

# NORTH CAROLINA

DEPARTMENT OF  
TRANSPORTATION



DISPARITY STUDY REPORT  
AUGUST 2021

# North Carolina Department of Transportation Disparity Study

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## In Association With

BLWall Consulting, LLC. (Bridget Wall-Lennon, Principal) conducted Anecdotal Interviews and Custom Census Surveys, and assisted with the Purchasing Practices, Policies, and Procedures Chapter of this Study.

GSPC would like to thank the NCDOT team, particularly Director Shelby M. Scales, Dene' V. Alexander, Joset Wright, and Ken Weeden, for their thoughtful assistance and oversight.

## STATE OF NORTH CAROLINA DEPARTMENT OF TRANSPORTATION EXECUTIVE SUMMARY

### BACKGROUND

The North Carolina Department of Transportation must complete a disparity study every 5 years [NCGS<sup>1</sup> § 136-28.4(b)]. The disparity study covers the utilization and availability of disadvantaged, minority-owned and women-owned businesses in contracts for planning, design, preconstruction, construction, alteration, or maintenance of state transportation infrastructure. This executive summary provides key study parameters, findings and recommendations.

### SELECTED STUDY PARAMETERS

*Study Period NCDOT Data:* Payments July 1, 2013-June 30, 2018 (State fiscal years)

*Procurement Areas:* Construction includes but is not limited to Heavy Highway & Maintenance, Signals & IT System, Vertical Construction and Specialty Trades; **Architecture & Engineering (“A&E”)** includes but is not limited to Architectural and Engineering Services, Surveying, and Construction Management; Professional Services includes but is not limited to Non-Construction related Consultants and ROW; and Goods and Other Services includes but is not limited to Landscaping, Mitigation, Rail, and all tangibles.

*Relevant Market:* State of North Carolina

*Transportation Modes Covered:* Aviation, Bicycle & Pedestrian, Ferry, Highway, Public Transportation, Rail, and Turnpike Authority

*Scope:* NCGS 136 spending (NCDOT NCGS 143 projects are analyzed in Appendix X)<sup>2</sup>

### HIGHLIGHTED FINDINGS

#### *FINDING 1: MWBE TOTAL UTILIZATION (PRIME<sup>3</sup> PLUS SUBCONTRACTOR)*

In Construction, MBEs (Minority Business Enterprises) received \$396,905,134 during the Study Period, accounting for 4.37% of the total (prime plus subcontractor combined) Construction payments. Nonminority Female-owned firms were paid a total of \$936,705,090, 10.32% of the total Construction payments.

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<sup>1</sup> North Carolina General Statutes.

<sup>2</sup>The process for procurement of goods and services under Chapter 143 is separate and distinct from Chapter 136 (Transportation Infrastructure), and the disparity study analysis in this report evaluates and provides recommendations for procurement and programs under Chapter 136. It should be noted that an analysis of goods and services under \$25,000 procured by the Purchasing Section pursuant to Chapter 143 is captured in Appendix X, and the Division of Highways has not reviewed that data.

<sup>3</sup> **Prime Contractors** are businesses that have entered into direct contractual relationship with NCDOT, or other public or private entity to provide a good, service, or perform a scope of services.

MBEs received \$68,063,219 in A&E during the Study Period, 4.40 % of the total (A&E) payments, while Nonminority Female-owned firms were paid a total of \$142,179,807, 9.19% of the total A&E payments.

MBEs received \$4,339,713 in Professional Services during the Study Period, 8.58% of the total Professional Services payments, while Nonminority Female-owned firms were paid a total of \$15,327,557, 30.31% of the total Professional Services payments.

MBEs received \$12,842,590 in Goods & Other Services during the Study Period, 3.92% of the total Goods & Other Services payments, while Nonminority Female-owned firms were paid a total of \$12,269,722, 3.74% of the total Goods & Other Services payments. There was no subcontracting in Purchasing.

MWBE prime and subcontractors received 14.44% of NCDOT spending on Section 136 projects.

Table 1: Summary of Total Utilization by Industry Category (Prime Plus Subcontractor)

Business Ownership Classification	Construction (\$)	A&E Services (\$)	Professional Services (\$)	Goods & Other Services (\$)	Total (\$)
Black American	\$ 233,908,873	\$ 36,832,602	\$ 1,573,643	\$ 9,373,001	\$ 281,688,118
Asian American	\$ 6,336,650	\$ 2,939,897	\$ -	\$ 251,040	\$ 9,527,587
Hispanic American	\$ 79,970,243	\$ 19,311,101	\$ 1,061,559	\$ 2,271,681	\$ 102,614,584
American Indian	\$ 58,869,496	\$ 1,507,952	\$ 1,512,141	\$ 946,868	\$ 62,836,457
Subcontinent Asian American	\$ 17,819,873	\$ 7,471,667	\$ 192,370	\$ -	\$ 25,483,910
<b>TOTAL MINORITY</b>	<b>\$ 396,905,134</b>	<b>\$ 68,063,219</b>	<b>\$ 4,339,713</b>	<b>\$ 12,842,590</b>	<b>\$ 482,150,656</b>
Nonminority Female	\$ 936,705,090	\$ 142,179,807	\$ 15,327,557	\$ 12,269,722	\$ 1,106,482,177
<b>TOTAL MWBE</b>	<b>\$ 1,333,610,223</b>	<b>\$ 210,243,026</b>	<b>\$19,667,270</b>	<b>\$ 25,112,312</b>	<b>\$ 1,588,632,833</b>
NON-MWBE	\$ 7,746,327,014	\$ 1,336,790,002	\$ 30,904,271	\$ 302,722,196	\$ 9,416,743,484
<b>TOTAL FIRMS</b>	<b>\$ 9,079,937,237</b>	<b>\$ 1,547,033,029</b>	<b>\$50,571,541</b>	<b>\$ 327,834,509</b>	<b>\$ 11,005,376,316</b>
Business Ownership Classification	Construction (%)	A&E Services (%)	Professional Services (%)	Goods & Other Services (%)	Total (%)
Black American	2.58%	2.38%	3.11%	2.86%	2.56%
Asian American	0.07%	0.19%	0.00%	0.08%	0.09%
Hispanic American	0.88%	1.25%	2.10%	0.69%	0.93%
American Indian	0.65%	0.10%	2.99%	0.29%	0.57%
Subcontinent Asian American	0.20%	0.48%	0.38%	0.00%	0.23%
<b>TOTAL MINORITY</b>	<b>4.37%</b>	<b>4.40%</b>	<b>8.58%</b>	<b>3.92%</b>	<b>4.38%</b>
Nonminority Female	10.32%	9.19%	30.31%	3.74%	10.05%
<b>TOTAL MWBE</b>	<b>14.69%</b>	<b>13.59%</b>	<b>38.89%</b>	<b>7.66%</b>	<b>14.44%</b>
NON-MWBE	85.31%	86.41%	61.11%	92.34%	85.56%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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As a management tool provided for the Division of Highways (“DOH”) to further understand its utilization in more defined or specific trades in the Construction category, GSPC evaluated utilization by disaggregating spend, based upon DOH’s assignment of firm categories, related to heavy highway type work, from spend that is more



general construction in nature, such as plumbing, painting, electricians, HVAC, roofing, gutters, and drywall. This utilization analysis can be found in Appendix W in the Study report.

*FINDING 2: SUMMARY OF AVAILABILITY*

The measures of availability utilized in this Study incorporate all the criteria of availability required by *Croscon*:

- The firm does business within an industry group from which NCDOT makes certain purchases.
- The firm's owner has taken steps (such as registration, bidding, certification, prequalification, etc.) to demonstrate interest in doing business with government.
- The firm is located within a relevant geographical area such that it can do business with NCDOT.

Table 2: ***Availability Estimates by Industry Category***

*In the Relevant Market  
(Based upon the Master Vendor File)  
NCDOT Disparity Study*

Business Ownership Classification	Construction		A&E		Professional Services		Goods and Other Services		Total	
	#	%	#	%	#	%	#	%	#	%
Black American	632	16.33%	50	7.43%	116	24.73%	791	21.95%	1,589	18.44%
Asian American	24	0.62%	14	2.08%	12	2.56%	83	2.30%	133	1.54%
Hispanic American	144	3.72%	18	2.67%	9	1.92%	110	3.05%	281	3.26%
American Indian	87	2.25%	4	0.59%	10	2.13%	58	1.61%	159	1.85%
Subcontinent Asian American	8	0.21%	7	1.04%	2	0.43%	9	0.25%	26	0.30%
<b>TOTAL MBE</b>	<b>895</b>	<b>23.13%</b>	<b>93</b>	<b>13.82%</b>	<b>149</b>	<b>31.77%</b>	<b>1,051</b>	<b>29.16%</b>	<b>2,188</b>	<b>25.40%</b>
Nonminority Female	524	13.54%	99	14.71%	77	16.42%	633	17.56%	1,333	15.47%
<b>TOTAL MWBE</b>	<b>1,419</b>	<b>36.68%</b>	<b>192</b>	<b>28.53%</b>	<b>226</b>	<b>48.19%</b>	<b>1,684</b>	<b>46.73%</b>	<b>3,521</b>	<b>40.87%</b>
NON-MWBE	2,450	63.32%	481	71.47%	243	51.81%	1,920	53.27%	5,094	59.13%
<b>TOTAL FIRMS</b>	<b>3,869</b>	<b>100.00%</b>	<b>673</b>	<b>100.00%</b>	<b>469</b>	<b>100.00%</b>	<b>3,604</b>	<b>100.00%</b>	<b>8,615</b>	<b>100.00%</b>

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*FINDING 3: SUMMARY OF DISPARITY ANALYSIS*

Tables 3 and 3a below indicate those MWBE groups where a statistically significant disparity (X) was found between utilization and availability of MWBEs in prime contractor utilization and total utilization (prime contractors and subcontractors combined).

Table 3: Summary of Statistically Significant Underutilization of MWBEs in Prime Utilization and Total Utilization

*NCDOT Disparity Study*

	Construction	A&E	Professional Services	Goods and Other Services
<b>Black American</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Asian American</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Hispanic American</b>	<b>X</b>	<b>X</b>		<b>X</b>
<b>American Indian</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Subcontinent Asians<sup>4</sup></b>	<b>X</b>	<b>X</b>		<b>X</b>
<b>Nonminority Female</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

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Table 3a: **Summary of Statistically Significant Underutilization of MWBEs in Total Utilization (Prime + Subcontracting)**

*NCDOT Disparity Study*

	Construction	A&E	Professional Services	Goods and Other Services
<b>Black American</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Asian American</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Hispanic American</b>	<b>X</b>	<b>X</b>		<b>X</b>
<b>American Indian</b>	<b>X</b>	<b>X</b>		<b>X</b>
<b>Subcontinent Asians<sup>5</sup></b>		<b>X</b>		<b>X</b>
<b>Nonminority Female</b>	<b>X</b>	<b>X</b>		<b>X</b>

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4 It should be noted that some of the data sources utilized for availability did not delineate whether Asian American owned firms were Subcontinent Asians, therefore those firms were all included in the Asian American owned firm category. This means the availability of Subcontinent Asian American owned firms could be understated which could account for their overutilization. If all Asian-American owned firms were counted together, there would be a statistically significant underutilization.

5 It should be noted that some of the data sources utilized for availability did not delineate whether Asian American owned firms were Subcontinent Asians, therefore those firms were all included in the Asian American owned firm category. This means the availability of Subcontinent Asian American owned firms could be understated which could account for their overutilization. If all Asian-American owned firms were counted together, there would be a statistically significant underutilization.

Disparity was examined using different availability methods (master vendor list, NCDOT prequalified firms and Hoovers/Dun & Bradstreet) and on smaller projects (<\$500,000 and <\$1 million). With some exceptions, disparity was also found using different availability measures. All three different availability approaches have been upheld by the federal courts and GSPC relied on all three approaches for its recommendations.

## HIGHLIGHTED RECOMMENDATIONS

### **COMMENDATION AND RECOMMENDATION 1: CONTRACT BY CONTRACT DBE GOALS FOR ALL ETHNIC/GENDER GROUPS.**

The disparity evidence, combined with the regression analysis and the anecdotal evidence, provides a factual predicate for NCDOT to continue race- and gender-conscious goals in the federal and state DBE program.

### **RECOMMENDATION 2: DBE GOALS ON A&E**

This Study found factual predicate evidence to support A&E DBE goals on federal and state projects. In addition to setting goals on formal projects, it is important to: 1) increase the inclusion of DBEs as primes on informal projects (under \$50,000), 2) limit the weight given to NCDOT experience in selection criteria, and 3) use bid preferences and set-asides for Small Professional Services Firms.

### **RECOMMENDATION 3: PROMPT PAYMENT**

NCDOT should take a proactive approach to ensuring that its contractors and subcontractors are paid in a timely manner. NCDOT should not rely primarily on complaints by contractors to monitor and enforce prompt payment rules.

To promote prompt payment, NCDOT should:

- Relax its policy on allowing firms to factor invoices.
- Move forwards with adopting software solutions, such as the one developed by AASHTO, to facilitate the invoicing, notification, and payment process.
- Seek more widespread implementation of its joint check policy.
- Explore more aggressive compliance/oversight of its prompt payment policy, including the issuance of regular reports on prompt payment for transparency and accountability. For example, one of the required reports for the Nashville Metro Procurement Standards Board is government performance on prompt payment. The Metro Office of Financial Accountability produces quarterly Prompt Payment Reports on the timeliness of payments to vendors by department. Consequently, Metro departments are aware of Board oversight of prompt payment.

### **COMMENDATION AND RECOMMENDATION 4: PREQUALIFICATION REQUIREMENTS**

NCDOT should be commended for the OCR objective to increase the pool of prequalified DBEs by 10%. Where possible, NCDOT should explore relaxing prequalification requirements to allow more firms entry into the bid notification and contracting process, in line with some other state DOTs.

**COMMENDATION AND RECOMMENDATION 5: ENHANCING DBE SUPPORTIVE SERVICES**

NCDOT should be commended for its Business Development Program, mentor-protégé and other supportive services programs. NCDOT should consider implementing incentives for mentor participation in its mentor protégé program.

**COMMENDATION AND RECOMMENDATION 6: DATA POLICY AND INFRASTRUCTURE**

NCDOT should be commended for establishing a Diversity Spend report. NCDOT should consider improving its policies, practices and technologies related to the DBE data infrastructure. Improvements include collecting both award and paid subcontract data on all contracts/purchase orders, and tracking GFE and prompt payment.

**RECOMMENDATION 7: ENHANCE OCR INVOLVEMENT**

To ensure greater accountability in the delivery of the department’s DBE program, NCDOT should require greater involvement from OCR. For example, OCR should have a key role in resolving issues related to the assessment of good faith efforts, participation in the DBE replacement disputes (which has begun since the Study Period), prompt payment and DBE goal setting.

**OTHER COMMENDATIONS AND RECOMMENDATIONS**

8. Good Faith Efforts (“GFE”) and DBE Replacements – commendation for requiring GFE for DBEs and since the Study Period, greater OCR involvement in DBE replacement process and maintenance of GFE data.
9. Small Business Bid Reserve – commendation for having a small business bid reserve and recommendation for its expanded usage.
10. Path to Prime Contracting – commendation for the Business Development Program and recommendation for use of joint ventures.
11. DBE Certification - commendation for reducing the certification backlog and piloting online certification.
12. Insurance – recommendation to review risk management requirements relative to risk and project size.
13. Outreach and Engagement – commendation for level of outreach and engagement and recommendation to outreach to State recognized tribes.
14. OCR Budget, Staffing, Organizational Role – recommendation match budget resources to increased responsibilities, separate DBE support from administrative functions in cost center.

## I. INTRODUCTION

### A. Scope of Work

In 2018, the **North Carolina Department of Transportation (“NCDOT”)** contracted with Griffin & Strong, P.C. (“**GSPC**”) to conduct a disparity study (“**Study**”), within the legal framework as established by 49 CFR Part 26 and relevant court rulings, to determine the absence or presence of discrimination in contracting for all state and federally-funded transportation modes in North Carolina.

The Study focuses on the availability and utilization of Minority Business Enterprises (“**MBE**” or “Minority owned”), Nonminority Female Business Enterprises (“**WBE**” or “**Nonminority Female**”) (collectively “**MWBEs**”), and Disadvantaged Business Enterprises (“**DBE**”), and examines relevant evidence of the existence and the resulting effects of race-based or gender-based discrimination in NCDOT contracting.

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 NCDOT has been a passive or active participant in any identified discrimination with regard to the access of MWBEs and DBEs to its procurement and contracting opportunities, and whether its federal and state DBE programs<sup>6</sup> have effectively remedied the ongoing effects of such discrimination and eliminated the further need for such programs.

Toward achievement of these ends, GSPC has analyzed the prime contracting and subcontracting activities for NCDOT’s purchases of Construction, Architecture and Engineering (“**A&E**”), Professional Services, and Goods and Other Services under NCGS 136<sup>7</sup> during the five (5) year Study Period based on the state fiscal year from FY2014 through FY2018 (“**Study Period**”)<sup>8</sup> for the divisions of Aviation, Bicycle & Pedestrian, Ferry, Highway, Public Transportation, Rail and Turnpike Authority.

### B. Objectives

The principal objectives of this Study were to:

- Collect and analyze relevant data to determine if there is a disparity between the number of MWBEs that are **“ready, willing and able” as vendors in the areas of Construction, A&E, Professional Services, and Goods and Other Services under NCGS 136;**
- Determine whether there are current discriminatory practices, or the present effects of past discriminatory practices in NCDOT’s **solicitation and award of contracts;**

<sup>6</sup> State MWBEs have the same certification requirements as the federal DBE program. Therefore, the term DBE will be used **throughout the text to refer to both NCDOT’s state and federal programs. It will also be used to specifically identified firms certified as DBEs.** Otherwise, minority and female owned firms are referred to as MWBEs.

<sup>7</sup> NCDOT NCGS 143 projects are analyzed in Appendix X.

<sup>8</sup> GSPC may also include information in other aspects of the Study to demonstrate historical or current background or context, but the statistical portions of the Study will only include data from the SFY2014-SFY2018 Study Period.

- Determine if **NCDOT's race and gender**-conscious remedial efforts with regard to the awarding of contracts are narrowly tailored to the findings of this Study; and
- Provide recommendations for actions to be taken by NCDOT as a result of the findings of the Study, including serious consideration of race-neutral program options, and, as appropriate, consideration of race- and gender-conscious remedies that are narrowly tailored to address any identified barriers and forms of marketplace discrimination.

### 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 related to both federal and state-funded projects:

- Establishing data parameters and finalizing a work plan;
- Legal analysis;
- Reviewing policy and procurement processes and DBE program analysis;
- Collecting electronic data, inputting manual data, organizing, and cleaning data, as well as 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 MWBE participation in NCDOT 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.

Study definitions are contained in Appendix K.

### D. Report Organization

**This report is organized into the following sections, which provide the results of GSPC's analytical findings and recommendations for NCDOT.** In addition to this introductory chapter, this report includes:

- Chapter II, which is an overview of the legal framework and basis for the Study;
- Chapter III, which provides a review of NCDOT's **purchasing policies**, practices, and programs;
- Chapter IV, which presents the methodology used in the collection of statistical data from NCDOT and the analyses of the data regarding relative MWBE availability and utilization analyses, and includes a discussion on levels of disparity for NCDOT's **prime contractors and subcontractors**;
- Chapter V, which analyzes whether present or ongoing effects of past discrimination are affecting **NCDOT's marketplace**;
- Chapter VI, which outlines the qualitative analyses: the analysis of anecdotal data collected from the online survey, personal interviews, focus groups and public meetings; and
- Chapter VII, **which presents GSPC's detailed findings and recommendations.**



## II. LEGAL ANALYSIS

### A. Introduction

The following analysis of the relevant case law, statutory framework, and related regulations begins with an **overview of the Federal Disadvantaged Business Enterprise (“DBE”) Program**, including a description of important program features and administrative considerations that flow from that legal framework. This overview also summarizes several significant aspects of disparity studies and disparity study methodology. In addition to providing the requisite factual predicate for consideration of race- and gender-conscious remedial policies in public contracting, disparity studies can also provide useful historical context regarding the evolution of government procurement policies. Moreover, such studies can provide an overview of the challenges a governmental entity has faced (and / or continues to face) in seeking fair and equitable MWBE participation in its procurement contracts, as well as a contemporary snapshot of actual procurement practices and any resultant barriers to MWBE contract participation that may be caused by such policies and practices.

The legal framework for this study begins with an in-depth analysis of key judicial decisions from the United States Supreme Court that established and applied the constitutional standard **known as “strict scrutiny”** to government consideration of public contracting policies that utilize any form of race and/or gender classification.

Also included in Appendix A are other relevant and controlling legal precedents from the United States Court of Appeals for the Fourth Circuit, as these decisions highlight the legal foundation under which any challenge to the federal DBE Program (and/or local MWBE program) implemented by NCDOT will be analyzed. Though there are certain legal nuances differentiating federal DBE program court decisions and MWBE program decisions, there is significant overlap in the applicable analyses for this Study, as these two NCDOT programs are quite similar in most respects.<sup>9</sup>

### B. The Remedial Objectives of the Federal DBE Program and Its Implementation by State Recipients of Federal Funds

The federal government requires state and local governments receiving United States Department of **Transportation (“USDOT”) funds for transportation projects to apply and incorporate the federal DBE Program** into such projects. The federal DBE Program is intended to ensure nondiscrimination in the award and administration of USDOT-funded projects, to remedy past discrimination (and the present effects of past discrimination) against disadvantaged businesses, and to establish or ensure a level playing field for such businesses to compete fairly for USDOT-funded contracts.<sup>10</sup> Recognition of the continuing need for the federal

<sup>9</sup> As shown below, the case law in the DBE context is significantly more settled at present, with federal DBE programs routinely **surviving facial constitutional challenges and “as applied”** challenges. *Infra*.

<sup>10</sup> *Associated General Contractors of America, San Diego Chapter v. California D.O.T.*, 713 F.3d 1187, 1190 (9th Cir. 2013). **“The Act . . . [provides] for race- and gender-based preferences in the transportation contracting industry in response to pervasive and ongoing discrimination and directs the Secretary of Transportation to ensure that 10% of funds distributed to states and municipalities are expended on “Disadvantaged Business Enterprises.”** *Id.* **It does not however, “establish a uniform**

DBE Program is demonstrated by the 2015 reauthorization of the Fixing America's Surface Transportation Act ("FAST Act"), authorizing the USDOT to distribute funds to states for transportation-related projects and continuing the DBE Program.

Federal regulations govern the implementation of the federal DBE Program in USDOT-funded transportation projects by state recipients such as NCDOT. Specifically, Title 49 of the Code of Federal Regulations (CFR), Part 26 guides agencies such as NCDOT in their administration of the federal DBE Program.

The applicable regulations define a DBE as a firm that is at least 51% owned and controlled by persons that are socially and economically disadvantaged. In addition, the regulations establish a **"rebuttable presumption" that "citizens of the United States (or lawfully admitted permanent residents) who are Nonminority Female, Black Americans, Hispanics, American Indians, Asian-Pacific Americans, Subcontinent Asian Americans, or other minorities found to be disadvantaged by the SBA, are socially and economically disadvantaged individuals."** 49 CFR §§ 26.5, 26.67.<sup>11</sup> This presumption of economic disadvantaged status under these regulations may be rebutted on a case-by-case basis through assessments of personal net worth and other economic disadvantage criteria.

