$50,001 - \$100,000	4	0	3	2	0	0	0	0	9
	4.6 %	0 %	4.3 %	100 %	0 %	0 %	0 %	0 %	4.2 %
\$100,001 - \$300,000	8	1	8	0	1	1	0	0	19
	9.2 %	3.2 %	11.4 %	0 %	20 %	12.5 %	0 %	0 %	8.8 %
\$300,001 - \$500,000	6	1	3	0	1	0	0	0	11
	6.9 %	3.2 %	4.3 %	0 %	20 %	0 %	0 %	0 %	5.1 %
\$500,001 - \$1,000,000	7	4	1	0	0	0	0	0	12
	8 %	12.9 %	1.4 %	0 %	0 %	0 %	0 %	0 %	5.6 %
\$1,000,001 - \$3,000,000	1	0	3	0	0	0	0	0	4
	1.1 %	0 %	4.3 %	0 %	0 %	0 %	0 %	0 %	1.9 %
\$3,000,001 - \$5,000,000	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
\$5,000,001 to \$10,000,000	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Over \$10,000,000	1	0	0	0	0	0	0	0	1
	1.1 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Do Not Know/NA	57	23	39	0	2	6	9	1	137
	65.5 %	74.2 %	55.7 %	0 %	40 %	75 %	90 %	50 %	63.7 %
Total	87	31	70	2	5	8	10	2	215

Table 79. How many times have you been denied a commercial (business) bank loan from July 1, 2017, through June 30, 2022?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
None	40	15	31	2	3	4	2	1	98
	46 %	48.4 %	44.3 %	100 %	60 %	50 %	20 %	50 %	45.6 %
1-10	1	0	13	0	0	0	0	0	14
	1.1 %	0 %	18.6 %	0 %	0 %	0 %	0 %	0 %	6.5 %
11-25	0	0	1	0	0	0	0	0	1
	0 %	0 %	1.4 %	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/NA	46	16	25	0	2	4	8	1	102
	52.9 %	51.6 %	35.7 %	0 %	40 %	50 %	80 %	50 %	47.4 %
Total	87	31	70	2	5	8	10	2	215

Table 80. Of the items your company was denied, what was the denial reason? (Please check all that apply)
[Business start-up loan?] [Insufficient Documentation]

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	4	0	0	0	0	0	5
	100 %	0 %	100 %	0 %	0 %	0 %	0 %	0 %	100 %
Selected	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Total	1	0	4	0	0	0	0	0	5

Table 81. Insufficient Business History

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	4	0	0	0	0	0	5
	100 %	0 %	100 %	0 %	0 %	0 %	0 %	0 %	100 %
Selected	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Total	1	0	4	0	0	0	0	0	5

Table 82. Confusion about Process

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	4	0	0	0	0	0	5
	100 %	0 %	100 %	0 %	0 %	0 %	0 %	0 %	100 %
Selected	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Total	1	0	4	0	0	0	0	0	5

Table 83. Credit History

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	1	0	0	0	0	0	2
	100 %	0 %	25 %	0 %	0 %	0 %	0 %	0 %	40 %
Selected	0	0	3	0	0	0	0	0	3
	0 %	0 %	75 %	0 %	0 %	0 %	0 %	0 %	60 %
Total	1	0	4	0	0	0	0	0	5

Table 84. Do Not Know

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	0	0	3	0	0	0	0	0	3
	0 %	0 %	75 %	0 %	0 %	0 %	0 %	0 %	60 %
Selected	1	0	1	0	0	0	0	0	2
	100 %	0 %	25 %	0 %	0 %	0 %	0 %	0 %	40 %
Total	1	0	4	0	0	0	0	0	5

Table 85. N/A

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	4	0	0	0	0	0	5
	100 %	0 %	100 %	0 %	0 %	0 %	0 %	0 %	100 %
Selected	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Total	1	0	4	0	0	0	0	0	5

Table 86. Of the items your company was denied, what was the denial reason? (Please check all that apply)
 [Operating capital loan?] [Insufficient Documentation]

	Owners' Minority Status								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	4	0	0	0	0	0	5
	100 %	0 %	80 %	0 %	0 %	0 %	0 %	0 %	83.3 %
Selected	0	0	1	0	0	0	0	0	1
	0 %	0 %	20 %	0 %	0 %	0 %	0 %	0 %	16.7 %
Total	1	0	5	0	0	0	0	0	6

Table 87. Insufficient Business History

	Owners' Minority Status								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	0	0	4	0	0	0	0	0	4
	0 %	0 %	80 %	0 %	0 %	0 %	0 %	0 %	66.7 %
Selected	1	0	1	0	0	0	0	0	2
	100 %	0 %	20 %	0 %	0 %	0 %	0 %	0 %	33.3 %
Total	1	0	5	0	0	0	0	0	6

Table 88. Confusion about Process

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	5	0	0	0	0	0	6
	100 %	0 %	100 %	0 %	0 %	0 %	0 %	0 %	100 %
Selected	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Total	1	0	5	0	0	0	0	0	6

Table 89. Credit History

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	3	0	0	0	0	0	4
	100 %	0 %	60 %	0 %	0 %	0 %	0 %	0 %	66.7 %
Selected	0	0	2	0	0	0	0	0	2
	0 %	0 %	40 %	0 %	0 %	0 %	0 %	0 %	33.3 %
Total	1	0	5	0	0	0	0	0	6

Table 90. Do Not Know

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	4	0	0	0	0	0	5
	100 %	0 %	80 %	0 %	0 %	0 %	0 %	0 %	83.3 %
Selected	0	0	1	0	0	0	0	0	1
	0 %	0 %	20 %	0 %	0 %	0 %	0 %	0 %	16.7 %
Total	1	0	5	0	0	0	0	0	6

Table 91. N/A

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	3	0	0	0	0	0	4
	100 %	0 %	60 %	0 %	0 %	0 %	0 %	0 %	66.7 %
Selected	0	0	2	0	0	0	0	0	2
	0 %	0 %	40 %	0 %	0 %	0 %	0 %	0 %	33.3 %
Total	1	0	5	0	0	0	0	0	6

Table 92. Of the items your company was denied, what was the denial reason? (Please check all that apply)
[Equipment loan?] [Insufficient Documentation]

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	3	0	0	0	0	0	4
	100 %	0 %	75 %	0 %	0 %	0 %	0 %	0 %	80 %
Selected	0	0	1	0	0	0	0	0	1
	0 %	0 %	25 %	0 %	0 %	0 %	0 %	0 %	20 %
Total	1	0	4	0	0	0	0	0	5

Table 93. Insufficient Business History

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	3	0	0	0	0	0	4
	100 %	0 %	75 %	0 %	0 %	0 %	0 %	0 %	80 %
Selected	0	0	1	0	0	0	0	0	1
	0 %	0 %	25 %	0 %	0 %	0 %	0 %	0 %	20 %
Total	1	0	4	0	0	0	0	0	5

Table 94. Confusion about Process

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	4	0	0	0	0	0	5
	100 %	0 %	100 %	0 %	0 %	0 %	0 %	0 %	100 %
Selected	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Total	1	0	4	0	0	0	0	0	5

Table 95. Credit History

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	1	0	0	0	0	0	2
	100 %	0 %	25 %	0 %	0 %	0 %	0 %	0 %	40 %
Selected	0	0	3	0	0	0	0	0	3
	0 %	0 %	75 %	0 %	0 %	0 %	0 %	0 %	60 %
Total	1	0	4	0	0	0	0	0	5

Table 96. Do Not Know

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	0	0	3	0	0	0	0	0	3
	0 %	0 %	75 %	0 %	0 %	0 %	0 %	0 %	60 %
Selected	1	0	1	0	0	0	0	0	2
	100 %	0 %	25 %	0 %	0 %	0 %	0 %	0 %	40 %
Total	1	0	4	0	0	0	0	0	5

Table 97. N/A

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	4	0	0	0	0	0	5
	100 %	0 %	100 %	0 %	0 %	0 %	0 %	0 %	100 %
Selected	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Total	1	0	4	0	0	0	0	0	5

Table 98. Of the items your company was denied, what was the denial reason? (Please check all that apply)
 [Commercial/Professional liability insurance?] [Insufficient Documentation]

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	0	0	3	0	0	0	0	0	3
	0 %	0 %	100 %	0 %	0 %	0 %	0 %	0 %	100 %
Selected	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Total	0	0	3	0	0	0	0	0	3

Table 99. Insufficient Business History

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	0	0	3	0	0	0	0	0	3
	0 %	0 %	100 %	0 %	0 %	0 %	0 %	0 %	100 %
Selected	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Total	0	0	3	0	0	0	0	0	3

Table 100. Confusion about Process

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	<i>Total</i>
Not Selected	0	0	2	0	0	0	0	0	2
	0 %	0 %	66.7 %	0 %	0 %	0 %	0 %	0 %	66.7 %
Selected	0	0	1	0	0	0	0	0	1
	0 %	0 %	33.3 %	0 %	0 %	0 %	0 %	0 %	33.3 %
Total	0	0	3	0	0	0	0	0	3