Under the applicable regulations, an agency implementing the federal DBE Program is required to develop and submit an overall aspirational percentage-based goal for DBE inclusion in contracts. The goal must be based on **availability of DBEs relative to availability of all businesses to participate in the agency's federally-funded projects**, and it must be met (or attempted) using race- or gender-neutral means, or if insufficient, race- or gender-conscious means. As shown below, this Disparity Study is designed to provide NCDOT with the availability data necessary for such overall program goal setting. It is important to note that the State recipient does not apply such overall program DBE participation goals on a project-specific basis. Rather, such goals reflect the cumulative level of DBE dollar contract participation that **is reasonably expected over the course of the program's duration** given the relative availability of DBE firms to provide the Goods and Other Services purchased by the State.

**Under § 26.45(c), the first step in goal setting is to determine "a base figure for the relative availability of DBEs." 49 CFR § 26.45(c). Once this is done, the regulation requires the recipient of funds to "examine all of the evidence available in . . . [its] jurisdiction to determine what adjustment, if any, is needed to the base figure to arrive at . . . [its] overall goal," and sets forth an explanation of the term "evidence" and the quality of such that is acceptable.** 49 CFR § 26.45(d).<sup>12</sup>

After a state or "local" goal is established, the DBE plan must be submitted to USDOT for approval, with explanations from the state as to how it arrived at the goal. 49 CFR § 26.45(f); Northern Contracting Inc. v. Illinois, 473 F.3d 715, 718 (7th Cir. 2007). Under § 26.51, the regulations provide a mandate that the recipient must "meet

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**national affirmative action program," but commands that each State receiving federal funds "implement a preference program that complies with federal regulations."** See also 49 CFR § 26.1 et seq.

11 49 CFR § 26.67 provides that a Caucasian male can qualify for DBE status if the individual can demonstrate that he is in fact socially and economically disadvantaged.

12 49 CFR §26.45, requires recipients who "receive federal funding . . . [to] establish overall goals for disadvantaged business participation in federally assisted contracts," while specifically denying to them in subpart (b) the ability to "rely on either the 10 percent national goal, . . . [their] previous overall goal or past DBE participation rates in. . . [their] program without reference to the relative availability of DBEs in...[their] market." See Gross Seed Company v. Nebraska Department of Roads, 345 3d 964 (8th Cir. 2003).

the maximum feasible portion of . . . [its] overall goal by using race-neutral means of facilitating race-neutral DBE participation,” along with providing examples of what is meant by “race-neutral means.” 49 CFR § 26.51(a)-(d).<sup>13</sup>

As noted above, if an agency cannot meet its overall DBE goal solely through the use of race- and gender-neutral means, it is permitted to employ race- and gender-conscious measures as part of its implementation – in a manner which satisfies the relevant regulatory and legal standards. See 49 CFR § 26.51(c). The following analysis addresses those standards and the value of a well-designed disparity study in meeting them.

### C. Historical Development of the Relevant Law Regarding DBE/MWBE Programs

Disparity studies have become an important tool for governmental entities in gathering and analyzing evidence that is relevant to a determination of whether it is appropriate and legally defensible to consider enactment of remedial policies that would incorporate the use of race- and or gender-conscious classifications of firms in the award of public contracts.

The increased use of disparity studies resulted largely as a response to constitutionally-based legal challenges against federal, state, and local minority business enterprise programs that were enacted to remedy past or present discrimination (whether real or perceived). Such studies were effectively invited by the United States Supreme Court in its decision in City of Richmond v. J. A. Croson Company, 488 U.S. 469; 109 S. Ct. 706; 102 L. Ed. 2d 854 (1989), and subsequent legal precedents have drawn a direct line between Croson and the proper methodology and use of disparity studies. See, for example, Adarand Constructors, Inc. v. Slater (Adarand III), 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.**”).

### D. The Supreme Court’s Decision in City of Richmond v. Croson

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

Laws that favor one identifiable racial or gender class of citizens over another may run afoul of the Equal Protection Clause of the Fourteenth Amendment. DBE/MWBE 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, and 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 a less-rigorous “intermediate scrutiny” standard, depending on the federal circuit where the entity is located.**

In its Croson decision, the Supreme Court ruled that the City of Richmond’s MBE program failed to satisfy the requirements of “strict scrutiny.” “Strict scrutiny” review involves two co-equal considerations: First, the need

<sup>13</sup> See Associated General Contractors v. California D.O.T., 713 F.3d at 1191.

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

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

Specifically, the Court opined that a generalized assertion of past discrimination in an entire industry provided no guidance in determining the present scope of the injury a race-conscious program seeks to remedy and **emphasized that “there was no direct evidence of race discrimination on the part of the City in letting contracts or any evidence that the City’s prime contractors had discriminated against minority owned subcontractors.”**<sup>14</sup>

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. [Croson, 488 U.S. at 509]

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

Additionally, the Court in Croson stated that identified anecdotal accounts of past discrimination also could provide a basis for establishing a compelling interest for local governments to enact race-conscious remedies.

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<sup>14</sup> Croson, 488 U.S. at 480.

However, conclusory claims of discrimination by City officials, alone, would not suffice, nor would an amorphous claim of societal discrimination, simple legislative assurances of good intention, or congressional findings of discrimination in the national economy. In order to uphold a race- or ethnicity-based program, the Court held, there must be a determination that a strong basis in evidence exists to support the conclusion that the remedial use of race is necessary.

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

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

Third, the Court expressed 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.<sup>15</sup>

Subsequent to the decision in Croson, the Supreme Court and the federal Circuit Courts of Appeal have provided additional guidance regarding the considerations, measurements, information, and features surrounding a DBE/MWBE 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 useful disparity studies and are therefore discussed in greater detail below.

#### E. **The Supreme Court's Decision in Adarand v. Peña and Subsequent Circuit Court Proceedings**

Six years after its decision in Croson, the Supreme Court again addressed an equal protection challenge to a minority business program, in Adarand Constructors, Inc. v. Peña, 515 U.S. 200 (1995) (Adarand II). In this case, the court reviewed a DBE program enacted by the federal government, thus implicating the Fifth Amendment rather than the Fourteenth Amendment analysis required for the local (state) program in Croson. However, the substance of the legal analysis was similar.

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<sup>15</sup> Croson, 488 U.S. at 500.

Reversing the decision of the Tenth Circuit, the Supreme Court ruled that strict scrutiny is likewise to be applied to federal programs.<sup>16</sup> 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. Id.

On remand, the district court essentially 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.<sup>17</sup>

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.”** [Adarand III, 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).<sup>18</sup>

**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.**<sup>19</sup>

**As for the “strong basis in evidence” that remedial action was necessary, the court in Adarand III found that the government established that minority contractors faced significant discriminatory *barriers to entry* into the purchasing program, 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.**<sup>20</sup> The court found that the government also

<sup>16</sup> Id. at 222-26.

<sup>17</sup> Adarand Constructors, Inc. v. Slater, 228 F.3d 1147 (10th Cir. 2000) (Adarand III).

<sup>18</sup> Id. at 1176-77.

<sup>19</sup> 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.”).

<sup>20</sup> 228 F.3d at 1168-69.



demonstrated 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[.]”<sup>21</sup>

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.<sup>22</sup>

The Adarand III 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, as discussed previously.<sup>23</sup> **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.”**<sup>24</sup>

The case was returned to the district court for further proceedings “consistent with this opinion.”<sup>25</sup>

#### F. **The Fourth Circuit’s Decision in H.B Rowe v. Tippett**

**Having the benefit of the Supreme Court’s holdings in Croson and Adarand,** the Fourth Circuit addressed the constitutionality of North Carolina’s MWBE statute (NCGS § 136-28.4 (1990)) in H.B. Rowe Company, Inc. v. W. Lyndo Tippett, 615 F.3d 233 (4th Cir. 2010).

H.B. Rowe Company, a prime contractor, brought suit after denial of a contract due to its failure to demonstrate **Good Faith Efforts (“GFE”)**<sup>26</sup> to meet participation goals for minority and nonminority Female owned subcontractors. The suit asserted that the goals set forth in NCGS § 136-28.4 violated the Equal Protection Clause. After extensive discovery and a bench trial, the district court upheld the challenged statutory scheme as constitutional both on its face and as applied.

**The Fourth Circuit Court of Appeals affirmed, finding that the State produced a “strong basis in evidence”** justifying the statutory scheme on its face and as applied to Black American and American Indian subcontractors, and that the State further demonstrated that the scheme was narrowly tailored to serve its compelling interest in remedying discrimination against those racial groups. However, the Court of Appeals did not agree with the

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<sup>21</sup> Id. at 1170-72.

<sup>22</sup> Id. at 1174-75.

<sup>23</sup> Id. at 1176-87.

<sup>24</sup> Id. at 1177. These remedial concepts are covered in greater detail below.

<sup>25</sup> Id.

<sup>26</sup> 49 CFR Part 26.53.

district court that the same was true as the MWBE program was applied to other minority groups and nonminority Female owned businesses.<sup>27</sup>

**Reviewing the results of the disparity study relied upon by the State, the Court observed that: (1) the State's use of a goals program for inclusion of Black American and American Indian subcontractors was supported by a statistically strong basis, and that (2) the newly revised North Carolina statute, which called for frequent goal setting, was constitutional.<sup>28</sup> The Court of Appeals focused prominently on the fact that the State's program had been going on since 1983 and had only achieved the inclusion numbers found in the 2004 study performed by the commissioned national researcher.<sup>29</sup>**

This case is important because it solidified a trend that began in the other appellate courts of this country. When **presented with a viable challenge to a state's statute as it concerns MWBE programs, the program not only must adhere to the requirements of Croson at inception, but also when the program's continued viability is at issue.**<sup>30</sup>

Such continuation must be well-supported by more than just conjecture as to its necessity. There needs to be statistically sound collection of data from appropriate sources; testing of that data once collected to ensure high confidence; and anecdotal corroboration of findings to disprove other explanations for apparent disparities.<sup>31</sup> These matters are addressed at length in the Expanded Legal Analysis (see Appendix A), which is intended to assist NCDOT in evaluation of its program, any recommendations regarding program adjustments or amendments (if appropriate), and the legal defensibility of the program.

As noted, decisions by the Fourth Circuit are particularly important and relevant when addressing/evaluating **NCDOT's implementation of the federal DBE Program** and any state-funded procurement for which MWBE program considerations arise.

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27 H. B. Rowe V. Tippett, 615 F.3d at 256-58.

28 *Id.* at 256-57.

29 *Id.* at 250.

30 See generally, H.B. Rowe v. Tippett, 615 F.3d at 238-39, 247-48, 251-53.

31 *Id.*

### III. PURCHASING PRACTICES, POLICIES, AND PROCEDURES

The objective of the “Purchasing Practices, Policies, and Procedures” chapter of this Study is to review NCDOT’s stated policies and practices regarding its efforts to enhance inclusion of businesses owned by minorities, Nonminority Female, and other disadvantaged persons. The material in this chapter provides background for the utilization and disparity analysis, recommendations for future efforts and an assessment as to whether NCDOT’s remedial efforts are “narrowly tailored” to address identified disparities. **Narrow tailoring** includes: (1) serious good faith consideration of use of race-neutral alternatives for addressing identified barriers, such as small business programs, procurement reforms, and business development efforts; (2) flexibility in goal setting based upon relative availability and avoidance of use of rigid numerical quotas through goal waiver procedures; (3) fashioning remedies to address specific identified barriers to participation; (4) limiting availability of race- and gender-conscious remedies to those groups of firms experiencing ongoing effects of discrimination; and (5) ensuring through periodic review and/or sunset provisions that such programs do not outlive the need for remedial relief.

Where there is policy, there is often room for interpretation and discretionary practice. These areas will be examined closely, as well, for any effect they may have on the overall ability of MWBEs, DBE, and Small Business Enterprises (“SBEs”)<sup>32</sup>, to obtain work with NCDOT. This discussion centers on NCDOT’s DBE program and transportation procurement.<sup>33</sup> SBE procurement is discussed in the section on fostering small business. SBE will have the specific meaning given by NCDOT and “small” will have a different meaning given by the context (e.g., small procurement under \$50,000).

This chapter will focus on contracting and procurement procedures and policies affecting the award of highway construction and professional services contracts. This Study does **not examine procurement card (“p-card”) purchases**.<sup>34</sup>

Drawing on interviews of NCDOT personnel, this chapter also reports staff perceptions of issues, such as bonding, prompt payment and goal setting covered in this chapter, and includes data, where available, on many of the procurement topics reviewed, including Limited Services Contracts, design-build, and small business utilization. This NCDOT data is supplemented with some results of the GSPC Survey of Business Owners (See Appendix M). The survey covered participants in all NCDOT transportation modes and not just Highway. More extensive NCDOT vendor perceptions regarding these same issues are also reported in the Anecdotal Evidence chapter below.

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32 GSPC includes a review of SBEs because most MWBE and DBE firms are small businesses. Policies related to small businesses therefore can affect the utilization of MWBEs and DBEs. Indeed, SBE policies are typically viewed by courts as narrowly tailored race- and gender-neutral remedial alternatives to race-conscious programs that are worthy of consideration or use.

33 The NCDOT MWBE program for state-funded projects mirrors the federal DBE program. In 2018, the program implemented combined goals, but is still calculated in the same manner for both state and federally-funded contracts. **Therefore, the term DBE will be used throughout the text to refer to both NCDOT’s state and federal programs.**

34 P-card purchases totaled \$91,552,075 during the Study Period. However, since it is impractical to prescribe utilization of MWBE firms in P-card purchases and difficult to ascertain what was purchased, GSPC did not include P-cards in its analysis.

## A. Document Review and Personnel Interviews

GSPC reviewed the NCGS (primarily NCGS Chapter 136), past and present NCDOT DBE program documents, NCDOT purchasing manuals, NCDOT bid and proposal solicitation formats, past and present NCDOT budgets, legal memoranda, and other related documents. GSPC also conducted policy interviews in early 2019 with a number of NCDOT officials that engage regularly in the administration of procurement policy and procedures in the following NCDOT business units:

- Multi-Modal
  - Deputy Secretary
  - Aviation Division
  - Bicycle & Pedestrian Division
  - Ferry Division
  - Public Transportation Division
  - Rail Division
  
- Construction Unit
- Facilities Management
- General Counsel
- Highway Division
- Office of Civil Rights (“OCR”)
  - Advisory Council
  - Budget & Finance
  - Business Opportunity & Workforce Development (State and Federal)
  - Certification
  - Contractor Compliance (Equal Opportunity Contractor Compliance/DBE Commercially Useful Functions)
  - Contractor Utilization
- Office of the Inspector General - Consultant, Utility, Rail and Turnpike (“CURT”)
- Ports Authority
- Prequalification Unit
- Professional Services Management Unit (“PSMU”)
- Purchasing Section
- Special Deputy Attorney General
- Contract Standards and Development Unit
- Turnpike Authority

## B. NCDOT Overview

NCDOT is governed by the State Board of Transportation whose members are appointed by both the Governor and Legislature. NCDOT operations are funded by state and federal sources. State and federal money goes into a Highway Fund, which covers maintenance, modes, and administrative costs, and into a Highway Trust fund, which covers capital projects. NCDOT has an annual operating budget of approximately \$4.7 billion: 75% from state sources and 25% from federal sources.<sup>35</sup> Federal funds account for about 50% of NCDOT construction project dollars.<sup>36</sup>

<sup>35</sup> NCDOT, 2017 Annual Report - Performance, page 19.

<sup>36</sup> <https://www.ncdot.gov/about-us/how-we-operate/finance-budget/Pages/default.aspx>.

## 1. NCDOT Modes of Transportation

**NCDOT has the following divisions: Aviation, Bicycle & Pedestrian, Ferry, Global TransPark, Governor’s Highway Safety, Highway, Motor Vehicles, Ports Authority<sup>37</sup>, Public Transportation, Rail and Turnpike Authority.** Of these, Aviation, Bicycle & Pedestrian, Ferry, Public Transportation, and Rail report to the Deputy Secretary for Multi-Modal Transportation. Motor Vehicles, Global TransPark, and **Governor’s Highway Safety are not part of this Study.**

## 2. Highway Division

**NCDOT’s Highway Division is the largest division by far in terms of dollars spent and spending with DBEs.** The Highway Division handles more than 80,000 miles of roads and 13,500 bridges. The NCDOT Highway Division procures primarily under NCGS Chapter 136 and past NCDOT disparity studies have focused on the Highway Division. Most of this chapter is similarly focused on the Highway Division. The NCDOT Highway Division is also **divided geographically into 14 divisions.** When this chapter uses the word “division” without a modifier, it is referring to geographical divisions.

## 3. Aviation Division

The Aviation Division provides funding and technical assistance for constructing and improving airports. The Aviation Division primarily provides grants to other local airports. Of the approximate \$150 million a year the Aviation Division receives, \$20 million is from the Federal Aviation Administration (“FAA”). There are 72 airports in North Carolina of which ten (10) are commercial airports and 62 are general aviation airports. All ten commercial airports receive funds directly from the FAA in addition to state funds and operational revenue. The FAA grants are generally for capital funds, which can include planning, design, land acquisition, construction, and airport development projects. Grant dollars are not meant to be used as operational funds. These grants often have federal DBE compliance requirements.

The Aviation Division does not handle any construction projects that are considered state construction or that would go through the State Construction Office.<sup>38</sup> The Aviation Division follows NCGS 136 to procure approximately \$3 million in professional services through NCDOT PSMU. Aviation Division staff reported that the Aviation Division has a few Purchase Order Contracts<sup>39</sup> for maintenance work, painting of taxiways and pavement work that are-funded with about \$2 million annually by the State and bid under NCGS 136.

## 4. Bicycle & Pedestrian Division

The Bicycle & Pedestrian Division does not conduct significant procurement, but instead issues 10 to 12 strategic planning and technical assistance grants per year to local communities, totaling \$600,000 to \$1 million in local,

<sup>37</sup> The Ports Authority purchases under NCGS 143 and is included in the analysis in Appendix X.

<sup>38</sup> Local governments follow NCGS 143 for aviation spending.

<sup>39</sup> Purchase Order Contract (POC) – In accordance with NCGS § 136-28.1, these are contracts under the \$5 million threshold that are let out of NCDOT’s division offices and specific central units. POCs include such projects as small construction, maintenance, or repair. Purchase Order Contract bidders must be prequalified by NCDOT prior to bid submittal. If a bidder is not prequalified, the submittal is considered non-responsive.

state, and federal funds. The Bicycle & Pedestrian Division does not have any funding for construction. As the Study was being conducted, the Bicycle & Pedestrian Division and Public Transportation Division were merged into what is now called the “Integrated Mobility Division.”

#### 5. Ferry Division

The Ferry Division’s \$42 million budget is primarily used for operations, terminals, and maintenance. The Ferry Division contracts for ferryboats and may have some construction-related services in building ferry facilities, **visitor centers and ramps. NCDOT’s Facilities Division** oversees any building construction for the Ferry Division. Most Ferry Division maintenance is done in-house and with temporary employees. Design and construction of sea vessels have been won by out-of-state firms due to a lack of North Carolina based firms in the ferry **construction industry. Funding for ship construction is largely through the Division’s capital reserve account and State Strategic Transportation Investment funds.**<sup>40</sup> **The Ferry’s Division has professional service opportunities,** including design of passenger ferries and strategic planning.

#### 6. Public Transportation Division

The Public Transportation Division provides grants of state and federal funds to local transit authorities for construction. There are 98 local transit authorities in North Carolina, **including a number of “direct recipients”** (Charlotte, Raleigh, Greensboro, Winston-Salem, and Durham, as well as smaller urban systems including Asheville, Fayetteville, Goldsboro-Wayne, Greenville, High Point and Wilmington) of Federal Transit Administration (FTA) funds. The Public Transportation Division has a \$100 million budget, of which 80% is federal and 20% is a state/local match. There are DBE goals on FTA-funded projects. As noted above, as the Study was being conducted, the Bicycle & Pedestrian Division and Public Transportation Divisions were merged into **what is now called the “Integrated Mobility Division.”**

#### 7. Rail Division

The Rail Division is distinctive in that rail companies are privately held, with some minor exceptions. The Rail Division does not operate any trains but does contract for train services. Private rail companies are charged with maintaining the rail infrastructure and the collective bargaining agreement.<sup>41</sup> The Rail Division works to make rail-highway crossings safer. Rail procurement generally is under NCGS 136, although some rail projects are under NCGS 143. The Federal Rail Administration does not have a DBE program. The Rail Division does an estimated \$30-\$40 million in procurement a year as well as distributing some grant money to local governments. Projects are individually managed at the Division level with Rail Division oversight. OCR has very limited oversight of and involvement with Rail procurement.

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40 NCGS § 136-189.11.

41 There is a state-owned Piedmont passenger train and state-supported Amtrak Carolinian.



## 8. Ports Authority<sup>42</sup>

While the Ports Authority has separate enabling legislation dating back 75 years, it became a part of NCDOT within the past five (5) years. This may explain why so many aspects of its procurement process are different from other areas of NCDOT, as explained in the rest of this chapter. The two major seaports are Wilmington and Morehead City, with small inland ports at Charlotte and Greensboro. The Ports Authority has its own operating revenue and is run as a business interest, or enterprise agency, of the State. Its main line of business is to handle waterborne cargo. It procures services such as janitorial and maintenance services and makes some purchases from State term contracts. The Ports Authority does not receive federal funding except for small security grants. The Ports Authority is-funded primarily from port revenue and capital improvement funds from NCDOT. It has **capital improvement funding of approximately \$45 million a year that comes out of NCDOT's budget.**

The Ports Authority does not follow the NCDOT Construction Manual or Purchasing Manual and has not implemented the federal or state DBE program. Ports Authority projects are bid under NCGS 143 and therefore are not examined in this Study. Major construction for the Ports Authority is handled internally by its Engineering Department. For construction projects over \$500,000, the Ports Authority follows State Construction guidelines for HUB participation. It does not have an overall agency DBE program or project goals, or an SBE component. Ports Authority data is not housed in the NCDOT SAP financial system.

## 9. Turnpike Authority

Although the Turnpike Authority previously had separate enabling legislation, it has been a part of NCDOT throughout the Study Period, and has authority under NCGS 136, Article 6H. The Turnpike Authority has a separate Board of Directors comprised of appointees from the State Senate, House of Representatives and **Governor's office. The Secretary of Transportation serves as Chairman** of the Board. The Board maintains autonomy and has the sole authority to issue bonds to finance projects. The Turnpike Authority is-funded with toll revenue, state funds, federal funds (including loans) and bond sales.

There have been three contracts for two projects in the Raleigh and Charlotte areas for about \$1.2 billion. The first toll road, Triangle Express, opened in 2011. The second, Monroe Express, opened in November 2018. These projects were procured through Design-Build and were built by three contractors. The Turnpike Authority does not engage in vertical building construction. Its construction is under NCGS 136 and the professional services **they procure are advertised through NCDOT's PSMU.**

It should be noted that there is a public-private partnership to build a tollway which is currently underway. This is an NCDOT project, not a Turnpike project, but Turnpike is involved because they are the toll-collecting arm. This is a \$650 - \$750 million project and NCDOT has contributed roughly \$90 - \$100 million. For the remaining budget, the private developer is providing federal loans, private activity bonds, and investor funds. In exchange for funding the project, the private developer will receive a portion of the toll revenue over a 50-year time period.

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<sup>42</sup> The Ports Authority purchases under NCGS 143 and is included in the analysis contained in Appendix X.

## C. Construction

Centrally Let projects can be of any value and Division Let projects are under \$5 million. Some complex projects under \$5 million are Centrally Let. Projects that are Centrally Let go through the Contract Standards and Development Division. Division Let projects are approved by their respective division engineers. NCDOT staff estimate that about 70% of contract dollars are Centrally Let and about 30% are Division Let.

State law requires that all contracts NCDOT lets over \$5 million for construction, maintenance, operations, or repair are to be let to a responsible bidder after public advertising.<sup>43</sup> Contracts for transportation infrastructure construction or repair, and transportation infrastructure maintenance (except resurfacing) valued at \$5 million per year or less, require the solicitation of at least three (3) informal bids. The term "informal bids" is defined as written bids in response to a written request, without public advertising. All such informal contracts are to be awarded to the lowest responsible bidder.<sup>44</sup>

### 1. Design-Build

In addition to the standard Bid/Build, North Carolina law allows NCDOT to use Design-Build procurement methods.<sup>45</sup> Design-Build procurement allows the design, environmental permitting, utility component, right-of-way acquisition, and construction to take place under a single contract. While there are no limits on the number of Design-Build projects issued during the Study Period, NCDOT does provide guidance on when Design-Build may be the most appropriate procurement method. These include:

- a) Projects where design and construction need to be accelerated for the public good or to take advantage of funding opportunities.
- b) Emergency Projects.
- c) Projects with complex construction or traffic issues.
- d) Projects affording opportunities for innovation. Unusual projects that may not be appropriate for standard design-bid-build procurement.<sup>46</sup>

**From NCDOT's viewpoint, the following classes of projects are particularly appropriate for Design-Build procurement:**

- a) New locations
- b) Large interstate widening or rehabilitation
- c) Heavy traffic volume
- d) Large or unique bridge<sup>47</sup>

**Design-Build Teams are evaluated and selected through a "two-step" process:**

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43 The exceptions to NCGS§ 136-28.1(a) are that NCDOT can enter into contracts for research and development with educational institutions and nonprofit organizations without soliciting bids or proposals. NCGS § 136-28.1(g). NCDOT can enter into contracts for applied research and experimental work without soliciting bids or proposals; although if the research is for the purpose of testing equipment, materials, or supplies, Article 3 of Chapter 143 of the General Statutes applies. NCGS § 136-28.1(h).

44 NCGS § 136-28.1(b).

45 NCGS § 136-28.11.

46 NCDOT, Design-Build Policy & Procedures, 2011.

47 Ibid.

- a) Shortlist (prequalification of teams on a project specific basis) after public advertisement (newspapers, website, Purchase Directory, and notification to all prequalified bidders).
- b) The short-listed Teams compete on a best-value basis that includes both a cost proposal and a technical proposal.<sup>48</sup>

For Express Design-Build projects, the second step is made on a competitive low bid basis. Technical Proposals are not solicited or evaluated.

NCDOT internal data indicated 73 design-build contracts from FY 2013 through FY 2018, 41 design-build and 29 express design-build projects. There were also three (3) other projects (one (1) public private partnership, one (1) causeway and one (1) bridge replacement) classified as design build.<sup>49</sup>

Analysis of Design-Build MWBE Utilization is included in Appendix V.

## 2. Fully Operated Rental Equipment

Under a fully-operated rental agreement NCDOT will contract with a company to provide a piece of equipment and the operator. This method takes place at the Division level.<sup>50</sup> NCDOT staff indicates there has been success using this method to achieve DBE participation.

## 3. Facilities Management

Projects that come through the NCDOT Facilities Management Division are subject to different methods of procurement based on the type of project. Facilities Management currently maintains more than 2,400 buildings, with a budget estimated at about \$15 million for new construction. While most facilities are procured under NCGS Chapter 143, the types of projects typically handled by Facilities Management under NCGS Chapter 136 are rest stops in the Right of Way and weight stations.<sup>51</sup>

## 4. Emergency Work

NCDOT, as is typical with most agencies, allows for a waiver of competition in an emergency.<sup>52</sup> In 2018, Hurricane Florence led NCDOT OCR to conduct outreach to DBE firms about possible contract opportunities that were a result of the hurricane. NCDOT data indicates that 25 of the 176 firms (14.2%) involved in the storm emergency work were certified DBEs. NCDOT is conducting research on emergency procurement to improve coordination and DBE inclusion.

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<sup>48</sup> Id.

<sup>49</sup> NCDOT Design Build Project Data thru 3/20/2020 (special tabulation).

<sup>50</sup> NCGS § 136-28.1(b).

<sup>51</sup> NCGS § 136-28.1(d).“The construction, maintenance, and repair of the highway rest area buildings and facilities, weight stations and the Department of Transportation’s participation in the construction of welcome center buildings shall be deemed highway construction, maintenance, or repair for the purpose of G.S. 136-28.1 and G.S. 136-28.3.”

<sup>52</sup> NCGS § 136-28.1(e)

D. Professional Services

This section covers professional/specialized services conducted in connection with the planning, design, maintenance, repair, and construction of transportation infrastructure under NCGS § 136-28.1(f).<sup>53</sup> The various procurement methods for professional services are provided in the table below.

Table 4: Procurement Methods for Professional or Specialized Services:

NCDOT Disparity Study

Procurement Methods	Comments
Competitive negotiation (qualifications-based selection) procurement	Used for the procurement of engineering and design related services with either State or Federal funds. The solicitation, evaluation, ranking, selection, and negotiation comply with the qualification-based selection procurement procedure for architectural and engineering services.
Small Purchasing Threshold Procurement	<b>NCDOT complies with the State’s small purchase threshold for the</b> procurement of engineering and design related services when either State or Federal Aid Highway Program funds are involved and the contract does not exceed \$50,000. In general, at least three firms must be reviewed. NCDOT may pursue procurement following the noncompetitive method when competition is determined to be inadequate and not feasible or practical to compete again under a new solicitation.
Non-Competitive Procurement – Emergency Conditions	In an emergency, a professional/specialized firm can be selected, negotiations conducted, and a contract executed, at the direction of the Director of Technical Services or designee.
Non-Competitive Procurement – Sole Source	Sole source selection may be used when: a) the service is available only from a single source; b) competition is determined to be inadequate after solicitation of several sources; or c) there is an emergency which does not allow time to conduct contract negotiations.

Source: NCDOT, Policies and Procedures for Procurement and Administration of Major Professional or Specialized Services Contracts, 2016.

<sup>53</sup> NCDOT Policies and Procedures for Procurement and Administration of Major Professional or Specialized Services Contracts, 2016, page 1.

The following are the main types of professional services contracts:

- a) Project-Specific Contract. A contract between NCDOT and a consultant with a defined scope of work related to a specific project or projects and representing the full scope of services required by NCDOT.
- b) Limited Services Contract (“LSC”) or Limited Services Agreement (“LSA”) is a contract for the performance of services for any number of projects, under task orders issued on an as-needed basis, over a contract period. LSCs are generally two years with potential for renewal up to 3 years, one year at a time, up to five years in total. LSCs are procured through the competitive negotiation process.
- c) A Multiphase Contract is a contract where the services may be divided into phases, and the scope of work and respective costs may be negotiated by phase(s). The steps necessary to execute a Multiphase Contract are the same as the LSC.

LSCs are regularly utilized at NCDOT. During the Study Period authorized contract amounts ranged from \$75,000 to \$60 million. The table below shows the top twenty-five (25) NCDOT users of LSCs by authorized contract amount. Overall, the data for the top twenty-five (25) users of LSC revealed \$2.93 billion in LSC authorized contract amounts, with \$465 million in payments from 2003 to 2018. The bulk of these LSCs had start dates from after 2013 and extended into the Study Period, but there were a few from 2013 and one from 2003 (which lasted until January 2019). There were 238 firms with LSCs in this data. The largest units with LSCs were the Chief Engineer, Structural Design and Rail. LSCs are used for a multitude of projects and most were not tied to any specific project. An analysis of MWBE utilization on LSCs in the relevant market over the Study Period is contained in Appendix H.

The basic procedure for soliciting and awarding professional service contracts related to highway construction is:

- a) Solicit Letters of Interest (LOI)
- b) Assemble the Selection Committee and Select Firms
- c) Negotiate
- d) Rate Audit and Approval
- e) Execute the Contract

Solicitations are published by advertisement in the North Carolina Purchase Directory which is maintained by the NCDOA and the “Connect NCDOT” website. NCDOT may also directly solicit firms from the List of Prequalified Private Consulting Firms.

A review of twelve (12) randomly selected LSCs and other Professional Services solicitations found two-thirds that placed a significant percentage of the evaluation criteria (20%-40%, and in one case 80%) on NCDOT experience.

While this is not a large sample, some NCDOT staff noted NCDOT experience requirements as a barrier as DBEs are less likely than non-DBEs to have as much NCDOT experience, even though they may have the required experience in the relevant field.

Table 5: Limited Services Contracts, Authorized Contract Amounts and Payments of Top Twenty-five (25) LSCs 2003-2018  
NCDOT Disparity Study

Mode/Division/Office	Sum of Authorized Contract Amt.	Sum of Total Payments to Date	LSC Amount Remaining	% of LSC Amount Remaining
1. Chief Engineer	\$763,500,000	\$148,262,688	\$615,237,312	80.6%
2. Structure Design	\$205,000,000	\$14,843,540	\$190,156,460	92.8%
3. Railroad	\$201,000,000	\$16,610,354	\$184,389,646	91.7%
4. Location & Survey	\$185,000,000	\$77,120,841	\$107,879,159	58.3%
5. Project Development & Environmental Analysis	\$159,292,300	\$54,927,276	\$104,365,024	65.5%
6. Roadway	\$155,500,000	\$17,156,796	\$138,343,204	89.0%
7. Traffic Engineering	\$154,300,000	\$28,034,502	\$126,265,498	81.8%
8. Right-Of-Way	\$116,000,000	\$8,410,907	\$107,589,093	92.7%
9. Aviation	\$113,000,000	\$1,231,743	\$111,768,257	98.9%
10. Feasibility Studies	\$93,498,265	\$7,539,775	\$85,958,490	91.9%
11. State road maintenance	\$69,300,000	\$11,517,640	\$57,782,360	83.4%
12. Division 10	\$68,000,000	\$552,463	\$67,447,537	99.2%
13. Turnpike Auth.	\$67,729,400	\$43,251,040	\$24,478,360	36.1%
14. Division 14	\$60,000,000	\$587,331	\$59,412,669	99.0%
15. Division 12	\$55,500,000	\$143,006	\$55,356,994	99.7%
16. Geotechnical	\$49,700,000	\$398,088	\$49,301,912	99.2%
17. Division 9	\$43,000,000	\$161,891	\$42,838,109	99.6%
18. Division 13	\$43,000,000	\$493,047	\$42,506,953	98.9%
19. Division 11	\$42,500,000	\$191,850	\$42,308,150	99.5%
20. Materials & Test	\$39,460,000	\$6,912,068	\$32,547,932	82.5%
21. Division 8	\$30,000,000	\$153,618	\$29,846,382	99.5%
22. Roadside Environment	\$27,600,000	\$3,541,581	\$24,058,419	87.2%
23. Transportation Planning	\$24,500,000	\$6,867,687	\$17,632,313	72.0%
24. Hydraulics	\$23,850,000	\$2,571,881	\$21,278,119	89.2%
25. Ferry Division	\$20,500,000	\$2,859,972	\$17,640,028	86.0%

Source: NCDOT Limited Services Contract Utilization Report, August 2018

NCDOT can also use the **General Engineering Services Consultant (“GESC”) method, in which** NCDOT may choose to retain one or more firms to provide services under a GESC Contract (or Management Consultant Contract). The GESC can provide oversight of an element of a program, function, project, or consultants on behalf of NCDOT. These GESCs can **work on NCDOT’s programs and projects across all modes and programs. The GESC** contract can be in the form of an LSC, Project-Specific Contract, or Multiphase Contract.<sup>54</sup> There were 385 GESCs from April 20, 2016 to August 20, 2019, with a total of \$1.0 billion in authorized contract amount, \$183.5 million in obligated amount and \$80.8 million in total payments.

## E. Goods and Other Services

Pursuant to NCGS Chapter 143, Article 3 (Purchases and Contracts), the NCDOT Purchasing Section is responsible for the acquisition of all equipment, materials, supplies, printing and services through outright purchase, rental, lease and lease purchase for the Department. The Purchasing Section is delegated the authority to purchase non-IT goods and services under \$25,000. Under its special delegation, the Purchasing Section is also authorized to procure repairs (non-construction); aircraft maintenance; playground equipment (structure); ready-mix concrete; railway equipment and specialized services; aggregate; and straw, large shrubbery requirements and other miscellaneous landscape materials.

The process for procurement of goods and services under Chapter 143 is separate and distinct from Chapter 136 (Transportation Infrastructure), and the disparity study analysis in this report evaluates and provides recommendations for procurement and programs under Chapter 136. It should be noted that an analysis of goods and services under \$25,000 procured by the Purchasing Section pursuant to Chapter 143 is captured in Appendix X, and the Division of Highways has not reviewed that data.

## F. Bonding, Insurance, and Prompt Payment

### 1. Bonding Requirements

North Carolina state law requires a performance and payment bond if the total amount of construction contracts awarded for any one project exceeds \$500,000 for State departments, State agencies, and the University of North Carolina.<sup>55</sup> Based on the NCDOT Specifications and practices, NCDOT does not require bonding of subcontractors. This threshold has been in place since 2010 and applies to NCDOT. In addition, each bid must be accompanied by a 5% bid bond or a bid deposit of a certified **cashier’s check**.<sup>56</sup> If a subcontractor does not have to supply a payment and performance bond, retainage up to 3% may be required (up to 10% retainage with a satisfactory showing of an agreement between the prime and subcontractor to NCDOT).<sup>57</sup>

<sup>54</sup> NCDOT GESC Data spreadsheet. There was 176 GESCs with \$470.0 million in authorized contract amount, \$115.1 million in obligated amount and \$43.1 million in total payments from April 20, 2016 to August 20, 2019. The data started on April 20, 2016, during the Study Period. As shown, a large number of GESCs started after the Study Period ended in 2018; however, the data reflects the prevalent use of these contracts.

<sup>55</sup> NCGS § 44A-26(a).

<sup>56</sup> NCDOT 2018 Standard Specifications for Roads and Structures, §102.10.

<sup>57</sup> NCDOT 2018 Standard Specifications for Roads and Structures, § 109.4(B).



Some NCDOT staff reported that bonding requirements continue to be a barrier for DBEs. Staff indicated that when subcontractor bonds are not required, prime contractors hold more subcontractor retainage. Overall, 16.9% of MBE and 18.7% of WBE survey respondents found performance bonding to be a barrier.<sup>58</sup>

## 2. Insurance

NCDOT contractors must have commercial general liability insurance with a limit for bodily injury and property damage in the amount of \$5 million per occurrence and general aggregate.<sup>59</sup> NCDOT contractors are also required **to maintain worker's compensation** and vehicle liability, in the amounts required by law. Prior to starting work, all contractors must provide proof of **worker's compensation coverage, "irrespective of whether having regularly in service fewer than three employees."**<sup>60</sup> There is a standard \$1 million professional liability insurance for Professional Services projects. NCDOT only requires insurance for prime contractors, but prime contractors may have their own requirements for subcontractors.

Some staff expressed the view that insurance requirements were not an issue for DBEs; however, some discussion with the OCR Advisory Council suggested that the across-the-board \$5 million insurance requirement was a barrier for smaller projects and not necessarily consistent with risk management practices in the private sector. Overall, 9.7% of MBE and 7.7% of WBE survey respondents found insurance requirements to be a barrier.<sup>61</sup>

## 3. Prompt Payment - 49 CFR Part 26.29

The NCDOT Construction Manual covers prompt payment for construction, **providing that** "Partial payments will **be made to the Contractor based upon progress estimates prepared by the Engineer.**"<sup>62</sup> These partial payments may be twice a month. In addition, the NCDOT 2018 Standard Specifications for Roads and Structures provide that:

Contractors at all levels, prime, subcontractor, or second tier subcontractor - must make payment to the obligee (subcontractor, second tier subcontractor or material supplier) within seven days of knowledgeable receipt of payment for work performed or services rendered during the time for which a partial payment was made by the Department. Failure of any level of contractor to make prompt payment as described in the provision can result in withholding future payments until the issue is resolved and removal **of an approved contractor from the prequalified bidder's list.**<sup>63</sup>

Contractors cannot withhold retainage on subcontractors, **except for subcontractors who do not have a payment and performance bond.**<sup>64</sup>

Under federal regulations, DBE programs must have a clause requiring prime contractors to pay subcontractors

<sup>58</sup> GSPC Survey of Business Owners, Appendix M, Table 44.

<sup>59</sup> NCDOT Construction Manual § 107-15.

<sup>60</sup> Ibid.

<sup>61</sup> GSPC Survey of Business Owners, Appendix M, Table 48.

<sup>62</sup> NCDOT 2018 Standard Specifications for Roads and Structures, § 109.4(A).

<sup>63</sup> NCDOT 2018 Standard Specifications for Roads and Structures, § 109.4(B).

<sup>64</sup> Ibid.

no later than 30 days from receipt of each payment made to the prime contractor, given satisfactory performance by the subcontractor.<sup>65</sup> The provisions requiring North Carolina prompt payment in contracts for vertical construction let under NCGS 143 provisions for payment of prime contractors do not apply to contracts let by NCDOT under NCGS § 136-28.1.<sup>66</sup> Staff reported that there is no notification of subcontractors when the prime is paid. However, subcontractors are able to view the most recent partial payment estimate, which includes all **quantities paid to date via the Department's Connect Site.**

One method of reducing cash flow concerns from slow payment of vendors is factoring (the business of buying accounts receivables at a discount). Various NCDOT staff reported that NCDOT has a policy against factoring by its vendors. However, there is not a written NCDOT policy against factoring receivables. NCDOT Standard Specifications, Section 108-6, **“Subletting of Contract” speaks to assignment, but does not explicitly say** receivables, and NCDOT staff report that NCDOT has determined receivables are not included in this section. At the same time, under NCGS § 143-426.40A, claims on State contracts cannot be assigned, i.e., prime contractors cannot assign (factor) their claims to payment (invoices).

Another method to help with cash flow is joint checks. NCDOT Construction Manual and the NCDOT DBE plan allow for joint checks to be used between prime contractors and subcontractors for purchase of materials.<sup>67</sup> Thus, the Contractor can write a joint check to the supplier in the name of both the supplier and the subcontractor. The subcontractor must then endorse the check in order for the supplier to be able to negotiate the check. When the DBE subcontractor requests assistance with obtaining materials, the Prime must submit a Joint Check Notification Form for approval to the Resident Engineer prior to writing a joint check. NCDOT data for FY 2018-19 showed joint checks being used eleven times by eight DBE subcontractors for the purchase of supplies. The primary reason for the joint checks was lack of credit on the part of the DBE subcontractor.<sup>68</sup>

There were mixed reports from NCDOT staff on prompt payment. **NCDOT recorded 102 prompt payment complaints from 73 construction subcontractors from 2014 through 2019. Fifty-one of these complaints were from 33 DBE subcontractors, 45.2% of the subcontractors. Ten (10) complaints were against DBE subcontractors who failure to pay their 2<sup>nd</sup> tier subcontractors or suppliers.**

Although not related to prompt payment under Article 109-4(B) of the 2018 Standard Specifications, a memorandum regarding submission, processing and payment for professional services contracts was circulated by NCDOT in early 2018 reminding business units that the policy was for consultant invoices to be submitted within 30 days and payments to be made within 30 days, suggesting there has been some internal concern on the issue of timely submission and payment on professional services consultant contracts.<sup>69</sup>

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65 49 CFR Part 26.29.

66 NCGS § 143-134.1(a).

67 NCDOT Construction Manual, Record and Reports, DBE/MWBE, Joint Checks. NCDOT, Disadvantaged Business Enterprise Program Plan (Federal), Revised August 2018, Joint Checks.

68 NCDOT Construction Unit, DBE Joint Check Agreements Submitted, NCDOT Highway Divisions 1 – 14, 9/23/2019.

69 Christopher M. Werner, Director of Technical Services Division, Memorandum to Division Engineers, January 18, 2018.

About 57.5% of MWBE GSPC Survey of Business Owners respondents reported being paid from 30-60 days and 17.5% over 60 days.<sup>70</sup> It is worth noting that the question asked in the survey did not specify if the date that triggered payment was invoice date or date of services.

## G. Prequalification and Supplier Registration

NCDOT generally requires the prequalification of prime contractors, consultants, and subcontractors under NCGS 136. Emergency work, such as after Hurricane Florence, requires prequalification. Prequalification is not required for fully operated rental equipment agreements, SBE projects (discussed below) and janitorial contracts. Bidders are also not prequalified by the North Carolina Ports Authority.

Prequalification requirements are generally described on the NCDOT website and are summarized below. Specific professions and trades may have additional requirements. All levels of prequalification require firms to re-qualify every three years and renew their status every year.

- Prime contractors for Centrally Let contracts. Prequalification requires a financial statement (or balance sheet) and showing they are not on North Carolina or federal debarments lists. Size prequalification is based on bonding capacity. Prequalified prime contractors can work as subcontractors on any size project.
- Prime contractors for Division Let contracts. The Division Let prime contractor prequalification form covers work codes that the firm itself can accomplish, equipment the firm rents and/or owns, gross receipts, licenses held, when company was established, recent work experience, Safety Index (including EMR and Incident Rate), safety philosophy and work location. Work location does not limit where a firm can work. Approval as a Division Let Prime Contractor does not allow firms to bid on Centrally Let prime contracts but does allow **firms to be a subcontractor on any project. Firms can be prequalified without a contractor's license but are generally limited to contracts under \$30,000 (which do not require a general contractor's license).** Staff reported that the requirement for Division Let prequalification was put in place within the last five or six years.
- Consultants. Prequalification requires resumes of key personnel, past work experience, equipment (as needed), financial statement (or balance sheet), showing they are not on North Carolina or federal debarments lists. A firm which is not on the Prequalified List must submit the required information before submitting its LOI for any advertised project.<sup>71</sup> To be a prequalified engineering firm, the firm must submit a Private Engineering Firm Qualifications Package form and a sample of recent work plans, and the firm's CADD capabilities in MicroStation and Geopak. Firms offering engineering, surveying, and/or photogrammetric services in North Carolina must be registered with the State as well as the North Carolina Board of Examiners for Engineers and Land Surveyors. Priority consideration is given to North Carolina firms.

<sup>70</sup> GSPC Survey of Business Owners, Appendix M, Table 63.

<sup>71</sup> NCDOT, Policies and Procedures for Procurement and Administration of Major Professional or Specialized Services Contracts, Adopted by North Carolina Board of Transportation: June 30, 2016, page 8.

- Subcontractors. During the five-year Study Period, subcontractors for Centrally Let and Division Let contracts were required to be prequalified. The subcontractor prequalification form covers work codes that the firm itself can accomplish, equipment the firm rents and/or owns, gross receipts, licenses held, when company was established, recent work experience, Safety Index (including EMR and Incident Rate), safety philosophy and work location. Work location does not limit where a firm can work. Subcontractors must be prequalified prior to beginning work on the project, but do not have to be prequalified at the time of bidding to count toward meeting advertised goals.<sup>72</sup> Prequalified prime contractors can work as subcontractors on any size project.

Vendor registration on the prequalification form also asks for race, ethnicity, gender, and disability status. The race/ethnicity categories listed are: Prefer Not To Answer, Black American, American Indian, Caucasian American, Asian American, Hispanic American, and Asian Indian.