Table 101. Credit History

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	<i>Total</i>
Not Selected	0	0	2	0	0	0	0	0	2
	0 %	0 %	66.7 %	0 %	0 %	0 %	0 %	0 %	66.7 %
Selected	0	0	1	0	0	0	0	0	1
	0 %	0 %	33.3 %	0 %	0 %	0 %	0 %	0 %	33.3 %
Total	0	0	3	0	0	0	0	0	3

Table 102. Do Not Know

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	0	0	2	0	0	0	0	0	2
	0 %	0 %	66.7 %	0 %	0 %	0 %	0 %	0 %	66.7 %
Selected	0	0	1	0	0	0	0	0	1
	0 %	0 %	33.3 %	0 %	0 %	0 %	0 %	0 %	33.3 %
Total	0	0	3	0	0	0	0	0	3

Table 103. N/A

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	0	0	3	0	0	0	0	0	3
	0 %	0 %	100 %	0 %	0 %	0 %	0 %	0 %	100 %
Selected	0	0	0	0	0	0	0	0	0
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Total	0	0	3	0	0	0	0	0	3

Table 104. Of the items your company was denied, what was the denial reason? (Please check all that apply) [Paycheck Protection Program Loan?] [Insufficient Documentation]

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	<i>Total</i>
Not Selected	3	0	10	0	0	0	0	0	13
	100 %	0 %	90.9 %	0 %	0 %	0 %	0 %	0 %	92.9 %
Selected	0	0	1	0	0	0	0	0	1
	0 %	0 %	9.1 %	0 %	0 %	0 %	0 %	0 %	7.1 %
Total	3	0	11	0	0	0	0	0	14

Table 105. Insufficient Business History

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	<i>Total</i>
Not Selected	3	0	9	0	0	0	0	0	12
	100 %	0 %	81.8 %	0 %	0 %	0 %	0 %	0 %	85.7 %
Selected	0	0	2	0	0	0	0	0	2
	0 %	0 %	18.2 %	0 %	0 %	0 %	0 %	0 %	14.3 %
Total	3	0	11	0	0	0	0	0	14

Table 106. Confusion about Process

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	3	0	9	0	0	0	0	0	12
	100 %	0 %	81.8 %	0 %	0 %	0 %	0 %	0 %	85.7 %
Selected	0	0	2	0	0	0	0	0	2
	0 %	0 %	18.2 %	0 %	0 %	0 %	0 %	0 %	14.3 %
Total	3	0	11	0	0	0	0	0	14

Table 107. Credit History

	<i>Owners' Minority Status</i>								
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	3	0	10	0	0	0	0	0	13
	100 %	0 %	90.9 %	0 %	0 %	0 %	0 %	0 %	92.9 %
Selected	0	0	1	0	0	0	0	0	1
	0 %	0 %	9.1 %	0 %	0 %	0 %	0 %	0 %	7.1 %
Total	3	0	11	0	0	0	0	0	14

Table 108. Do Not Know

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	2	0	10	0	0	0	0	0	12
	66.7 %	0 %	90.9 %	0 %	0 %	0 %	0 %	0 %	85.7 %
Selected	1	0	1	0	0	0	0	0	2
	33.3 %	0 %	9.1 %	0 %	0 %	0 %	0 %	0 %	14.3 %
Total	3	0	11	0	0	0	0	0	14

Table 109. N/A

<i>Owners' Minority Status</i>									
Responses	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	Total
Not Selected	1	0	7	0	0	0	0	0	8
	33.3 %	0 %	63.6 %	0 %	0 %	0 %	0 %	0 %	57.1 %
Selected	2	0	4	0	0	0	0	0	6
	66.7 %	0 %	36.4 %	0 %	0 %	0 %	0 %	0 %	42.9 %
Total	3	0	11	0	0	0	0	0	14

Table 110. From July 1, 2017, through June 30, 2022, how often has your company experienced any racial, gender, or ethnicity discriminatory behavior from the private sector (i.e., non-governmental entities)?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Never	1	0	3	0	0	0	0	0	4
	33.3 %	0 %	21.4 %	0 %	0 %	0 %	0 %	0 %	23.5 %
Seldom	2	0	3	0	0	0	0	0	5
	66.7 %	0 %	21.4 %	0 %	0 %	0 %	0 %	0 %	29.4 %
Often	0	0	2	0	0	0	0	0	2
	0 %	0 %	14.3 %	0 %	0 %	0 %	0 %	0 %	11.8 %
Very Often	0	0	4	0	0	0	0	0	4
	0 %	0 %	28.6 %	0 %	0 %	0 %	0 %	0 %	23.5 %
Do Not Know	0	0	2	0	0	0	0	0	2
	0 %	0 %	14.3 %	0 %	0 %	0 %	0 %	0 %	11.8 %
Total	3	0	14	0	0	0	0	0	17

Table 111. From July 1, 2017, through June 30, 2022, how often has your company experienced any racial, gender, or ethnicity discriminatory behavior from Clarke County Schools government?