Concern was expressed in the DBE goal setting sessions and in comments in the anecdotal chapter of this Study that prequalification requirements were an obstacle to meeting DBE goals.<sup>73</sup> NCDOT staff suggested that most prequalification denials were due to the failure to submit required information and often there were denials for some, but not all, work codes applied for in the prequalification application. In the vendor survey 23.7% of MWBE respondents found prequalification to be barrier.<sup>74</sup> One OCR objective with regard to prequalification is to increase pool of prequalified DBEs by 10%.<sup>75</sup>

## H. DBE Program

### 1. General Background

NCDOT has had a statute promoting DBE utilization since 1983. The statute, which has been amended several times, provides that:

It is the policy of this State, based on a compelling governmental interest, to encourage and promote participation by disadvantaged minority owned and Nonminority Female owned businesses in contracts let by the Department pursuant to this Chapter for the planning, design, preconstruction, construction, alteration, or maintenance of State transportation infrastructure and in the procurement of materials for these projects.<sup>76</sup>

NCDOT has applied DBE goals to federally-funded and state-funded construction projects throughout the Study Period.

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<sup>72</sup> NCDOT, Division Let Contract Guidance, Revised May 2015, page 12.

<sup>73</sup> Ken Weeden & Associates, Overall Disadvantaged Business Enterprise Participation Goal for Federally-Assisted Highway Projects for Federal Fiscal Years 2016-2018, Page 24.

<sup>74</sup> GSPC Survey of Business Owners, Appendix M, Table 43.

<sup>75</sup> NCDOT, Office of Civil Rights Fiscal Year 2018-2019 Strategic Priorities, page 16.

<sup>76</sup> NCGS § 136-28.4(b)(1). State policy concerning participation by disadvantaged minority owned and Women owned businesses in transportation contracts.

## 2. NCDOT MWBE Program Litigation

The legal challenges NCDOT has faced in this area have been to the state-funded program. There has been no litigation challenging the federally-funded DBE program. Dickerson Carolina, Inc. challenged the NCDOT state-funded MWBE program as unconstitutional in state court in 1991. Dickerson was the low bid but failed to satisfy GFE. Dickerson lost on appeal in 1994.<sup>77</sup> H.B. Rowe sued the NCDOT state-funded MWBE program in federal court in 2003. The State MWBE statute was amended in 2006 following the 2004 NCDOT disparity study. The NCDOT MWBE amendments included: ending the 10% MBE and 5% WBE goals; setting a sunset date; defining minority as those groups that had suffered discrimination; and requiring a disparity study every five years. After an appeal, the NCDOT MWBE statute was upheld as constitutional for African American and American Indian owned businesses, but not for Women owned businesses.<sup>78</sup> The H.B. Rowe v. Tippett case is discussed in some detail in the legal chapter above. NCDOT has not had any litigation since H.B. Rowe v. Tippett. There have been some appeals of decertification.

## 3. DBE Certification - 49 CFR Part 26, Subpart D & E

**The North Carolina Unified Certification Program (“UCP”)** was finalized in 2004 establishing NCDOT as the lead certifying entity for DBEs in the State. According to OCR staff, as of January 2020, the North Carolina UCP covered 83 agencies, including highway, transit, and aviation. **The North Carolina UCP does not require a fee for certification.**

OCR also conducts Airport Concessionaire DBE (ACDBE) certification for the airports in the State, with exception of Raleigh-Durham Airport and Charlotte Airport. The OCR has a Memorandum of Understanding (MOU) with the Raleigh-Durham and Charlotte Airports for ACDBE certification.<sup>79</sup> Based on the MOUs, those airports:

- Receive applications for ACDBE certification from applicants who intend to operate concessions.
- Conduct the desk review and site visit for each complete application.
- Send a written recommendation to approve or deny certification to the North Carolina UCP. The North Carolina UCP issues the certification approval or denial letter.<sup>80</sup>

NCDOT DBE Certification Program has an interstate certification process of accepting DBEs certified from other states, in line with federal regulations. However, NCDOT has chosen to not simply accept another state's certification without its own procedures for review and certification approval of all interstate applications.<sup>81</sup> OCR staff indicated there has been an influx of out-of-state firms requesting DBE Certification in the State of North Carolina in search of opportunities. Likely, this influx was due in part to the USDOT national policy of allowing companies that are already certified to obtain certification in other states on an expedited basis through Interstate Certification.<sup>82</sup>

<sup>77</sup> Dickerson Carolina, Inc. v. Thomas J. Harrelson et al., No. 91-CVS-6039 (NC Ct of Appeals 1994).

<sup>78</sup> H.B. Rowe v. Tippett, 615 F.3d 233 (4th Cir 2010).

<sup>79</sup> NCDOT, Disadvantaged Business Enterprise Program Plan (Federal), Revised August 2018, Attachment M.

<sup>80</sup> NCDOT, Disadvantaged Business Enterprise Program Plan (Federal), Revised August 2018, page 43.

<sup>81</sup> *Ibid.*, page 44.

<sup>82</sup> 49 CFR § 26.85. NCDOT does not at present have any reciprocity agreements with other states.

OCR has 90 days to render a decision on a completed certification package.<sup>83</sup> OCR indicated there were issues with intake and certification backlog, due to inexperienced staff and staff turnover. This backlog was addressed with increased training and hiring external consultants.

OCR set up 3 certification zones: Central, Eastern, and Western.<sup>84</sup> During the Study Period, OCR had three (3) certification consultants to help full-time certification officers and three (3) certification assistants. Despite a budget for up to three (3) certification consultants, OCR currently has one (1), due in part to the beginning of on-line certification. In 2019, OCR began practicing with the certification software. Additionally, OCR piloted a test with 25 DBE firms that were up for certification renewal.

The table below shows the number of certifications by year from 2014 through 2018. There were 887 certifications over the five-year period, the most (226) in 2018, indicating a significant reduction in backlog after additional resources were devoted to certification.

Table 6: OCR Annual DBE Certifications  
2014-2018  
NCDOT Disparity Study

Year	Number of DBE Certifications
2014	167
2015	165
2016	221
2017	108
2018	226
Total	887

Source: OCR, GSPC Special Tabulations

The OCR certification staff and consultants conduct site visits around the State. Through these site visits, OCR **reports that they have occasionally identified “fronts” (non-DBEs holding themselves out to be DBEs)**. OCR establishes a committee when needed for appeals of certification denials.<sup>85</sup> The table below shows the number of de-certifications by year from 2014 through 2018. There were 206 decertifications over the five-year period, the most (114) in 2014.

83 NCDOT, Disadvantaged Business Enterprise Program Plan (Federal), Revised August 2018, page 43.

84 These certification zones correspond to groups of NCDOT Divisions: Central Zone - Divisions 5, 7, 8, 9; Western Zone – Divisions 10, 11, 12, 13, 14; Eastern Zone – Divisions 1, 2, 3, 4, 6.

85 Ibid., pages 77-80.

Table 7: OCR Annual DBE Decertifications  
2014-2018  
NCDOT Disparity Study

Year	Number of DBE Decertifications
2014	114
2015	29
2016	21
2017	15
2018	27
Total	206

Source: OCR, GSPC Special Tabulations

The table below provides reasons for decertification from 2014 through 2018. By far the greatest reason for decertification was failure to cooperate (53.8%), followed by client request (18.6%).<sup>86</sup> This data confirms OCR staff recollections that graduation due to firm revenue and personal net worth were not significant factors in decertification from the DBE program. OCR staff report that firms primarily graduate from specific North American Industry Classification System (“NAICS”) codes and not from the overall DBE program.

Table 8: Reasons for Firm Decertification  
2014-2018  
NCDOT Disparity Study

Reason	Number	Percent
Change in certification standards or requirements	1	0.5%
Client Request	39	18.9%
DBE is no longer an on-going business entity	16	7.8%
Failure to cooperate	116	56.3%
Not Eligible - Control	4	1.9%
Not Eligible - Ownership	5	2.4%
Not Eligible - Exceeds Personal Net Worth Cap	2	1.0%
Not Eligible - Exceeds SBA size standard	7	3.4%
Not Eligible - Firm is not owned by qualifying individual(s)	8	3.9%
Other - enter explanation in Text field	8	3.9%
Total	206	100.0%

Source: OCR, GSPC Special Tabulations

<sup>86</sup> 49 CFR § 26.109(c) provides that failure to cooperate is grounds for denial of DBE certification. Failure to provide necessary information and affidavits required under the DBE certification procedures in 49 CFR Part 26 Subpart E is deemed “failure to cooperate.”



The table below provides counts of certified DBEs in the NCDOT DBE directory. Overall, there were 2,057 certified DBEs in the NCDOT DBE directory in July 2019; 1,303 with a primary address in North Carolina (63.3% of the total number of DBEs). The data confirms OCR staff reports of an influx of out-of-state DBEs. Of the DBEs in North Carolina, almost 70% were minorities and almost 30% were Nonminority Female. Three (3) DBEs in the directory were not owned by Nonminority Females or minorities.

Table 9: Number of Certified DBEs Located in North Carolina  
July 2019  
NCDOT Disparity Study

Category	Number	Percent
MBEs	911	69.9%
WBEs	389	29.9%
DBEs	1,303	100%

Source: NCDOT DBE Directory July 2019

#### 4. Overall DBE Goals — 49 CFR Part 26.45

NCDOT generally sets overall DBE goals every three (3) years for FHWA, FTA and FAA-funded projects. Generally, these goals are set by an external consultant. OCR currently has an LSC for an external consultant to develop the overall triennial DBE goals.

NCDOT did not exclude any groups presumed to be disadvantaged under 49 CFR Part 26 from participation in the DBE goals program during the Study Period. In other words, Black Americans, Hispanic Americans, American Indians, and Asian Americans, and Nonminority Female were included in the DBE goals program during the Study Period.

The state-funded program combined MBE and WBE goals into a single/combined DBE goal as of April 1, 2018, although MBE and WBE participation is still tracked separately. Given the recent implementation of this change, it is too soon to evaluate the impact of this policy change.

Goals during the Study Period are reflected in the chart below:

Table 10: NCDOT DBE Aspirational Goals  
 FHWA, FTA, FAA, State-funded  
 July 2019  
 NCDOT Disparity Study

Division / Project Funding Type	Fiscal Year(s)	DBE Goals (Overall and/or Break-out)
<b>Federal</b>		
FHWA (Division of Highway)	2016-2018 Triennial Goals	13.7 % - Race-conscious
FHWA <sup>87</sup> (Division of Highway)	2019-2021 Triennial Goals	14.0 % 2.5% - Race Neutral 11.5% - Race-conscious
FTA <sup>88</sup> (Public Transit Division)	2017-2019 Triennial Goals	1.9% 0% - Race Neutral 1.9% - Race-conscious
FAA <sup>89</sup> (Division of Aviation)	FY 2018	10.6% 0% - Race Neutral 10.6% - Race-conscious
<b>State<sup>90</sup></b>		
State-funded Projects Note: <i>Although there are no longer separate goals for MBEs and WBEs on state-funded projects, MBE and WBE utilization are still tracked separately</i>	FY2019	11.8% - MWBE Combined

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5. DBE Contract Goals— 49 CFR Part 26.51(d)

a) *DBE Contract Goal Setting Process*

North Carolina law provides that,

the Department [NCDOT] shall establish a contract-specific goal or project-specific goal for the participation of such firms in a manner consistent with availability of disadvantaged minority owned and

87 NCDOT, Overall Disadvantaged Business Enterprise Participation Goal for Federally Assisted Highway Projects for Federal Fiscal Years 2019-2021, prepared with assistance of Ken Weeden & Associates, September 2018, pages 3 and 11. Approved in November 2018.

88 <https://connect.ncdot.gov/business/SmallBusiness/Pages/Utilization%20Goals.aspx>.

89 NCDOT, Uniform Reports of DBE Commitments/Awards and Payments, FY 2018.

90 <https://connect.ncdot.gov/business/SmallBusiness/Pages/Utilization%20Goals.aspx>.

Nonminority Female owned businesses, as appropriately defined by its most recent Study. Nothing in this section shall authorize the use of quotas.<sup>91</sup>

The NCDOT goal setting starts with the creation of a DBE Interest Report which identifies the items of work that may be available to DBE subcontractors and an associated dollar value.<sup>92</sup> There is a NCDOT goal setting committee, which meets once a month to discuss upcoming projects, review the scope of work involved and set goals for the contracts. The NCDOT Goal Setting Committee for all Centrally Let projects includes staff from NCDOT Contract Standards and Development Unit and OCR.

The following sources are used to determine the DBE contract goal for each project:

- List of pre-qualified DBE contractors by work type. List of certified DBEs. Knowledge of non-qualified DBEs (usually within 70 miles radius).
- Map showing NCDOT Division locations and project sites.
- Map of certified DBEs by work type.
- Historical goal attainment by geography, project type, and work type, going back three years.
- Project work types compared with ready, willing, and able certified DBEs.
- Projects that are currently active.
- Project duration.<sup>93</sup>

**An additional source not listed is the Engineer's Estimate.** There were differences in staff interviews on the role of triennial DBE goals, with some DBE goal setting staff reporting that the NCDOT FHWA triennial DBE goal did not play an important role in project goal setting. The federal DBE regulations do call for the triennial DBE goal to play a role in DBE contract goal setting.<sup>94</sup> OCR has projected conducting goal setting training in the future.

NCDOT Design-Build projects have DBE goals and reporting requirements.<sup>95</sup> First, standard DBE contract goals are generally established for Design-Build projects and are stated in the Request for Proposal ("**RFP**").<sup>96</sup> Second, **the proposer's Technical Score may be affected by a team's use of DBE firms as part of their non-construction related services.**

On projects where the DBE goal is met, the low bidder must submit Letters of Intent before presentation to the NCDOT Bid Review Committee. Letters of Intent can contain more utilization than originally submitted on the DBE Listing for a subcontractor, but not less. Only those firms with current DBE certification at bid opening can be used for the bidder submittal of DBE participation.<sup>97</sup> DBE prime contractors count their own work (self-performance) towards meeting the goal.

91 NCGS § 136-28.4(b)(1). State policy concerning participation by MBEs, WBEs, and DBEs in transportation contracts.

92 NCDOT, Division Let Contract Guidance, Revised May 2015, Ref -40.

93 NCDOT interviews + NCDOT, Disadvantaged Business Enterprise Program Plan (Federal), Revised August 2018, Section 26.51(d-g) Contract Goals, page 20.

94 See, e.g., 49 CFR part 26.51(f)(2).

95 NCGS § 136-28.11(c).

96 NCDOT, Design-Build Policy & Procedures, 2011, page 13.

97 NCDOT, Special Provision G66, Minority Business Enterprise and Women Business Enterprise: (10-16-07) (Rev 2-19-19).

b) *Division Let Goals*

DBE goals are also set on Division Let contracts. The Division Let DBE goal setting process is similar to the federal contract goal process described above but there is not a standing goal setting committee in every NCDOT geographic division, although such committees are encouraged. The NCDOT Goal Setting Committee sets Division Let project goals when requested to do so by the Divisions. NCDOT Division staff felt there were shortages of firms and workers in the construction industry overall and in particular trades. The Division staff felt there was a need to expand the On-the-Job Training (OJT) program to assist with expanding the pipeline of individuals who can establish DBEs. OCR is planning more robust workforce development efforts because of the acute labor needs small businesses are currently facing.

The NCDOT Division Let Contract Guidance notes several factors that may be less conducive to DBE utilization, such as projects that are isolated or not near a major highway, projects with multiple construction stages, timing restrictions and scheduling difficulties, night work, specialty items (ITS, signals, micro-surfacing, hot in-place recycling, etc.) and traffic projects.<sup>98</sup> On the positive side, the Division Let Contract Guidance notes that new projects and projects with road closures may be attractive to DBEs. The Division Let Contract Guidance also suggests looking at hauling factors such as on-road vs. off-road hauling, materials to be hauled, and the hauling percent of the total project.<sup>99</sup> There is no apparent limit on applying these observations to NCDOT goal setting as a whole.

c) *Commercially Useful Function*

To perform a commercially useful function, DBEs must be actually performing, managing, and supervising the **work involved and cannot simply be an “extra participant” passing through funds.**<sup>100</sup> DBE truckers must own and operate at least one (1) fully licensed, insured, and operational truck used on the project. The DBEs can lease trucks from another DBE firm. NCDOT requires that contractors with significant DBE trucking commitments provide a trucking plan.<sup>101</sup> DBE suppliers count 100% of the cost of materials and supplies toward the goals if the materials or supplies are obtained from a DBE manufacturer and 60% of the cost of the materials or supplies if the materials or supplies are purchased from a DBE regular dealer. In keeping with federal regulations, OCR is tasked with periodic audits of commercially useful functions.<sup>102</sup> These audits are performed by the OCR Compliance team, which typically consists of three (3) officers who handle different regions of the State, with assistance of outside consultants where needed.

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98 NCDOT, Division Let Contract Guidance, Revised May 2015, Ref -41.

99 Ibid.

100 NCDOT, Disadvantaged Business Enterprise Program Plan (Federal), Revised August 2018, Section 26.73, Commercially Useful Function, page 42.

101 NCDOT, Special Provision G061 – Disadvantaged Business Enterprise (Central) (10-16-07)(Rev.1-17-17); Special Provision G062 – Disadvantaged Business Enterprise (Division) (10-16-07)(Rev.1-17-17); Special Provision G66 Minority Business Enterprise And Women Business Enterprise (State Central) (10-16-07)(Rev.1-17-17); Special Provision G67 Minority Business Enterprise And Women Business Enterprise (State Division) (10-16-07)(Rev.1-17-17).

102 Ibid., NCDOT Monitoring Plan.

d) *Banking DBE Credits*

NCDOT allows for the banking of DBE goal credits on state-funded projects.<sup>103</sup> GSPC is not aware of other agencies, or DOTs in particular, that currently use this policy. This banking policy applies when the bid of the lowest responsive bidder exceeds \$500,000 and **bidder's proposed DBE participation is greater than the combined DBE Goal by \$1,000 or more**. In such a case, the excess can be used in the future by the bidder when it falls short of the contract goal. This excess can accumulate for no more than 24 months. The credits are kept separately for MBEs and WBEs. The excess credit is only available at the time of the bid, i.e., not if greater DBE participation is achieved later in the project. Banking credits were extended from Centrally Let projects to Division Let projects in 2018.

In December 2019, **121 firms had accounts for these “banked” goals; about \$3.6 million for MBEs and \$15.3 million for WBEs.**<sup>104</sup> NCDOT staff reported that about 10% of prime contractors with banked accounts were actively using banked credits. This information implies that the banking credits, while they add flexibility to goal setting, are not in widespread use. OCR staff did express concern that banking constrains future opportunities for DBEs.

e) *Contract Compliance*

Contract compliance with the DBE goal is tracked by construction engineers who maintain the documents submitted for DBE Goal Compliance. The construction engineers receive affidavits of final payment and provide documentation that shows if DBE goals have been met. According to the Division of Highway, the reporting requirement is included in every construction contract executed and Contractors are required to report all DBE payments to subcontractors and materials suppliers in the DBE Payment Tracking System, a web-based **application. Specifically, the Special Provisions require that,** “The Contractor shall provide the Engineer with an accounting of payments made to all DBE firms, including material suppliers and contractors at all levels (prime, subcontractor, or second tier subcontractor).”<sup>105</sup>

f) *DBE Replacement*

A DBE subcontractor can be terminated by a prime only after receiving the Engineer's written approval based on a finding of good cause for the termination.<sup>106</sup> Good faith efforts generally must be made to substitute a DBE for the one that was replaced.<sup>107</sup> When replacing a DBE subcontractor, the Contractor must submit, to the Engineer, a completed DBE Replacement Request Form that demonstrates reasonable good faith efforts have been made to replace the DBE subcontractor. The contractor must provide the subcontractor a minimum of five (5) business days to respond to a replacement request. Generally, during the Study Period, OCR was not involved in the DBE replacement process; however, OCR was involved if a potential violation of the DBE replacement rules was found. OCR involvement in DBE replacement has increased since the Study Period.

<sup>103</sup> NCDOT, Special Provision G66, Minority Business Enterprise And Women Business Enterprise: (10-16-07)(Rev 2-19-19).

<sup>104</sup> NCDOT, Special Tabulations of Banking Summary, December 18, 2019.

<sup>105</sup> NCDOT, Special Provision G061, Disadvantaged Business Enterprise (Central)(10-16-07) (Rev 1-17-17)

<sup>106</sup> NCDOT, Disadvantaged Business Enterprise Program Plan (Federal), Revised August 2018, page 25.

<sup>107</sup> NCDOT Construction Manual, Records and Reports, DBE/MWBE, Replacement of a DBE/MWBE. Good Faith Efforts are not required for all DBE replacements if NCDOT already has a Subcontractor Approval Form on file in the case of a decertification.

The table below shows that there were 120 DBE replacements from 2014 through 2019. The primary reasons given for DBE replacement were capacity, decertification, scheduling, performance, and subcontract terms. Twelve (12) of the DBE replacements were cited as involuntary.

Table 11: Reasons for DBE Replacement  
2014-2019  
NCDOT Disparity Study

Reason for DBE Replacement	Number	Percent
Capacity Issue	31	25.83%
Scheduling Issue	14	11.67%
Performance Issue	11	9.17%
Subcontract Terms	9	7.50%
Decertified - Graduation	9	7.50%
Bankruptcy	8	6.67%
Going Out Of Business	5	4.17%
Change In Work	4	3.33%
Decertified - Deceased	4	3.33%
Decertified - OCR Letter	4	3.33%
Bid Error	4	3.33%
Prequalification Issue	3	2.50%
Business Dissolved	3	2.50%
Financial Loss (Low Quote)	2	1.67%
Other - Left The Project	2	1.67%
Other - Health Issue	2	1.67%
Decertified - Closed	1	0.83%
Other - Not Paying Subs	1	0.83%
Other - Nonresponsive	1	0.83%
Lacks Experience	1	0.83%
Other	1	0.83%
<b>Grand Total</b>	<b>120</b>	<b>100.00%</b>

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**g) Professional Services**

As previously stated, DBE contract goals are not placed on professional service agreements. NCDOT staff expressed differences amongst themselves as to whether NCDOT had the power to place DBE contract goals on professional services. [However, FHWA guidance does allow for DBE goals on professional services in light of the

federal regulations].<sup>108</sup> According to NCDOT policy a representative of the OCR/Business Development Specialist is invited to sit with the selection committee for professional services.<sup>109</sup> Staff reported that OCR representatives generally do not sit on professional services selection committees and would not have a vote on the selection if they did. Additionally, the use of DBE subconsultants can be a nominal evaluation criterion,<sup>110</sup> although NCDOT staff indicated that this policy has not been implemented in practice as it is viewed as a race-conscious remedy.

In October 2019, NCDOT added the following language to the Request for Letters of Interest (“RFLOI”) as “**encouragement**” language for use of minority firms: “Professional Services Contracts are race and gender neutral and do not contain goals. However, the Respondent is encouraged to give every opportunity to allow Disadvantaged, Minority owned and Nonminority Female owned Business Enterprises (DBE/MWBE) subconsultant utilization on all LOIs, contracts and supplemental agreements. The Firm, subconsultant and subfirm shall not discriminate on the basis of race, religion, color, national origin, age, disability or sex in the performance of this contract.”

*h) Goal Setting in Other NCDOT Modes: Aviation, Rail, Ferry, Public Transit, Ports, Bicycle & Pedestrian and Turnpike Authority*

Aviation Division - NCDOT Aviation Division staff stated that OCR sets DBE goals in conjunction with the Aviation Division on its projects. However, Aviation staff further observed that there was limited DBE participation, which is consistent with the DBE payment data reported below. Aviation Division staff reported that the Division awards 10 to 15 projects a year, and on some projects, they often have 0% DBE participation. They indicated their belief that there are not many DBE firms that do airport work and that some of the limitations may be due to equipment cost, lack of experience, and/or the requirement for extensive background checks.

Rail Division - The Rail Division works with OCR in setting DBE goals, where applicable.

Ferry Division - The NCDOT Goal Setting Committee has not placed DBE goals on Ferry Division work.

Public Transit Division - division is largely distributing grants. The OCR makes recommendations for goals where appropriate. Direct recipients, such as the City of Charlotte, set their own goals.

Ports Authority - Construction for the Ports Authority falls under NCGS 143 and not NCGS 136. Therefore, Ports Authority operates under the State’s **HUB Program** and does not have goals set by NCDOT. [See Appendix X]

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108 See, for example, FHWA, Procurement, Management, And Administration of Engineering and Design Related Services - Questions And Answers (Last Updated May 19, 2017), pages 47-50 (“**May a contracting agency set goals for DBE participation on engineering and design related services contracts? Yes...**”). See also FHWA, Procurement, Management, and Administration of Engineering and Design Related Services, 80 FR 29907, May 2015.

109 NCDOT, Policies and Procedures for Procurement and Administration of Major Professional or Specialized Services Contracts, 2016, page 11.

110 NCDOT, Policies and Procedures for Procurement and Administration of Major Professional or Specialized Services Contracts, 2016, page 11-12.



Bicycle & Pedestrian Division - This division largely distributes grants. Bicycle & Pedestrian does not put DBE goals on LSCs. They had one DBE and SPSF on a prior LSC. They now have three (3) DBEs that were awarded LSCs as prime contractors.

Turnpike Authority - Turnpike Authority goals are set by the NCDOT Goal Setting Committee.<sup>111</sup>

i) *Data on NCDOT DBE Goal Setting*

The table below shows DBE contract goal setting data on 309 federal NCDOT projects from FY 2014 through FY 2018. The DBE contract goals over the period ranged from 0% to 16%. About 98% of the projects had DBE goals. Prime contractors proposed zero DBE participation on 2.3 % of NCDOT projects in the data. Most of the goals advertised were between 5% and 15%. This data, in conjunction with the goal setting process described above, and the GFE information discussed below, confirms that NCDOT did not use DBE goals as a rigid quota, or set DBE goals on every project regardless of subcontracting opportunity, in keeping with federal regulations.

Table 12: NCDOT DBE Goal Setting

2014-2019  
NCDOT Disparity Study

Percent	Proposed DBE Goal		DBE Participation Submitted by Prime	
	Number of Projects	Percent of Projects	Number of Projects	Percent of Projects
0	6	1.94%	7	2.27%
0.1-4.9%	37	11.97%	47	15.21%
5.0-9.9%	162	52.43%	157	50.81%
10.0-14.9%	101	32.69%	91	29.45%
>15.0%	3	0.97%	7	2.27%
Total	309	100.00%	309	100.00%
Average Goal		7.96%		7.73%
Median Goal		8.00%		8.00%

Source: NCDOT, GSPC Special Tabulations

Tables 13 and 13a below show data on MBE, WBE and combined MBE/WBE contract goal setting on 402 NCDOT state-funded projects from FY 2014 through FY 2018. About 93.0% of the projects had MBE goals and 94.0% had WBE goals (Table 12). Prime contractors submitted zero MBE goals on about 9.5% of NCDOT projects and zero WBE goals on 6.7% of projects. Table 13a shows data when there were combined MBE/WBE goals on NCDOT state-funded projects (generally after 2018). All of these projects had advertised MBE/WBE goals. Most of the advertised MBE/WBE goals and goals submitted by prime contractors were between 5.0% and 9.9%.

<sup>111</sup> For one project, the Turnpike Authority included language encouraging the use of minority/DBE firms in the Request for **Qualifications** (“RFQ”) for Bonding Underwriting. JP Morgan, senior managing company underwriting the bonds, included two (2) DBEs from Philadelphia and New York on its underwriting team.

Table 13: NCDOT MBE, WBE Goal Setting

2014-2019  
NCDOT Disparity Study

	Proposed MBE Goal		MBE Participation Submitted by Prime		Proposed WBE Goal		WBE Participation Submitted by Prime	
	#	%	#	%	#	%	#	%
None Reported	28	7.0%	38	9.5%	24	6.0%	27	6.7%
0.1-4.9%	308	76.6%	308	76.6%	185	46.0%	202	50.2%
5.0-9.9%	66	16.4%	55	13.7%	193	48.0%	168	41.8%
10.0-14.9%	0	0.0%	0	0.0%	0	0.0%	4	1.0%
>15.0%	0	0.0%	1	0.2%	0	0.0%	1	0.2%
Total	402	100.0%	402	100.0%	402	100.0%	402	100.0%
Average Goal	2.95%		2.71%		4.19%		4.09%	
Median Goal	3.00%		3.00%		5.00%		4.0%	

Source: NCDOT

Table 13a: NCDOT Combined MBE/WBE Goal Setting

2014-2019  
NCDOT Disparity Study

	Proposed MBE/WBE Goal		MBE/WBE Participation Submitted by Prime	
	#	%	#	%
None Reported	0	0.00%	0	0.00%
0.1-4.9%	9	10.23%	17	19.32%
5.0-9.9%	70	79.55%	61	69.32%
10.0-14.9%	9	10.23%	10	11.36%
>15.0%	0	0.00%	0	0.00%
Total	88	100.00%	88	100.00%
Average Goal	6.88%		6.50%	
Median Goal	7.00%		7.00%	

Source: NCDOT

Only one (1) design-build/express design-build project did not have a DBE, MBE or WBE goal during the Study Period. DBE goals on design-build/express design-build ranged from 2% to 13%, MBE goals ranged from 1% to 6%, and WBE goals ranged from 1% to 7%.<sup>112</sup>

<sup>112</sup> NCDOT Design Build Project Data thru 3/20/2020 (special tabulation).

## 6. Good Faith Efforts — 49 CFR Part 26.53

If a bidder fails to meet the DBE contract goal, they must submit GFE documentation. NCDOT also requires the contractor for a Design-Build project to make GFE to include DBEs on its Design-Build team.<sup>113</sup> GFE for DBEs goals in the NCDOT DBE program (both state- and federally-funded) include, but are not limited to, the following:

- (A) Soliciting through all reasonable and available means (e.g. attendance at pre-bid meetings, advertising, written notices, use of verifiable electronic means through the use of the NCDOT Directory of Transportation Firms) the interest of all certified DBEs who have the capability to perform the work of the contract. The bidder must solicit this interest within at least 10 days prior to bid opening to allow the DBEs to respond to the solicitation. Solicitation shall provide the opportunity to DBEs within the Division and surrounding Divisions where the project is located. The bidder must determine with certainty if the DBEs are interested by taking appropriate steps to follow up initial solicitations.
- (B) Selecting portions of the work to be performed by DBEs in order to increase the likelihood that the DBE goals will be achieved.
  - (1) Where appropriate, break out contract work items into economically feasible units to facilitate DBE participation, even when the prime contractor might otherwise prefer to perform these work items with its own forces.
  - (2) Negotiate with subcontractors to assume part of the responsibility to meet the contract DBE goal when the work to be sublet includes potential for DBE participation (2nd and 3rd tier subcontractors).
- (C) Providing interested DBEs with adequate information about the plans, specifications, and requirements of the contract in a timely manner to assist them in responding to a solicitation.
- (D)
  - (1) **Negotiating in good faith with interested DBEs. It is the bidder's responsibility to** make a portion of the work available to DBE subcontractors and suppliers and to select those portions of the work or material needs consistent with the available DBE subcontractors and suppliers, to facilitate DBE participation. Evidence of such negotiation includes the names, addresses, and telephone numbers of DBEs that were considered; a description of the information provided regarding the plans and specifications for the work selected for subcontracting; and evidence as to why additional agreements could not be reached for DBEs to perform the work.
  - (2) A bidder using good business judgment would consider a number of factors in negotiating with subcontractors, including DBE subcontractors, and would take

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<sup>113</sup> NCDOT, Disadvantaged Business Enterprise Program Plan (Federal), Revised August 2018, Section 26.53, Good Faith Effort for Projects with DBE Goals, page 24.

a **firm's** price and capabilities as well as contract goals into consideration. However, the fact that there may be some additional costs involved in finding and using DBEs is not in **itself sufficient reason for a bidder's failure to meet the contract DBE goal, as long as such costs are reasonable.** Also, the ability or desire of a prime contractor to perform the work of a contract with its own organization does not relieve the bidder of the responsibility to make good faith efforts. Bidding contractors are not, however, required to accept higher quotes from DBEs if the price difference is excessive or unreasonable.

- (D) Not rejecting DBEs as being unqualified without sound reasons based on a thorough investigation **of their capabilities. The bidder's standing within its industry, membership in specific groups, organizations, or associates and political or social affiliations (for example, union vs. non-union employee status) are not legitimate causes for the rejection or non-solicitation of bids in the bidder's efforts to meet the project goal.**
- (E) Making efforts to assist interested DBEs in obtaining bonding, lines of credit, or insurance as required by the recipient or bidder.
- (F) Making efforts to assist interested DBEs in obtaining necessary equipment, supplies, materials, or related assistance or services.
- (G) Effectively using the services of available minority/Nonminority Female community organizations; minority/Nonminority Female **contractors' groups; Federal, State, and local** minority/Nonminority Female business assistance offices; and other organizations as allowed on a case-by-case basis to provide assistance in the recruitment and placement of DBEs. Contact within 7 days from the bid opening the Business Opportunity and Work Force Development Unit **at BOWD@ncdot.gov to give notification of the bidder's inability to get DBE quotes.**
- (H) Any other evidence that the bidder submits which shows that the bidder has made reasonable good faith efforts to meet the DBE goal.<sup>114</sup>

In addition, the Department may consider the following:

- (1) **Whether the bidder's documentation reflects a clear and realistic plan for achieving the DBE goal.**
- (2) **The bidders' past performance in meeting the DBE goals.**
- (3) The performance of other bidders in meeting the DBE goal. For example, when the apparent successful bidder fails to meet the DBE goal, but others meet it, you may reasonably raise the question of whether, with additional reasonable efforts the apparent successful bidder could have met the goal. If the apparent successful bidder fails to meet the DBE goal, but meets or

114 NCDOT, Special Provision G061, Disadvantaged Business Enterprise: (10-16-07) (Rev 1-17-17).

exceeds the average DBE participation obtained by other bidders, the Department may view this, in conjunction with other factors, as evidence of the apparent successful bidder having made a good faith effort.<sup>115</sup>

These GFE provisions are standard for the federal DBE program. As seen above, the NCDOT GFE policy does not require bidders to accept excessive quotes from DBEs. Consequently, NCDOT asks that contractors submit a Subcontractor Quote Comparison spreadsheet as part of their GFE submission. The spreadsheet asks that prime contractors explain why they used a non-DBE subcontractor, including prime self-performance, price, and record **of poor performance, if any. The sample spreadsheet states: “Please keep in mind that for federal aid projects, if cost is the reason, the savings need to be considerable.”**<sup>116</sup>

When a firm has not met the contract goal, they must show where they have demonstrated a good faith efforts. The firm will submit their GFE packet to the Staff Review Committee, which consists of the OCR Utilization Manager (chair), the Business Opportunity and Workforce Development (BOWD) Manager and a representative from the Construction Unit, (typically the State Construction Operations Engineer). The BOWD and the State Construction Operations Engineer will evaluate the GFE packet based on rules in the Special Provisions covering GFEs. If the BOWD Manager and the State Construction Operations Engineer have the same evaluation, the chair will break the tie.

From there, the decision goes to the Goal Compliance Committee, which consists of the Deputy Chief Engineer, the State Contract Engineer, the Assistant Technical Service Engineer, the State Construction Engineer, the OCR Deputy Director and the FHWA Civil Rights Specialist (the latter only comes for federally-funded projects). The Goal Compliance Committee reviews the findings of the Staff Review Committee. The Goal Compliance Committee may want to see the firm, even if the Staff Review Committee **was satisfied with the firm’s** good faith efforts. If lack of good faith efforts is found, the firm can elect to appear in person or via phone conference. From there, the Goal Compliance Committee will make a recommendation. A recommendation from the Goal Compliance Committee can be appealed. It will go to the Appeals Committee, which consists of the Chief Deputy Secretary, the Chief Operating Officer and one other member of a mode of Transportation (usually the Chief Engineer) for Highways. Their decision is final.

From 2017 through 2019 there were 32 projects with GFE submissions. One of those submissions was found not to satisfy GFE requirements.

## 7. Fostering Small Business Participation — 49 CFR Part 26.39

The NCDOT SBE program was established in 1994 and is race- and gender-neutral. The existing NCDOT SBE program was approved by the USDOT in July 2012 to satisfy the federal element of fostering small business. The program primarily reserves certain projects exclusively for bidding by SBEs, as opposed to setting SBE subcontracting goals. There is no overall SBE aspirational goal in NCGS § 136-28.10.

The SBE program has been primarily for Division Let highway construction projects, and projects are valued at up to \$500,000. The NCDOT Goal Setting Committee does not determine SBE projects. The SBE program was

<sup>115</sup> Ibid.

<sup>116</sup> NCDOT, Subcontractor Quote Comparison Example, Comment tab (undated).

extended to all NCDOT transportation modes in 2009. Some divisions, such as the Aviation Division, have discussed using the SBE program but have not implemented the SBE program thus far.

a) *SBE Certification*

NCDOT has the following standards for SBE certification:

- (a) Size: The business shall have an annual net income of not more than \$1,500,000, after cost of goods sold is deducted.
- (b) Independence: Absence of control or influence of a non-qualifying firm.
- (c) Integrity: No pattern of conduct indicating its involvement in attempts to evade the requirements of the SBE program.
- d) Existing For-Profit Business: Not-for-profit organizations cannot be certified as SBEs.<sup>117</sup>

The SBE certification forms ask for race/ethnicity and gender, NCDOT work codes, counties, geographic divisions, and transportation modes where the firm is seeking work. SBE firms are considered self-certified. OCR does not ask for tax returns, as they do for DBE certification. They only ask for them when something raises a red flag in their review of the application. SBE certification is renewed annually.

A North Carolina General Contractor's license, payment and performance bonds may be waived for SBE contracts unless otherwise specified.<sup>118</sup> SBE prime contractors do not have to be prequalified. SBE subcontractors can be SBE certified, or prequalified bidders or subcontractors.

There were 401 SBE firms in the NCDOT directory in August 2019, of which 81.2% had a primary address in North Carolina and 224 (34.5%) were also DBEs, MBEs, WBEs and or HUBs, indicating a significant percentage of SBEs were owned by Nonminority Females and minorities.

b) *Type of SBE Work*

NCDOT SBE guidance suggests that the following types of work under the SBE Program include, but are not limited to, grubbing, clearing, and grading; hauling stone and other materials; erosion control; paint striping; drainage (pipe, curb, and gutter, catch basin, etc.); landscape planting; fencing and guardrail, bus stop modifications, electronic and carpentry work on ferry terminals, etc.

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<sup>117</sup> NCDOT, Small Business Enterprise Program Guidelines for New Applicants and Renewals, November 2017.

<sup>118</sup> NCGS § 136-28.10.

One (1) NCDOT staff person noted that there are not a lot of SBE projects -- maybe four (4) in one month. The OCR BOWD program sent out project announcements on 14 SBE projects to 2,002 firms in the first half of 2019.<sup>119</sup> OCR objectives for the SBE program include updating the SBE SAP database and developing a comprehensive education and outreach strategy to increase opportunities for certified SBEs.<sup>120</sup>

The table below shows SBE utilization on NCDOT construction projects from FY 2014 through FY 2018. During this period SBEs won 13.6% of NCDOT construction purchase orders under \$500,000. This data is consistent with the observations of some NCDOT staff. Further analysis of SBE utilization on NCDOT construction projects is in Appendix O.

Table 14: SBE Utilization on NCDOT Construction Projects

FY 2017- FY 2019  
NCDOT Disparity Study

Fiscal Year	Award Value SBE PO's	SBE % of Total Contracts \$500k or Less
FY 2014	\$ 16,768,353	13.2%
FY 2015	\$ 15,188,402	13.4%
FY 2016	\$ 16,879,163	12.4%
FY 2017	\$ 18,032,810	12.1%
FY 2018	\$ 21,127,186	17.1%
Total	\$ 87,995,913	13.6%

Source: Joint Legislative Transportation, Oversight Committee Small Business Enterprise (SBE)/Small Professional Services Firms (SPSF) Reports

**c) Small Professional Services Firms (“SPSF”)**

The SPSF program is a race, ethnicity, and gender-neutral program NCDOT established in 2007 in collaboration with FHWA. A formal SPSF qualifications-based selection process was established in 2011 under a budget provision, and although not codified, remains a part of NCDOT’s policy.

The SPSF program is not dependent on the funding source. The 2008 SPSF program document does not describe **SPSF incentives but refers to a “participation credit.”** The 2016 SPSF program documents cite General Assembly House Bill 200, Session Law 2011-145, which states that NCDOT will identify **“Professional Services Contracts of \$250,000 or less that are likely to attract increased participation by Small Professional Services Firms and then direct the solicitation of applicable contracts to those firms.”**<sup>121</sup> The 2016 SPSF program documents also label SPSF a race, ethnicity and gender-neutral program, which is defined in definitions as **“other methods are used to achieve participation; i.e., aggressive outreach, targeted advertising, unbundling of work items, etc.”**<sup>122</sup> Staff

119 BOWD Scorecard, 2019.

120 NCDOT, Office of Civil Rights, Fiscal Year 2018-2019 Strategic Priorities, page 19.

121 NCDOT, Small Professional Services Firm (SPSF), New Applications and Renewals, Program Guidelines Revised September 20, 2016, page 2.

122 Ibid., page 3.



interviews indicated the SPSF incentive was a selection preference in the event of a tie, that rarely had an impact on firm selection. However, the policy review did find one (1) solicitation in which proposed SPSF subcontractor participation was part of the selection criteria.<sup>123</sup>

Size standards for SPSF certification depends on the type of business and services as defined by the SBA in Sector 54 (gross receipts or number of employees).<sup>124</sup> Sector 54 covers professional services broadly and not simply construction-related professional services. SPSFs also must be for profit and independent. While prequalification is not necessary for SPSF certification, prequalification is necessary for SPSFs to work on NCDOT projects requiring prequalification.<sup>125</sup> A certified DBE, MBE or WBE professional firm must complete an application and have a 541 NAICS code to be eligible as an SPSF. SPSF certification is renewed annually.

There were 401 SPSF firms in the SPSF directory in August 2019, of which 75.8% had a primary address in North Carolina and 250 (62.3%) were also DBEs, MBEs, WBEs and/or HUBs.

The table below shows SPSF utilization on NCDOT consulting engagements from FY 2017 through FY 2019. While some NCDOT staff generally felt that the SPSF incentives were modest and ineffective, this data suggested stronger percentage SPSF utilization than SBE utilization. During this period, SPSF won 27.0% of NCDOT consulting awards under \$250,000. However, this data does not show whether SPSFs won contracts because of the SPSF selection preference. Further analysis of SPSF utilization on NCDOT projects is in the statistical chapter below.

Table 15: SPSF Utilization on NCDOT Construction Projects

April 2018- June 2019  
NCDOT Disparity Study

Fiscal Year	SPSF (A3 contracts to certified firms)	SPSF % of Consulting Contract Awards \$250k or Less
FY 2014	\$ 18,733,821	25.3%
FY 2015	\$ 17,179,774	21.9%
FY 2016	\$ 38,903,348	29.7%
FY 2017	\$ 40,215,976	26.4%
FY 2018	\$ 58,310,315	28.3%
Total	\$ 173,343,234	27.0%

Source: Joint Legislative Transportation, Oversight Committee Small Business Enterprise (SBE)/Small Professional Services Firms (SPSF) Reports

Note: These are NCDOT- labeled “A3” (Professional Service) contracts.

OCR objectives toward the SPSF program include updating the SPSF SAP database and to develop a comprehensive education and outreach strategy to increase opportunities for certified SPSFs.<sup>126</sup>

123 NCDOT, Transportation Planning Division, Request for Letters of Interest (RFLOI) 2018 General Transportation Planning Services On-Call, December 1, 2017.

124 NCDOT, Small Professional Services Firm (SPSF), New Applications and Renewals, Program Guidelines Revised Ibid., page 4.

125 Ibid., page 5.

126 NCDOT, Office of Civil Rights, Fiscal Year 2018-2019 Strategic Priorities, page 19.

## 8. Business Development Programs — 49 CFR Part 26.35

a) *Business Opportunity and Workforce Development (BOWD) Program*

NCDOT's BOWD program existed during the Study Period. The BOWD's services include, but are not limited to:

- Providing counseling and technical support;
- Assisting in access to capital training, education, and referrals;
- Collaborating with higher education partners to provide training and technical support;
- Implementing a business development program covering three (3) target zones within the State using consultants;
- Assisting Prime contractors find available DBEs to meet project goals;
- **Conducting outreach, including DBE orientation training, Town Hall (“How to do Business with NCDOT”), and other project-driven meetings;**
- Assisting firms with completion of an in-depth business assessment to identify assistance needs;
- **Re-establish the Minority Entrepreneur’s Executive Institute (MEEI) to offer executive-level training to DBE firms at reasonable fee;**
- Expand the One-on-One Supportive Services Funds program and Training, Improvement and Performance for Success classes (TIPS);
- Establish Strategic partnerships with other stakeholders to host business development centers throughout the State.

BOWD is supported with federal funding for these services.<sup>127</sup>

In 2018, BOWD hired business development consultants who were awarded federal funding to run the Business Development Program (BDP). The BDP is a one-year developmental program designed to provide enrolled firms with an in-depth business assessment that will identify specific training, services, and technical assistance needs, as well as a detailed business plan to assist them in achieving set goals. Each consultant will enroll 15 firms per region (Central, Eastern and Western, 45 total). Two consultants are currently running this program. Each consultant contract may be extended for an additional year if warranted.

OCR DBE Supportive Services categorizes DBE firms by three tiers, based on the revenues of the DBE firms for assistance: Tier 1 -\$1 to \$300,000, Tier 2 -\$300,000 -\$500,000, Tier 3 -\$500,000 and up. DBE firms are referred to trainings that best match the revenue category of their business. In 2016, OCR received roughly \$1 million for these supportive services.

OCR allocated \$5,000 per firm for 50 firms, but not all firms used the funding.

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127 NCDOT, Office of Civil Rights, Fiscal Year 2018-2019 Strategic Priorities, pages 14-15.

b) *Mentor Protégé Program*

In October 2018, the OCR **implemented its Mentor Protégé’ Program (MPP) for NCDOT. The MPP encourages** private-sector relationships centered on business collaborations between Mentor (Prime) firms and Protégé (DBE) firms that provide advice, assistance, **and training to the DBE protégé which will improve that firm’s** management and operating capabilities and move the firm into additional areas of work. The MPP also seeks to enhance the business skills and capacity of DBE firms through a mutually beneficial pairing of DBEs with NCDOT Prime Contractors. At present, there are no incentives for potential mentors to participate in the program.