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Never	35	14	34	2	3	2	2	0	92
	40.2 %	45.2 %	48.6 %	100 %	60 %	25 %	20 %	0 %	42.8 %
Seldom	7	2	3	0	0	0	0	0	12
	8 %	6.5 %	4.3 %	0 %	0 %	0 %	0 %	0 %	5.6 %
Often	0	0	2	0	0	0	0	0	2
	0 %	0 %	2.9 %	0 %	0 %	0 %	0 %	0 %	0.9 %
Very Often	0	0	1	0	0	0	0	0	1
	0 %	0 %	1.4 %	0 %	0 %	0 %	0 %	0 %	0.5 %
Do Not Know	45	15	30	0	2	6	8	2	108
	51.7 %	48.4 %	42.9 %	0 %	40 %	75 %	80 %	100 %	50.2 %
Total	87	31	70	2	5	8	10	2	215

Table 112. Do you believe there is an informal network of prime and subcontractors doing business with Clarke County Schools that monopolizes the public contracting process? Informal network is defined as firms that have an advantage due to their relationships inside Clarke County Schools District.

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Yes	34	15	54	1	1	4	6	2	117
	39.1 %	48.4 %	77.1 %	50 %	20 %	50 %	60 %	100 %	54.4 %
No	53	16	16	1	4	4	4	0	98
	60.9 %	51.6 %	22.9 %	50 %	80 %	50 %	40 %	0 %	45.6 %
Total	87	31	70	2	5	8	10	2	215

Table 113. Please tell us if you strongly agree, agree, neither agree nor disagree, disagree or strongly disagree with each of the following statements: [Double standards in qualifications and work performance make it more difficult for Minority, Woman, Disadvantaged or Small business to win bids or contracts.]

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Strongly agree	2	2	31	0	0	0	0	0	35
	2.3 %	6.5 %	44.3 %	0 %	0 %	0 %	0 %	0 %	16.3 %
Agree	27	12	25	1	1	6	6	1	79
	31 %	38.7 %	35.7 %	50 %	20 %	75 %	60 %	50 %	36.7 %
Neither agree nor disagree	51	10	12	0	3	2	4	1	83
	58.6 %	32.3 %	17.1 %	0 %	60 %	25 %	40 %	50 %	38.6 %
Disagree	4	6	0	0	0	0	0	0	10
	4.6 %	19.4 %	0 %	0 %	0 %	0 %	0 %	0 %	4.7 %
Strongly disagree	3	1	2	1	1	0	0	0	8
	3.4 %	3.2 %	2.9 %	50 %	20 %	0 %	0 %	0 %	3.7 %
Total	87	31	70	2	5	8	10	2	215

Table 114. Please tell us if you strongly agree, agree, neither agree nor disagree, disagree or strongly disagree with each of the following statements: [Sometimes, a prime contractor will contact a Minority and/or Woman owned firms to ask for quotes but never give the proposal sufficient review to consider giving that firm the award.]

Responses	<i>Owners' Minority Status</i>								<i>Total</i>
	Non-Minority	Woman	African American	Native American	Asian American	Hispanic American	Multi-or Bi-Racial	Publicly Traded Company	
Strongly agree	3	1	31	0	0	0	0	0	35
	3.4 %	3.2 %	44.3 %	0 %	0 %	0 %	0 %	0 %	16.3 %
Agree	24	14	22	1	1	5	6	1	74
	27.6 %	45.2 %	31.4 %	50 %	20 %	62.5 %	60 %	50 %	34.4 %
Neither agree nor disagree	57	13	14	0	3	3	4	1	95
	65.5 %	41.9 %	20 %	0 %	60 %	37.5 %	40 %	50 %	44.2 %
Disagree	1	2	1	0	0	0	0	0	4
	1.1 %	6.5 %	1.4 %	0 %	0 %	0 %	0 %	0 %	1.9 %
Strongly disagree	2	1	2	1	1	0	0	0	7
	2.3 %	3.2 %	2.9 %	50 %	20 %	0 %	0 %	0 %	3.3 %
Total	87	31	70	2	5	8	10	2	215