**The MPP is a “Volunteer Program” and** is not tied to a specific NCDOT project. Each phase of the program will run approximately 12-18 months. A consultant will work with each pairing to develop viable goals and success measures as well as monitor progress of the pairings, and report deliverables. The pairings for the program will attempt to encompass all modes within NCDOT, with a primary focus on the highway construction sector.

c) *Other Business Development Efforts*

Other OCR/BOWD business development efforts include:

- North Carolina State Construction Management Diploma Program is a series of six, one-day, intensive, hands-on workshops developed and taught by successful and experienced construction industry professionals. The series is delivered four times a year, twice in Raleigh and once in both Charlotte and Greensboro. Courses cover construction business planning, construction estimating, construction contracts, construction scheduling, construction operations, and construction management and control. OCR pays for up to 20 DBE participants to attend each Construction Management series.
- Entrepreneurs Legacy, a series of classes designed to offer varying levels of training to DBE firms in each of the tiers. The first class offered was the Transportation and Logistics Entrepreneur Academy, which was a three-day series administered by NCSU.
- TIPS (Training, Improvement and Performance for Success), which includes general classes such as: Business Finance, Contract Interpretation, Bidding and Estimating, and OSHA.
- DBE/SBE/SPSF Orientation, which focuses on informing DBEs, SBEs and SPSFs how to do business with NCDOT, and the benefits of the different certifications they can receive.
- Community Engagement Series, which offers an overview of the services provided by OCR as well as networking opportunities with Prime contractors, NCDOT personnel, community partners and DBE firms.
- As part of a sponsorship opportunity, OCR will be able to send 25 DBE participants to programs developed and administered by The Nonminority Female’s **Business Center of Charlotte, which is** managed by The Institute, which is-funded in part by USDOT.
- BOWD refers DBEs to traditional and non-traditional partner lending institutions, such as the Carolina Small Business Development Fund for \$5,000 quick loans as well as loans up to \$250,000.

The table below shows the level of participation in some of the above activities in 2018 and 2019.

Table 16: OCR/BOWD  
Business Development Activity and Participation 2018 - 2019  
NCDOT Disparity Study

Business Development Activity	Participation
Technical Assistance for Active Projects	26 DBE firms received technical assistance.
Requests for Bid Quotes	175 Project Announcements sent to DBE firms 14 SBE 0 Announcements sent to SBE firms
Construction Management Diploma Program	2018: Raleigh 1 Series Enrollees: 20 DBE Participants Graduates: 19 DBE Participants Greensboro Series Enrollees: 15 DBE Participants Graduates: 14 DBE Participants Charlotte Series Enrollees: 21 DBE Participants Graduates: 17 DBE Participants Raleigh 2 Series Enrollees: 14 DBE Participants Graduates: 10 DBE Participants 2019: Raleigh 1 Series Enrollees: 19 DBE Participants Graduates: 15 DBE Participants Greensboro Series Enrollees: 19 DBE Participants Graduates: 13 DBE Participants Charlotte Series Enrollees: 19 DBE Participants Graduates: 11 Raleigh 2 Series (Ends 12.6.19) Enrollees: 23 DBE Participants Graduates: TBD
Business Development Program	(Eastern Div. 1-4 & 6) 13 Firms enrolled (Central Div. 5,7,8 & 9) 15 Firms enrolled
TIPS CLASSES	Classes Offered/# of Participants: 2.18.19 – How to Do Business with NCDOT (Div. 5/Raleigh) - 17 participants 1.30.19 – Proposal and Contract Interpretation (Div. 2/New Bern) - 16 participants Jan-Dec. 2019 – 25 Nonminority Female’s <b>Business Center</b> Charlotte classes Numerous DBE participants 5.31.19 – How to Do Business with NCDOT 37 participants 6.19.19 – How to Do Business with NCDOT (Div. 9/Winston-Salem) 16 participants 7.13.19 – How to Do Business with NCDOT (Wilmington Airport Exp.) - 48 participants 7.17.19 – How to Do Business with NCDOT (Div. 5/Warren County) - 12 participants 8.6.19 – How to Do Business with NCDOT (Div. 6/FAST Transit) - 20 participants 11.21.19 – How to Do Business with NCDOT (Div. 5/Warren County) - 34 participants

Source: OCR/BOWD Scorecard Goals, 2019

Table 16: OCR/BOWD (continued)  
 Business Development Activity and Participation  
 2019  
 NCDOT Disparity Study

Transportation and Logistics Entrepreneur Academy (TLEA)	<ul style="list-style-type: none"> <li>o 25 DBE Participants/Graduates</li> <li>o 7 OCR Participants/Graduates</li> </ul> Participants also received Certification for Supervisor Reasonable Suspicion Training
Mentor/Protégé	<ul style="list-style-type: none"> <li>• MPP Phase I - 3 current Pairings (2) in the Division of Highway (DOH)</li> <li>o (1) in Aviation for Highway related work, such as surveying, emergency work.</li> </ul>
DBE Orientation	<ul style="list-style-type: none"> <li>• 10.22.18 – Raleigh – 13 participants</li> <li>• 11.15.18 – Greenville – 5 participants</li> <li>• 1.8.19 – Greensboro - 12 participants</li> <li>• 2.13.19 – Kinston - 7 participants</li> <li>• 3.11.19 – Charlotte - 7 participants</li> <li>• 4.8.19 – Lumberton - 10 participants</li> <li>• 5.13.19 – Castle Hayne - 8 participants</li> <li>• 6.10.19 – Raleigh - 13 participants</li> <li>• 7.15.19 – Carthage - 4 participants</li> <li>• 8.12.19 – Asheville - 10 participants</li> <li>• 9.9.19 – Statesville - 13 participants</li> <li>• 10.10.19 – Charlotte - 13 participants</li> <li>• 11.4.19 – Fayetteville - 4 participants</li> </ul>

Source: OCR/BOWD Scorecard Goals, 2018-2019

d) *Outreach*

OCR has engaged in extensive outreach activity. This activity includes using Constant Contact, an email marketing tool in which BOWD regularly distributes information (upcoming events, training opportunities, project specific information, etc.) to DBE firms and other stakeholders.

Table 17 shows the volume of OCR outreach activities.

Table 17: OCR/BOWD Outreach Activities  
NCDOT Disparity Study

Project Announcements	
Contacts/Connections with DBE firms and Partners (including referrals to certification and prequalification)	Jan- Sept  445 new contacts/connections with potential partners and firms for future engagement
Community Engagement Series	2018 Events Hosted: <ul style="list-style-type: none"> <li>• 3.20.18 – Div. 4 (Rocky Mount) 51 Participants</li> <li>• 4.12.18 – Div. 3 (Castle Hayne) 30 Participants</li> <li>• 5.22.18 – Div. 2 (Greenville) 43 Participants</li> <li>• 5.24.18 – Div. 1 (Elizabeth City) 32 Participants</li> <li>• 6.21.18 – Div. 5 (Durham) 56 Participants</li> <li>• 7.19.18 – Div. 14 (Cherokee) 29 Participants</li> <li>• 8.15.18 – Div. 11 (Boone) 21 Participants</li> <li>• 10.18.18 – Div. 9 (Winston-Salem) 29 Participants</li> <li>• 10.25.18 – Div. 10 (Charlotte) 47 Participants</li> <li>• 11.7.18 – Div. 8 (Carthage) 27 Participants</li> <li>• 11.14.18 – Div. 7 (Greensboro) 39 Participants</li> </ul> 2019 Events Hosted: <ul style="list-style-type: none"> <li>• 2.2.19 – Div. 6 (Fayetteville) 29 Participants</li> <li>• 4.3.19 – Div. 12 (Statesville) 24 Participants</li> <li>• 5.2.19 – Div. 13 (Asheville) 22 of Participants</li> <li>• 5.30.19 – Div. 2 (New Bern) 39 Participants</li> </ul>
Outreach Events	11.4.19 – Roadside Environmental Unit Mowing Pre-bid meeting 10.25.19 – HUB Meet the Purchasers (Disaster Recovery) 10.20.19- Prebid Meeting for Smith Rowe – Mount Airy-Surry County Airport 10.17.19 – Economic Development in Alexander County 10.15.19 – MED Week – City of Charlotte 10.8.19 – City of Raleigh Bonding Program 10.2.19 – HUB Diversity Public Hearing - Charlotte 9.24.19 – HUB Orientation - Hickory 9.20.19 – Smith Rowe Outreach event 9.10.19 – RDU Business Opportunity Workshop 8.28.19 – USDOT Lenders Fair 8.19.19 – Southern Transportation Civil Rights Executive Council Training Symposium 7.30.19 – Meet the Purchaser 7.24.19 – HUB Orientation - Fayetteville 7.22.19 – C204333 Preconstruction Meeting 7.13.19 – Wilmington Airport Outreach 6.27.19 – City of Raleigh Certification Workshop 6.19.19 – <b>Commissioner Leake’s Small Business Consortium</b> 6.20.19- Western Nonminority Female’s Business Conference 6.20.19 – Chix Dig It Conference 6.20.19 – Hispanic Contractors Association of the Carolinas – Summer Social 6.7.19 – Archer Wright Outreach Event 6.7.19 – Lane/Blythe Outreach event 5.7.19 – Div. 2 ROADeo 5.2.19 – United Minority Contractors of NC Annual Conference 4.30.19 – Rental Car Supplier Diversity Meeting 4.25.19 – Bonding Education Program

Table 17: OCR/BOWD Outreach Activities (continued)

	<p>4.18.19 – <b>Attended “How to Write a Winning Business Plan” at Wake Tech.</b>                  4.11.19 – Attended BEP kickoff meeting                  4.9.19 – HUB Orientation                  4.9.19 – Pitt CC Construction Career Carnival – Winterville                  4.8.19 – EO Contractor Compliance Training – Kinston                  4.6.19 – Nonminority Female &amp; Girls in Transportation Initiative – Durham                  4.5.19 – C204177 US70 Havelock Bypass – DBE Outreach with Barnhill Contracting                  4.3.19 – Trucking A to Z – Charlotte                  4.3.19 – Greenville MWBE Mix &amp; Meet                  4.2.19 – HUB Liaison Meeting                  4.1.19 – Bonding Education Kickoff                  3.28.19 – State Construction Conference/HUB Networking Reception                  3.27.19 – Preconstruction Conference                  3.19.19 – Moving Forward with Purpose Conference                  1.8/9.19 - NCDOT Transportation Summit</p>
<p>Constant Contact Campaigns</p>	<ul style="list-style-type: none"> <li>• October 2019                         <ul style="list-style-type: none"> <li>○ 3 Campaigns sent (English)</li> <li>○ 0 Campaigns sent (Spanish)</li> </ul> </li> <li>• September 2019                         <ul style="list-style-type: none"> <li>○ 3 Campaigns sent (English)</li> <li>○ 0 Campaigns sent (Spanish)</li> </ul> </li> <li>• August 2019                         <ul style="list-style-type: none"> <li>○ 3 Campaigns sent (English)</li> <li>○ 0 Campaigns sent (Spanish)</li> </ul> </li> <li>• July 2019                         <ul style="list-style-type: none"> <li>○ 5 Campaigns sent (English)</li> <li>○ 0 Campaigns sent (Spanish)</li> </ul> </li> <li>• June 2019                         <ul style="list-style-type: none"> <li>○ 16 Campaigns sent (English)</li> <li>○ 5 Campaigns sent (Spanish)</li> </ul> </li> <li>• May 2019                         <ul style="list-style-type: none"> <li>○ 12 Campaigns sent (English)</li> <li>○ 2 Campaigns sent (Spanish)</li> </ul> </li> <li>• July 2019                         <ul style="list-style-type: none"> <li>○ 5 Campaigns sent (English)</li> <li>○ 0 Campaigns sent (Spanish)</li> </ul> </li> <li>• June 2019                         <ul style="list-style-type: none"> <li>○ 16 Campaigns sent (English)</li> <li>○ 5 Campaigns sent (Spanish)</li> </ul> </li> <li>• May 2019                         <ul style="list-style-type: none"> <li>○ 12 Campaigns sent (English)</li> <li>○ 2 Campaigns sent (Spanish)</li> </ul> </li> <li>• April 2019                         <ul style="list-style-type: none"> <li>○ 13 Campaigns sent</li> </ul> </li> <li>• March 2019                         <ul style="list-style-type: none"> <li>○ 11 Campaigns sent</li> </ul> </li> </ul>

Source: OCR/BOWD Scorecard Data



9. Reporting to USDOT — 49 CFR Part 26.11 (b)

a) Overview

Contractors are required to enter DBE payments into the DBE Payment Tracking System, a web-based application.<sup>128</sup> SAP and HiCAMS were in place during the Study Period to track DBE participation. SAP is an enterprise resource planning software system. HiCAMS is the construction software that has DBE payment information and feeds into SAP. The Resident Engineer, Project Inspector, and Area Construction Engineer all play a role in reviewing DBE payments.<sup>129</sup> **At one time, the OCR’s Compliance Unit was part of the Office of Inspector General (OIG) but was later put back under OCR.** On Division Let contracts, the Resident Engineer enters DBE payments in SAP. NCDOT staff was not clear as to whether subcontractor payments are entered for all subcontractors, while NCDOT division staff stated that payment information is submitted on all subcontractors. Some NCDOT staff, including Aviation, stated that only DBE subcontractor data was tracked and not DBE prime contractor payments.

b) FHWA DBE Payments

The OCR reports DBE commitments and attainment to the FHWA every six (6) months. The table below shows DBE payments for NCDOT for FHWA projects from FY 2014 through FY 2019, which ranged from 10.6% to 12.1%, with an average of 11.4% (\$568.2 million).

Table 18: Actual Payments on Contracts

Completed, FY 2014-2019  
FHWA  
NCDOT Disparity Study

Fiscal Year	Total Dollar Value of Prime Contracts Completed	Total DBE Participation	Percent
FY 2014	\$676,865,252	\$72,976,151	10.8%
FY 2015	\$823,180,621	\$86,997,982	10.6%
FY 2016	\$851,109,999	\$102,392,191	12.0%
FY 2017	\$783,128,365	\$89,599,671	11.4%
FY 2018	\$965,578,699	\$108,641,685	11.3%
FY 2019*	\$684,467,361	\$82,564,568	12.1%
Total	\$4,784,330,297	\$543,172,248	11.4%

Source: NCDOT, Uniform Reports of DBE Commitments/Awards and Payments, 2014-2019 \*only contains data from October through March.

128 NCDOT, Construction Manual, Records and Reports, DBE/MWBE, Payment Tracking.  
129 Ibid., NCDOT Monitoring Plan.

c) *FAA DBE Payments*

Aviation creates and reports on DBE commitments and attainment to the FAA annually. OCR approves any changes to the reports and is available to provide support with generating the reports. However, Aviation houses the actual reports. The table below shows DBE payment for NCDOT for FAA projects from FY 2014 through FY 2018, which ranged from 3.6% to 7.6%, with an average of 4.8% (\$3.6 million). FAA DBE payments are the lowest of the three. Aviation Division staff expressed concern that there is no way to easily access data which shows how they are doing with DBE participation goals. Aviation Division data is stored in SAP but it does not interface with HiCAMS.

Table 19: Actual Payments on Contracts

Completed, FY 2014-2018  
 FAA-funded Projects (Aviation)  
 NCDOT Disparity Study

Fiscal year	Total Dollar Value of Prime Contracts Completed	Total DBE Participation	Percent
FY 2014	\$15,691,325	\$1,026,587	6.5%
FY 2015	\$24,268,229	\$885,331	3.6%
FY 2016	\$6,920,280	\$528,836	7.6%
FY 2017	\$13,119,836	\$611,111	4.7%
FY 2018	\$16,666,577	\$593,018	3.6%
Total	\$76,666,247	\$3,644,883	4.8%

Source: NCDOT, Uniform Reports of DBE Commitments/Awards and Payments, 2014-2018

d) *FTA DBE Payments*

Public Transit creates and reports DBE commitments and attainment to the FTA annually. OCR approves any changes to the reports and is available to provide support with generating the reports. However, Public Transit houses the actual reports. The table below shows DBE payments for NCDOT for FTA projects from FY 2014 through FY 2018, which ranged from 0.6% to 5.0%, with an average of 1.5% (\$ 2.9 million). DBE utilization in absolute and percentage terms is the lowest of the three.

Table 20: Actual Payments on Contracts

Completed, FY 2014-2018  
 FTA-funded Projects (Public Transit)  
 NCDOT Disparity Study

Fiscal Year	Total Dollar Value of Prime Contracts Completed	Total DBE Participation	Percent
2014	\$ 92,977,252	\$ 642,160	0.7%
2015	\$ 44,182,976	\$ 268,757	0.6%
2016	\$ 22,646,126	\$ 1,135,673	5.0%
2017	\$ 19,652,796	\$ 583,937	3.0%
2018	\$ 8,226,643	\$ 274,524	3.3%
Total	\$ 187,685,793	\$ 2,905,051	1.5%

Source: NCDOT, Uniform Reports of DBE Commitments/Awards and Payments, 2014-2018

e) *Other NCDOT Modes*

Modes outside of Aviation, Highway and Public Transit collect and house data as follows in the table below.

Table 21: DBE Data Tracking by NCDOT Transportation Mode

NCDOT Disparity Study

Modes	Payment Data Housed	Feedback from staff in respective Divisions
Bicycle & Pedestrian	SAP	Division project managers collect DBE/SPSF payment data.
Ferry Division	SAP and HiCAMS	No comment
Rail Division	SAP and HiCAMS	No comment
Port Authority		Staff was unclear whether they captured DBE/HUB participation, even though their spending was in SAP.
Turnpike Authority	SAP	No comment

Griffin & Strong, P.C. 2019

f) *NCDOT Disparity Studies*

As noted above, North Carolina state law requires that NCDOT investigate the utilization and availability of disadvantaged, minority owned and Nonminority Female owned business enterprises at least every five (5) years.<sup>130</sup> NCDOT released disparity studies in 1993, 1998, 2004, 2009 and 2014. The 2014 Study reported that the NCDOT spent 2.4% of all contract dollars with MBEs and 5.0% of all contract dollars with WBEs.<sup>131</sup> The 2014 **report concluded that**, “The disparity ratios for Blacks, Hispanics, Asians, American Indians and Caucasian Nonminority Female, for MBEs combined and for MWBEs combined, were substantively significant. In addition, the ratios for MBEs and for MWBEs combined were statistically significant.”<sup>132</sup> The 2014 Study focused on construction and studied only one (1) construction-related professional service: NAICS code 541330 (Engineering Services).

## 10. Office of Civil Rights (“OCR”)

a) *Overview and Objectives*

The OCR reports to the NCDOT Chief Deputy Secretary.<sup>133</sup> The current OCR Director started in July 2017. The OCR Director is the DBE Liaison Officer for USDOT. OCR lists its two primary goals in its 2018-2019 Strategic Priorities, which are:

- Performance Accountability & Transparency
- Increase Diversity Spending<sup>134</sup>

OCR has the following thematic goals:

- Community Outreach & Engagement
- Training & Technical Assistance
- Technology
- OCR Business Operation & Efficiency<sup>135</sup>

OCR tracks scorecard data for different metrics in the following units:

- DBE Certifications;
- SBE/SPSF Certifications;
- BOWD Supportive Services (DBE, SPSF, and SBE);
- Utilization and Compliance;
- EEO;
- Title VI/ADA; and
- On-the-Job Training (OJT).

<sup>130</sup> NCGS § 136-28.4(b). State policy concerning participation by disadvantaged minority owned and Women owned businesses in transportation contracts.

<sup>131</sup> C. Holt & Associates, NCDOT Disparity Study, 2014, page 93.

<sup>132</sup> Ibid., page 110.

<sup>133</sup> NCDOT Organizational Chart (undated), <https://www.ncdot.gov/about-us/our-people/structure/Documents/organizational-chart.pdf>. The Deputy Secretary for Multi-Modal Transportation, Global TransPark Executive Director, Transportation Planning Director, HBCU Outreach Director, Policy Advisor, Director of Logistics and Strategic Planning and Commissioner of Motor Vehicles also report to the NCDOT Chief Deputy Secretary.

<sup>134</sup> OCR, Fiscal Year 2018-2019 Strategic Priorities, page 7.

<sup>135</sup> Ibid., page 8.

b) *OCR Budget*

The table below provides data on OCR resources for supporting DBE program functions. Funding for OCR generally comes from federal and state sources. Overall, OCR had a budget of about \$8.9 million in FY 2018 and \$8.6 million in FY 2017, although some of these funds are roll-overs from previous years. All money received from the federal government is used for projects; no OCR staff positions are-funded with federal dollars.

Table 22: NCDOT OCR Budgets

FY 2017-2018  
NCDOT Disparity Study

Summary of OCR State and Federal Budget for 2017-2018				
OCR	2018	2018	2017	2017
Cost Center	State-funded Budget	YTD Expenditures	State-funded Budget	YTD Expenditures
OJT, BOWD, Certification, Utilization, Compliance and Finance Units (151081)	\$2,331,306	\$2,331,306	\$2,197,817	\$2,197,817
ADA and EEO (151130)	\$774,991	\$665,040	\$789,112.00	\$709,444
Title VI (151078)	\$459,184	\$376,700	\$402,619	\$294,193
Admin. Section (151129)	\$387,863	\$318,856	\$317,502	\$252,332
Total	\$3,953,344	\$3,691,903	\$3,707,050	\$ 3,453,787
Program	Federal Allotment	YTD Expenditures	Federal Allotment	YTD Expenditures
OJT	\$2,402,970	\$1,414,071	\$2,402,970	\$1,072,163
BOWD	\$2,563,844	\$1,527,144	\$2,563,844	\$1,246,236
Total	\$ 4,966,814	\$2,941,215	\$4,966,814	\$ 2,318,399
Total State and Federal Budget for OCR	\$ 8,920,157		\$ 8,673,865	

Source: OCR Budget Staff Special Tabulations

**Note: The Federal Allotment in these budget figures is a combination of several federal years' balances that have rolled forward each year. All federal funding for the various years is active and available for OJT and BOWD activity in 2018.**

The table below shows the funding buckets for OCR programs.

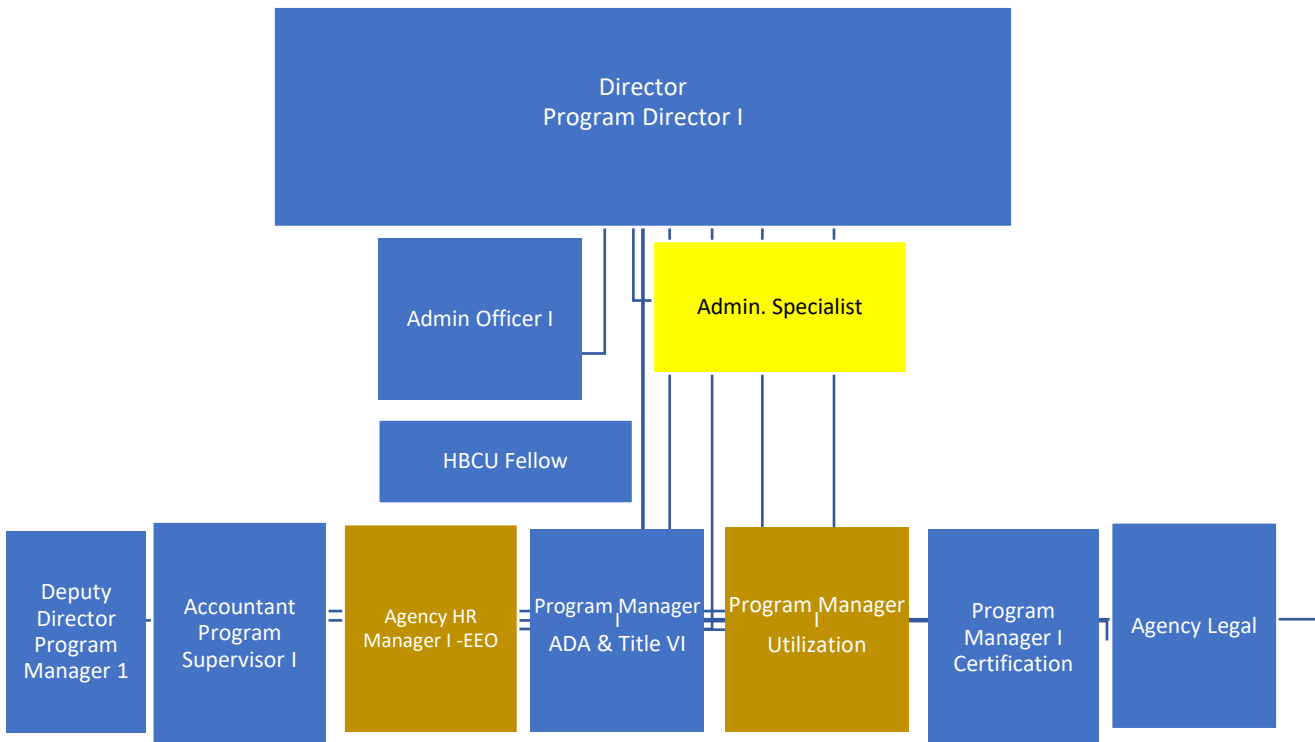
Table 23: NCDOT OCR Programs and Funding Buckets  
 NCDOT Disparity Study

OCR Program	Funding Bucket
Title VI	Highway Trust
Administration	Highway Trust
EEO	Highway Fund
OJT	Field Accounts
ADA	Highway Fund
BOWD	Field Accounts
Utilization & Compliance	Field Accounts
DBE Certification	Field Accounts
Accounting	Field Accounts

Source: OCR Staff

Figure 1 below shows the organizational chart for OCR in 2019. During the time in which policy interviews were conducted, there were forty-two (42) OCR positions, excluding vacancies. Two (2) key managerial positions, Utilization Program Manager and EEO Manager, became vacant. There are fifteen (15) vacancies in the organizational chart provided. BOWD falls under the Deputy Director.

Figure 1: NCDOT Office of Civil Rights Organizational Chart 2019



a/o October 8, 2019



11. Internal and External Advisory Committees

a) *Internal Advisory Committee: Diversity Spend Committee*

In 2018, NCDOT established the Diversity Spend Committee, which is an internal advisory committee comprised of representatives from NCDOT divisions and modes of transportation. The goal of the Diversity Spend Committee is to evaluate all markets of NCDOT and identify market opportunities to increase spending with **NCDOT’s diverse contractors**, consultants, and vendors. Topics at meetings have included prequalification, SAP DBE utilization reporting, BOWD, and top contracting opportunities.<sup>136</sup> The internal staff representatives of the Diversity Spend Committee include, by position, the following:

Table 24: NCDOT Diversity Spend Committee Members

Chief Deputy Secretary	Facilities Business & Operations Mgr.
NCDOT Deputy General Counsel	State Professional Service Engineer
Chief Information Officer	Deputy Chief Engineer
Staff Engineer	Policy Director
State Construction Engineer	SAP Analyst
Purchasing Director	Facilities Management Director
Deputy Purchasing Director	Turnpike Authority Exec. Director
OCR Director	OCR Deputy Director
OCR Agency Legal Consultant	OCR Utilization & Compliance Manager
OCR SBE/SPSF Manager	OCR BOWD Manager
OCR OJT Manager	OCR DBE Manager
Ferry Division Director	Transit Director
Exec. Director	Aviation Director
Bicycle & Pedestrian Director	
Rail Division Director	

Source: NCDOT Diversity Spend Committee

b) *External Advisory Committee: OCR Advisory Council*

The OCR Advisory Council, established in 2018, is an external committee that is comprised of internal NCDOT representatives and external stakeholders who represent DBEs, prime contractors, trade associations and HUB/ DBE resources partners.<sup>137</sup> The Advisory Council evaluates **OCR’s program areas**, including Utilization and Compliance, DBE Certifications, SBE, SPSF, OJT, BOWD, ADA, EEO and Title VI.

**In October 2019, the OCR Advisory Council’s charter was revamped to provide better guidance and direction.** The charter states the purpose of the OCR Advisory Council is to convene a cross-section of community, economic, architecture and engineering, and construction professionals to discuss, advise and

<sup>136</sup> NCDOT, Diversity Spend Committee, Meeting Agenda –2.14.19, 4.18.2019.

<sup>137</sup> NCDOT Office of Civil Rights (OCR) Advisory Council on Stakeholders Supporting Small Business and Minority Contracting & Potential Members, July 2, 2018.

recommend policy and funding approaches, best practices, concepts and plans to support and encourage the development of small and minority business contracting. This is especially important with North Carolina's **increase in funding for highway projects utilizing an accelerated project delivery method**. NCDOT has a strong commitment to a responsible diversity spend of its annual \$4 billion budget and meeting the goals set forth in the OCR Strategic Plan. OCR will collaborate with business and community leaders, professional associations, and partner agencies to identify and select members for this group.

Acting with the Chief Deputy Secretary and OCR Director, the Advisory Council is charged to:

- Review the OCR Strategic Plan and other relevant material to best understand the current **environment, tools and obstacles related to the groups' charge**;
- Review the Department of Transportation Board meeting minutes for inclusion of their goals and objectives for discussion;
- Identify the most effective ways to coordinate, integrate and implement a policy framework as it relates to transportation and diverse spending with small business and minority contracting across the state;
- Engage a cross-section of local, state, and national leaders on best practices, market trends and other successful tools that lead to practical approaches for achieving success;
- Build and maximize strategic partnerships and relationships with key players in the transportation industry, statewide and nationally;
- Develop and implement strategic recommendations in business segments based on the market estimations and common trends in the state and nationally;
- Establish a digital marketing presence and communications plan to rebrand OCR and promote the programs and objectives as set forth in the strategic plan;
- Engage the technology sector to explore, recommend and coordinate the implementation of best practices on the use of technology platforms for data management, including recording and reporting data, to support ongoing improvement of economic impact with minority contracting;
- Explore and build on opportunities to create impactful solutions and increase capacity of minority firms;
- Ensure compliance and applicability of Title VI, ADA and EEO regulations and provisions in minority contracting; and
- Develop a plan that lays out the next steps in policy changes, funding tools and financing products that support this group's charge.

The membership of the Advisory Council shall consist of members selected by NCDOT with recommendations from select stakeholders to include prime contractors, disadvantaged, minority and Nonminority Female owned businesses, professional associations, and community leaders. Including the

chair and co-chair, there are eighteen (18) internal NCDOT staff representatives from the following divisions such as Aviation, Public Transportation, Purchasing and Construction. External key stakeholders include the HUB Office, prime contractors, DBE contractors, and municipal economic development staff. A list of the current members of the OCR Advisory Board is included in Appendix N.

Initially, the OCR Advisory Council had two (2) ad hoc subcommittees, one that focused on DBE & BOWD programs and the other on Professional Services. The most recent revisions to the charter state that during the 2019-2020 term, the OCR Advisory Council will have five (5) sub-committees to evaluate the OCR programs and provide recommendations while focusing on the following strategic objectives:

- 2019 Disparity Study – Modernizing Policies to Maximize Economic Impact for Diversity Spend;
- Research & Development (R&D) – Inclusive & Equitable Sourcing; Emergency Management; and Identifying Availability of and Access to Resources;
- Business Diversity & Development – Supportive Services for DBE (State and Federal), SBE, SPSF & HUB; Workforce Development;
- Equal Access & Opportunity (Title VI, ADA, EEO) – Initiative for Diversity & Inclusion; and
- Brand Modernization and Marketing of Division initiatives.

The Advisory Council will meet at least quarterly for the next 12 months, as established by the Chair based upon the work underway. Sub-committees should convene at least every six (6) weeks for the next 12 months. The sub-committees should develop and disseminate reports that include updates, strategic recommendations, challenges, and achievements.<sup>138</sup>

## I. Conclusions

Since 1993, NCDOT has conducted five (5) disparity studies. The last study prior to this current Study was conducted in 2014. This is the first disparity study to examine the other NCDOT transportation modes in any detail.

NCDOT has set race- and gender-conscious DBE contract goals on federal- and state-funded construction projects during the Study Period. The state-funded program recently combined MBE and WBE goals into a single DBE goal, although MBE and WBE participation are tracked separately. It is too soon to track the impact of merging the MBE and WBE goals, although the utilization data in the Quantitative Chapter below shows WBEs consistently having higher utilization than MBEs during the Study Period.

NCDOT has a narrowly tailored, well-documented, process for setting DBE contract goals in line with availability and subcontracting opportunities for Division Let and Centrally Let Highway construction projects. The data shows these goals have not been a rigid quota and prime contractors regularly submit

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<sup>138</sup> OCR Advisory Council Charter Final 2019-2020, dated 10.03.19.

goals less than those proposed by NCDOT. There were, however, some differences amongst staff on the role of the overall NCDOT DBE goal on contract goal setting.

DBE contract goals are primarily set on federally-funded and state-funded Highway Division construction projects, including design-build projects. The current aspirational DBE goal for NCDOT FHWA-funded projects is 14.0%. NCDOT allows for “banking” of excess DBE utilization towards goals on future projects, and as noted above, this is only applicable to state-funded projects. There is over \$18 million in these banked accounts, which at some point will equate to a decrease in future DBE opportunities, but reportedly less than a dozen firms actively use these accounts.

DBE goals are not placed on NCDOT Professional Services contracts. The LSC contracting model is an important part of the professional services contracting environment, as it is the primary method for procuring consultants. Concerns were raised regarding weight given to NCDOT experience in the Professional Services selection process.

Generally, DBE firms need DBE certification and prequalification to be part of the DBE contract goal. OCR has reduced its backlog of DBE certifications with staffing and consultants. Out-of-state DBEs make up a significant portion of the NCDOT DBE directory, due in part to the USDOT interstate certification rules.

Highway contracting requires prequalification of contractors, consultants, and subcontractors at the Centrally Let and Division Let levels. Some observers and 23.7% of MWBE survey respondents felt prequalification was a barrier to DBE utilization.<sup>139</sup> Prompt payment, bonding, and to a lesser degree, insurance, were also found to be barriers by MWBE survey respondents.

NCDOT has long standing small business efforts in addition to the DBE contract goals, including bid reserves for SBEs. However, there were concerns expressed about the frequency of implementation of small business bid reserves and their effectiveness. There are no SPSF policies for directed solicitations, evaluation preferences, or selection preferences outside of a tie.

Overall, there was some unevenness amongst the modes outside of the Highway Division about the DBE contract goals responsibilities, knowledge of each other, tracking of DBE utilization, applicability of NCGS 136, and opportunities for DBE/SBE/SBSF utilization. Some transportation modes are primarily focused on distributing federal and/or state grants.

There are gaps in OCR oversight and/or coordination with NCDOT business processes relevant to DBE participation: in particular, in DBE substitutions, purchases by some transportation modes (e.g., Rail), and emergency purchases.

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<sup>139</sup> GSPC Survey of Business Owners, Appendix M, Table 43.

NCDOT tracks DBE utilization and makes regular reports to the federal government. OCR is currently in the process of creating a regular Diversity Spend report. Concerns were raised regarding the difficulty of generating these reports. While some reports are manually generated by OCR staff, other Agency end-users expressed concern about generating DBE reports for their respective divisions. There is also some issue as **to the comprehensiveness of NCDOT's tracking on non-DBE subcontractor utilization.**

OCR has a comprehensive set of strategic priorities and extensive business development and outreach efforts. OCR has strong participation from internal and external stakeholders on its recently established advisory committees. Apparently, there was a lull in those outreach, business development and stakeholder efforts before the current OCR leadership came into place. This reflects a pattern of ebbs and flows of NCDOT DBE efforts over the years and across different administrations.

OCR is currently well-funded on paper although it has many responsibilities beyond the DBE program. There was concern expressed that while OCR is mandated to operate federal programs such as Title VI, ADA and EEO, the positions that staff those programs are not-funded by the federal government, which pulls funding from OCR state-funded resources. Moreover, there are several OCR staff vacancies at present.

The impact of these policies on DBE utilization is evaluated further in the quantitative and anecdotal material in subsequent chapters in this report. Detailed recommendations about NCDOT purchasing and DBE/SBE/SPSF policy are found in the Recommendations chapter below. Those recommendations are based on the combination of the findings in this chapter with the findings in the Quantitative and Anecdotal chapters in this Study.

## IV. 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 NCDOT's geographical and product market areas to the utilization of each race/ethnicity/gender group, measured by the payments under Purchase Orders, Direct Purchases, and Invoices to these groups by NCDOT.

#### 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 Geographic and Product Markets, and the percentage of dollars spent with MWBE firms in those same markets during the Study Period?**

The outcome of the comparison shows us whether there is a disparity between availability and utilization and whether that disparity is an overutilization, an underutilization, or in parity (the amount to be expected). 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 create an inference of discrimination adversely affecting the participation of the underutilized firms. Finally, the regression analysis contained in the Chapter V Private Sector Analysis tests for other explanations for the disparity to determine if it is likely that the disparity is caused by race/ethnicity/gender status, or other factors. If there is statistically significant underutilization of MWBEs that is likely caused by race/ethnicity/gender, then GSPC will determine as part of its findings whether there is a basis for an inference of discrimination and consideration by NCDOT for the use of narrowly tailored race- and gender-conscious remedies.

### A. Data Assessment and Requests

GSPC conducted several meetings with representatives who were familiar with NCDOT's SAP data warehouse. The SAP data warehouse is the storehouse for all NCDOT's data related to its purchasing, as well as other data. The objective of the meetings was for GSPC to get a better understanding of how NCDOT's data is kept and how best to request the data needed for the Study.

Following the data assessment meetings, GSPC presented written requests for the data, detailing the type and fields of data needed to complete the quantitative analysis.

All the data requested was in electronic format and there was no data that had to be collected manually in hard-copies or PDF. The data were uploaded to GSPC where they were catalogued and stored in GSPC's cloud repository. The collected data were used to develop data files containing purchasing history for each major purchasing category, that is, Construction, A&E, Professional Services and Goods and Other Services. In addition, GSPC verified Gender and Ethnicity of vendors and completed necessary information in reference to vendor address, Industry Category, and other related areas. Gender and ethnicity verification were based on official listing of the North Carolina Unified Certification, Historically

Underutilized Business (“HUB”), and Tribal Employment Rights Office of the Eastern Band of Cherokee Indians (“TERO”) certifications. GSPC uses vendor zip codes to identify the County where the business is located to determine whether a vendor will be included in the Relevant Market Area analysis. Vendor addresses are also used for conducting vendor surveys. Some purchase order files submitted by NCDOT did not contain the necessary information, including vendor physical addresses, which were compensated for by obtaining them from Dun and Bradstreet Hoovers (“Hoovers”) databases or simply searching the business name on the internet.

## B. Data Assignment, Cleanup and Verification

After the completion of data collection, the data were electronically and manually “cleaned” to find duplicates and fill in unpopulated fields. The cleanup phase also included the following five (5) tasks:

- Assigning and verifying ethnicity, race & gender of each firm;
- Assigning each firm to one or more NAICS codes based upon the kind of work that the firm performs;
- Utilizing zip codes to determine certain areas to assign each firm’s location;
- Matching files electronically to pick up addresses, ethnicity/race/gender, and/or Industry Category;
- and
- Filling in any additional necessary data on firms.

File cleanup was first done electronically by linking information provided by NCDOT to certain indicators, like purchase order number or cross-referencing information with other files to fill in missing fields. This cleansing and re-tabulating process produced a lower total amount than the designated budget for each category since many vendors/purchases were excluded from the study, as payments went to local governments, utility companies, not-for profits, and universities/colleges.

### 1. Assignment of Race/Gender/Ethnicity

In order to identify all minority owned firms, GSPC utilized only those which were certified through the following certification processes<sup>140</sup>:

- NCDOT Disadvantaged Business Enterprise List
- State of North Carolina HUB List
- TERO List

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<sup>140</sup> In the original submitted data, NCDOT included firm ethnicity and gender ownership for MWBE vendors. Upon review of the list, GSPC could not independently verify some vendors classified as such. In the final analysis, GSPC relied on the NCDOT Certified DBE List, as well as firms certified through the State HUB Program and the TERO List. Using certification to determine race/gender/ethnicity is the most reliable way to identify ownership and control of firms.



An 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. Nonminority Females were categorized as Caucasian Nonminority Female. Firms with no race/ethnicity/gender indicated, Nonminority male owned firms, and publicly owned corporations are categorized as Non-MWBE firms.

## 2. Assignment of Business Categories

In order to place firms in the proper business categories, GSPC used the internal NCDOT business classification but verified the results after assigning NACIS codes to all vendors in Construction and Professional Services. The results were a complete match with the internal classification of vendors by NCDOT. **In assigning vendors to categories of Construction, A&E, Professional Services and Goods and Other Services, GSPC categorized vendors based on vendor classification in NAICS codes. Vendor NAICS codes were obtained from review of vendors in Hoovers or search of vendor on the internet.** Hoovers produces the largest publicly available database of business establishments in the U.S. Hoovers' establishment data includes the business name, address, phone number, NAICS code, business type, and other descriptive information, which is continuously updated and verified. Any remaining firms without NAICS codes were researched using the internet in order to ascertain the correct code.

## 3. Master Vendor

NCDOT provided over 100 data files reflecting all aspects of purchasing activities during the Study Period. The submitted files ranged from vendor information, purchase description, letting and other vendor information to actual purchase orders, contract information, and payments for both prime and subcontractor vendors. Based on the submitted files, GSPC created two master files. One showing utilization data while the other produced initial information about available list of vendors. The utilization master files contained all information for disparity analysis while the availability master file included the listing of all firms. The purpose of the Master Vendor File was to collect, in one data file, a listing of all firms that are ready, willing, and able to do business with NCDOT. It includes internal lists from NCDOT such as master vendors and prequalified vendors as well as outside governmental lists. The availability files were 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, e.g. making sure there were no inconsistent ethnicities. 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:

## 4. Availability (Master Vendor File)

- NCDOT Certified SBE Businesses
- NCDOT Certified DBE List
- NCDOT Directory and List of Firms
- NCDOT Limited Services List
- NCDOT Prime Payees (from SAP)
- NCDOT Subcontractors List
- NCDOT Prequalified Construction List
- NCDOT Prequalified Consulting Businesses
- State of North Carolina HUB List
- TERO List

GSPC analysis showed that vendors utilized in the prime Construction, A&E, Professional Services, and Goods and Other Services categories, during the reference period, were not limited to the NCDOT Prequalified Vendor list.

Availability is determined by using all the unique firms in the Master Vendor File.

### C. Relevant Market Analysis

The now 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.<sup>141</sup> In line with antitrust precepts, United States Supreme Court Justice Sandra Day O'Connor, in Croson, specifically criticized Richmond, Virginia, for making Minority Business Enterprises (MBEs) all over the country eligible to participate in its set-aside programs.<sup>142</sup> The Court reasoned that a mere statistical disparity between the overall minority population in Richmond, Virginia, which was 50% Black American, and the award of prime contracts to minority owned firms, 0.67% of which were Black 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 Minority Business Enterprises in the marketplace [or *Relevant Market*] who were qualified to perform contracting work (including prime and subcontractors) and the percentage of total City contracting dollars awarded to minority firms.

The Relevant Market has been determined for each of the major Industry Categories:

- **Construction**, includes but is not limited to Heavy Highway & Maintenance, Signals & IT System, Vertical Construction and Specialty Trades.
- **A&E**, includes but is not limited to Architectural and Engineering Services, Surveying, and Construction Management.
- **Professional Services**, includes but is not limited to Non-Construction related Consultants and ROW.
- **Goods and Other Services**, includes but is not limited to Landscaping, Mitigation, Rail, and all tangibles.

For each procurement category, GSPC measured the "Relevant Market" by the area where at least 75% of NCDOT's dollars were paid during the Study Period.<sup>143</sup> GSPC measured the geographic territory where payments were made by NCDOT. In analyzing the Relevant Market data, GSPC tabulated the percentage of dollars paid, beginning with the State of North Carolina.

Tables 26-29 detail the dollars paid in each level of the Geographic Relevant Market using payments. The percentage of firms in the Relevant Market is presented by ethnicity and gender in Figures 2-5 below. In Construction, 88.20% of all the dollars paid were paid within the State of North Carolina. In Architecture and Engineering, 93.99% of the dollars were paid to firms within the State of North Carolina, Professional Services, 82.25%, and 80.95% in Goods and Other Services. All the Industry Categories have the State of

141 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).

142 City of Richmond v. J.A. Croson Company, 488 U.S. 469, 709 S. Ct. 706 (1989).

143 Payments are measured using Purchase Orders, Direct Payments, and Invoices.

North Carolina as the Relevant Market and GSPC determined that it is appropriate to have one consistent Relevant Market across all Industry Categories as the State of North Carolina. A complete listing of counties where NCDOT prime payees were located is contained in Appendix L.

Table 26: Relevant Market Area - Prime Construction

(Using Payments from SAP, FY 2014-2018<sup>144</sup>)  
NCDOT Disparity Study

Market Area	Dollar	Percent	Cumulative Dollar	Cumulative Percent
State of North Carolina	\$ 9,079,937,237	88.20%	\$ 9,079,937,237	88.20%
Rest of United States	\$ 1,213,586,103	11.79%	\$ 10,293,523,340	99.99%
Canada	\$ 1,103,871	0.01%	\$ 10,294,627,211	100.00%
Outside United States and Canada	\$ -	0.00%	\$ 10,294,627,211	100.00%
<b>Total</b>	<b>\$ 10,294,627,211</b>	<b>100.00%</b>		

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Table 27: Relevant Market Area - Prime A&E Services

(Using Payments from SAP, FY 2014-2018)  
NCDOT Disparity Study

Market Area	Dollar	Percent	Cumulative Dollar	Cumulative Percent
State of North Carolina	\$ 1,547,033,029	93.99%	\$ 1,547,033,029	93.99%
Rest of United States	\$ 98,983,844	6.01%	\$ 1,646,016,872	100.00%
Canada	\$ -	0.00%	\$ 1,646,016,872	100.00%
Outside United States and Canada	\$ -	0.00%	\$ 1,646,016,872	100.00%
<b>Total</b>	<b>\$ 1,646,016,872</b>	<b>100.00%</b>		

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<sup>144</sup> Payments are measured by Purchase Orders, Direct Purchases, and Invoices out of NCDOT's SAP system.

Table 28: Relevant Market Area - Prime Professional Services

(Using Payments from SAP, FY 2014-2018)  
 NCDOT Disparity Study

Market Area	Dollar	Percent	Cumulative Dollar	Cumulative Percent
State of North Carolina	\$ 50,571,541	82.25%	\$ 50,571,541	82.25%
Rest of United States	\$ 10,912,597	17.75%	\$ 61,484,139	100.00%
Canada	\$ -	0.00%	\$ 61,484,139	100.00%
Outside United States and Canada	\$ -	0.00%	\$ 61,484,139	100.00%
<b>Total</b>	<b>\$ 61,484,139</b>	<b>100.00%</b>		

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Table 29: Relevant Market Area - Prime Goods and Other Services

(Using Payments from SAP, FY 2014-2018)  
 NCDOT Disparity Study

Market Area	Dollar	Percent	Cumulative Dollar	Cumulative Percent
State of North Carolina	\$ 327,834,509	80.95%	\$ 327,834,509	80.95%
Rest of United States	\$ 77,145,217	19.05%	\$ 404,979,725	100.00%
Canada	\$ 18,918	0.00%	\$ 404,998,643	100.00%
Outside United States and Canada	\$ -	0.00%	\$ 404,998,643	100.00%
<b>Total</b>	<b>\$ 404,998,643</b>	<b>100.00%</b>		

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## D. 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. Availability is a benchmark to examine whether there are any disparities between the utilization of MWBEs and their availability in the marketplace.

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*Availability is the determination of the percentage of MWBEs that are “ready, willing, and able” to provide goods or services to NCDOT.*

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*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 NCDOT makes certain purchases.
- The firm's owner has taken steps (such as registration, bidding, certification, prequalification, etc.) to demonstrate interest in doing business with government.
- The firm is located within a relevant geographical area such that it can do business with NCDOT.

MWBE availability is a percentage and is computed by dividing the number of firms in each MWBE group by the total number of businesses in the pool of firms for that purchasing 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 numerous 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 and in the relevant purchasing categories. In determining those firms to be included in the availability pool, GSPC included the entire “Master Vendor File,” which consisted of the following:

- NCDOT Certified SBE Businesses
- NCDOT Certified DBE List
- NCDOT Directory of Firms
- NCDOT Limited Services List
- NCDOT List of Firms
- NCDOT Prime Utilization
- NCDOT Subcontractors List
- NCDOT Prequalified Construction List
- NCDOT Prequalified Consulting Businesses
- State of North Carolina HUB List
- List of American Indian Businesses in North Carolina

In addition to using the Master Vendor File to determine Availability, GSPC analyzed disparities using two (2) other measures of Availability. See Appendix F – Disparity Analysis Using Prequalified Firms for Availability and Appendix G – Disparity Analysis Using Custom Census for Availability. All three different availability approaches have been upheld by the federal courts and GSPC relied on all three approaches for its recommendations.

### 3. Capacity

The ability or capacity to perform the work is tested below in the Threshold Analysis. It is also tested in the Regression Analysis conducted in Chapter V – Private Sector Analysis below.

First, GSPC analyzed paid amounts on Purchase Orders, Direct Payments, and Invoices under \$1,000,000 and under \$500,000 and found that, even after eliminating the largest paid amounts on Purchase Orders, Direct Payments, and Invoices, there was still underutilization of MWBE firms on smaller paid amounts on Purchase Orders, Direct Payments, and Invoices. Furthermore, in Appendix C, on Threshold, shows the large percentages of smaller prime contractors that are available compared to smaller contractors in the four (4) procurement categories.

Second, the regression analysis shows whether race/ethnicity/gender factors are impediments overall to the success of MWBEs in obtaining awards in the North Carolina marketplace and whether, but for those factors, firms would have the capacity to provide Goods and Other Services on a level higher than what is presently being utilized.

Finally, a disparity analysis was conducted using NCDOT prequalification as a measure of availability and capacity (Appendix F).

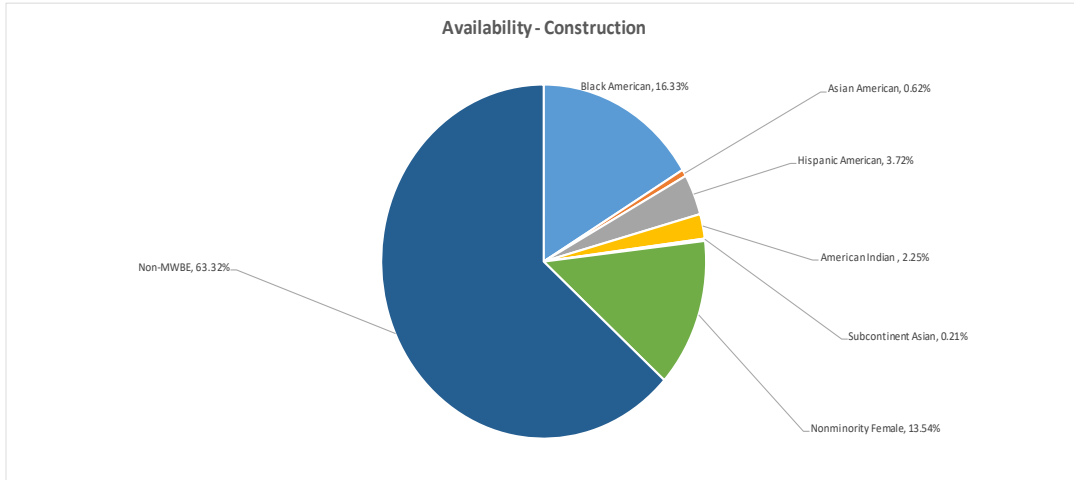
### 4. Availability Estimates

Below are the Availability Estimates for the Study. The data is separated into the four (4) major Industry Categories: Construction, A/E, Professional Services, and Goods and Other Services. Figures 2-5 show the number of firms by race/gender/ethnicity as compared with the total number of firms. All availability by race/gender/ethnicity (not broken down by Industry Category) and counts of availability are contained in Appendix B.

The availability analyzed from the Master Vendor File includes all unique vendors in each Industry Category by race/gender/ethnicity. The North Carolina availability in Figure 2 below shows that, in Construction, Black American owned firms make up 16.33% of all construction firms, Nonminority Female owned firms make up 13.54%. Asian American owned firms are 0.62%, and Subcontinent Asian owned firm 0.21%, while Hispanic American owned and American Indian owned firms have availability of 3.72% and 2.25%, respectively, in Construction within the Relevant Market. In total, MWBEs account for 26.68% of all available firms in Construction.

Figure 2: **Availability Estimates – Construction**

In the Relevant Market – The State of North Carolina  
 NCDOT Disparity Study

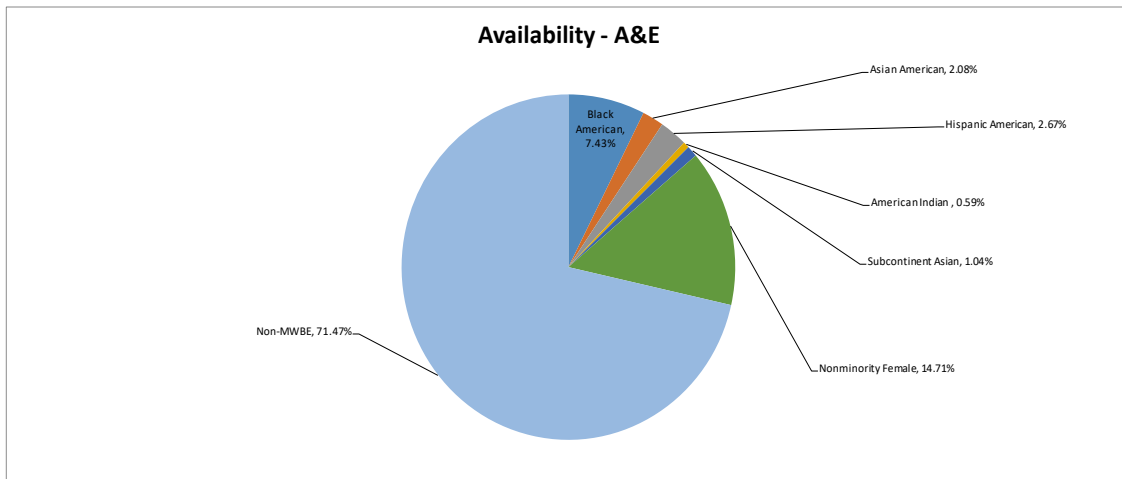


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As set out in the availability (Figure 3), Black American owned firms make up 7.43% of A&E Services firms and Nonminority Female owned firms make up 14.71%. Non-MWBE owned firms account for 71.47%, while Asian American owned and Subcontinent Asian owned firms have 2.08% and 1.04%, respectively. Hispanic American owned firms have 2.67% and American Indian owned firms have 0.59% availability in this category. MWBEs are 28.53% of all available firms in A&E Services.

Figure 3: **Availability Estimates-A&E Services**

In the Relevant Market – The State of North Carolina

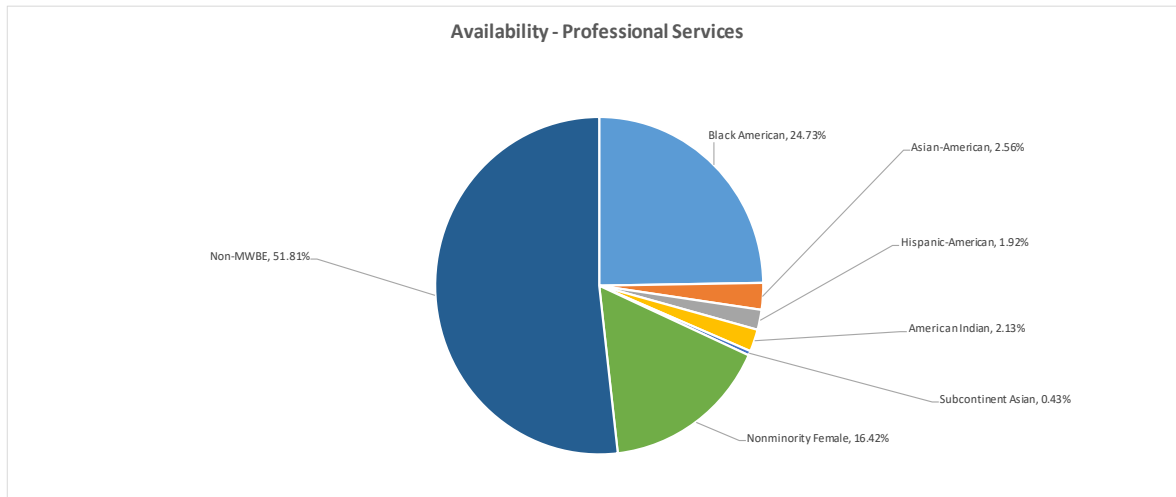




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As set out in the availability (Figure 4), Black American owned firms make up 24.73% of Professional Services firms and Nonminority Female owned firms make up 16.42%. Non-MWBE owned firms account for 51.81%, while Asian American owned and Subcontinent Asian owned firms have 2.56% and 0.43%, respectively. Hispanic American owned firms have 1.92% and American Indian owned firms have 2.13% availability in this category. MWBEs are 48.19% of all available firms in Professional Services.

Figure 4: **Availability Estimates-Professional Services**  
 In the Relevant Market – The State of North Carolina  
 NCDOT Disparity Study

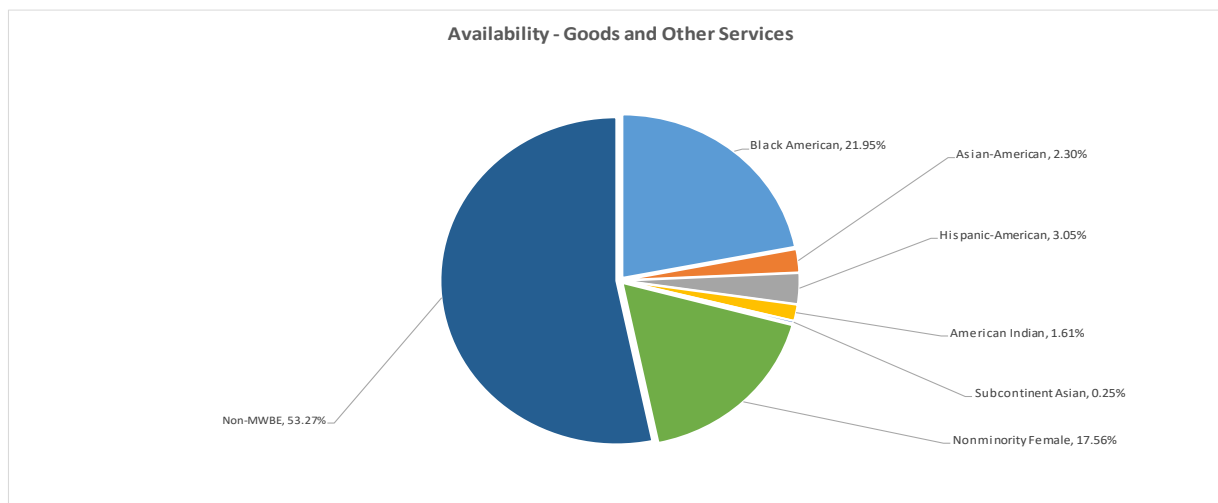


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Goods and Other Services availabilities are reflected in Figure 5. Businesses owned by Black Americans make up 21.95% and Nonminority Female owned 17.56% of the firms. Non-MWBEs account for 53.27% of all availability, while Asian American owned and Subcontinent Asian owned firms have 2.30% and 0.25%, respectively. Hispanic American owned firms have 3.06% and American Indian owned firms have 1.61% availability in this category. MWBEs total 46.73% of all available firms in Goods and Other Services.

Figure 5: **Availability Estimates –Goods and Other Services**

In the Relevant Market – The State of North Carolina  
NCDOT Disparity Study



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## E. Utilization Analysis

### 1. Prime Utilization

The relevant payment history for NCDOT has been recorded based upon the paid amounts on Purchase Orders, Direct Payments, and Invoices provided by NCDOT out of its SAP system. In the Prime Utilization tables below, the dollars and percentage of dollars paid in each of the four (4)

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

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major procurement categories have been broken out by race/ethnicity and gender for each year of the Study Period. The total of each race/ethnicity/gender group represented in the MWBE category will, when added to the Non-MWBE Category, equal the Total Column. Certified DBE utilization is contained in Appendix E. GSPC also presents prime utilization on Limited Services Agreement contracts in Appendix H, prime utilization by NAICS code in Appendix I, and prime utilization by funding source in Appendix J.

As indicated in Tables 25 and 26, a total of fifty-nine (59) MBEs received \$60.2 million during the Study Period in Construction, while eighty-nine (89) Nonminority Female owned firms were paid \$214.4 million. Seven hundred and two (702) non-MWBE firms were paid over \$8.80 billion, with an average to each firm of \$12,543,132 over the Study Period. MWBEs received 3.02% of the total prime Construction paid dollars and averaged \$1,855,796 over the Study Period.

As a management tool provided for the Division of Highways (“DOH”) to further understand its utilization in more defined or specific trades in the Construction category, GSPC evaluated utilization by disaggregating spend, based upon DOH’s assignment of firm categories, related to heavy highway type work, from spend that is more general construction in nature, such as plumbing, painting, electricians, HVAC, roofing, gutters, and drywall. This utilization analysis can be found in Appendix W in the Study report.

Table 25: **Prime Utilization – Construction by Number of Firms**

**In the Relevant Market – The State of North Carolina**

Number of Businesses by Business Ownership and Fiscal Year  
(Using Payments from SAP, FY 2014-2018)  
NCDOT Disparity Study

Fiscal Year	African American		Asian American		Hispanic American		American Indian		Subcontinent Asian American		Total MBE		Nonminority Female		Total MWBE		Non-MWBE		TOTAL	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
2014	19	4.97%	0	0.00%	1	0.26%	2	0.52%	1	0.32%	23	6.02%	43	11.26%	66	17.28%	316	82.72%	382	20.18%
2015	16	4.62%	0	0.00%	2	0.58%	3	0.87%	0	0.00%	21	6.07%	46	13.29%	67	19.36%	279	80.64%	346	18.28%
2016	15	4.29%	0	0.00%	0	0.00%	4	1.14%	0	0.00%	19	5.43%	38	10.86%	57	16.29%	293	83.71%	350	18.49%
2017	19	5.26%	0	0.00%	2	0.55%	2	0.55%	1	0.33%	24	6.65%	38	10.53%	62	17.17%	299	82.83%	361	19.07%
2018	27	5.95%	0	0.00%	2	0.44%	6	1.32%	0	0.00%	35	7.71%	49	10.79%	84	18.50%	370	81.50%	454	23.98%
Total 2014-2018	96	5.07%	0	0.00%	7	0.37%	17	0.90%	2	0.13%	122	6.44%	214	11.30%	336	17.75%	1557	82.25%	1893	100.00%
Total Unique Number of Businesses	47	5.53%	0	0.00%	4	0.47%	7	0.82%	1	0.12%	59	6.94%	89	10.47%	148	17.41%	702	82.59%	850	100.00%

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Table 26: **Prime Utilization – Construction by Dollars**

**In the Relevant Market – The State of North Carolina**  
 Distribution of Dollars by Business Ownership and Fiscal Year  
 (Using Payments from SAP, FY 2014-2018)  
 NCDOT Disparity Study

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 9,926,153	\$ 8,627,608	\$ 5,555,624	\$ 10,895,158	\$ 12,554,600	\$ 47,559,142
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ 289,608	\$ 306,373	\$ -	\$ 320,934	\$ 174,302	\$ 1,091,216
American Indian	\$ 260,745	\$ 421,628	\$ 1,135,176	\$ 1,537,099	\$ 8,159,752	\$ 11,514,399
Subcontinent Asian American	\$ 5,970	\$ -	\$ -	\$ 48,045	\$ -	\$ 54,015
<b>TOTAL MINORITY</b>	<b>\$ 10,482,476</b>	<b>\$ 9,355,608</b>	<b>\$ 6,690,800</b>	<b>\$ 12,801,235</b>	<b>\$ 20,888,654</b>	<b>\$ 60,218,772</b>
Nonminority Female	\$ 27,545,688	\$ 39,271,174	\$ 38,900,992	\$ 41,162,834	\$ 67,558,438	\$ 214,439,126
<b>TOTAL MWBE</b>	<b>\$ 38,028,164</b>	<b>\$ 48,626,782</b>	<b>\$ 45,591,792</b>	<b>\$ 53,964,069</b>	<b>\$ 88,447,092</b>	<b>\$ 274,657,898</b>
NON-MWBE	\$1,929,394,967	\$1,801,067,618	\$1,957,759,875	\$1,614,999,946	\$1,502,056,934	\$8,805,279,339
<b>TOTAL FIRMS</b>	<b>\$1,967,423,131</b>	<b>\$1,849,694,399</b>	<b>\$2,003,351,666</b>	<b>\$1,668,964,015</b>	<b>\$1,590,504,026</b>	<b>\$9,079,937,237</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	0.50%	0.47%	0.28%	0.65%	0.79%	0.52%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	0.01%	0.02%	0.00%	0.02%	0.01%	0.01%
American Indian	0.01%	0.02%	0.06%	0.09%	0.51%	0.13%
Subcontinent Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>0.53%</b>	<b>0.51%</b>	<b>0.33%</b>	<b>0.77%</b>	<b>1.31%</b>	<b>0.66%</b>
Nonminority Female	1.40%	2.12%	1.94%	2.47%	4.25%	2.36%
<b>TOTAL MWBE</b>	<b>1.93%</b>	<b>2.63%</b>	<b>2.28%</b>	<b>3.23%</b>	<b>5.56%</b>	<b>3.02%</b>
NON-MWBE	98.07%	97.37%	97.72%	96.77%	94.44%	96.98%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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As indicated in Tables 27 and 28, a total of fourteen (14) MBEs received \$62.7 million during the Study Period, while thirteen (13) Nonminority Female owned firms were paid \$123.3 million. One hundred and thirty-five (135) non-MWBE firms were paid over \$1.36 billion, with an average to each firm of \$10,077,166 over the Study Period. MWBEs received 12.06% of the total prime A&E paid dollars and averaged \$6,911,685 over the Study Period.

Table 27: **Prime Utilization – A&E by Number of Firms**

In the Relevant Market – The State of North Carolina  
 Number of Businesses by Business Ownership and Fiscal Year  
 (Using Payments from SAP, FY 2014-2018)  
 NCDOT Disparity Study

Fiscal Year	African American		Asian American		Hispanic American		American Indian		Subcontinent Asian American		Total MBE		Nonminority Female		Total MWBE		Non-MWBE		TOTAL	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
2014	5	4.59%	1	0.92%	1	0.92%	0	0.00%	1	1.11%	8	7.34%	11	10.09%	19	17.43%	90	82.57%	109	19.29%
2015	5	4.67%	1	0.93%	1	0.93%	0	0.00%	1	1.15%	8	7.48%	12	11.21%	20	18.69%	87	81.31%	107	18.94%
2016	5	4.39%	2	1.75%	1	0.88%	0	0.00%	1	1.05%	9	7.89%	10	8.77%	19	16.67%	95	83.33%	114	20.18%
2017	6	5.04%	3	2.52%	2	1.68%	0	0.00%	2	2.15%	13	10.92%	13	10.92%	26	21.85%	93	78.15%	119	21.06%
2018	5	4.31%	3	2.59%	2	1.72%	0	0.00%	2	2.13%	12	10.34%	10	8.62%	22	18.97%	94	81.03%	116	20.53%
Total 2014-2018	26	4.60%	10	1.77%	7	1.24%	0	0.00%	7	1.53%	50	8.85%	56	9.91%	106	18.76%	459	81.24%	565	100.00%
Total Unique Number of Businesses	6	3.70%	4	2.47%	2	1.23%	0	0.00%	2	1.23%	14	8.64%	13	8.02%	27	16.67%	135	83.33%	162	100.00%

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\* Total unique number represents the number of unduplicated firms during the Study Period.

Table 28: **Prime Utilization – A&E by Dollars**

In the Relevant Market – The State of North Carolina  
 Distribution of Dollars by Business Ownership and Fiscal Year  
 (Using Payments from SAP, FY 2014-2018)  
 NCDOT Disparity Study

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 5,520,477	\$ 8,190,343	\$ 8,027,825	\$ 5,609,550	\$ 7,313,402	\$ 34,661,597
Asian American	\$ 48,600	\$ 119,957	\$ 26,834	\$ 1,235,537	\$ 248,504	\$ 1,679,433
Hispanic American	\$ 1,257,733	\$ 1,876,248	\$ 2,604,548	\$ 7,297,413	\$ 7,260,593	\$ 20,296,536
American Indian	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subcontinent Asian American	\$ 1,129,757	\$ 503,915	\$ 2,537,140	\$ 755,783	\$ 1,159,370	\$ 6,085,964
<b>TOTAL MINORITY</b>	<b>\$ 7,956,567</b>	<b>\$ 10,690,464</b>	<b>\$ 13,196,348</b>	<b>\$ 14,898,283</b>	<b>\$ 15,981,869</b>	<b>\$ 62,723,530</b>
Nonminority Female	\$ 12,607,109	\$ 32,230,772	\$ 20,653,278	\$ 32,267,433	\$ 26,133,384	\$ 123,891,975
<b>TOTAL MWBE</b>	<b>\$ 20,563,676</b>	<b>\$ 42,921,236</b>	<b>\$ 33,849,625</b>	<b>\$ 47,165,716</b>	<b>\$ 42,115,252</b>	<b>\$ 186,615,505</b>
NON-MWBE	\$143,034,208	\$319,771,407	\$254,783,759	\$251,194,913	\$391,633,237	\$1,360,417,524
<b>TOTAL FIRMS</b>	<b>\$163,597,883</b>	<b>\$362,692,643</b>	<b>\$288,633,384</b>	<b>\$298,360,629</b>	<b>\$433,748,489</b>	<b>\$1,547,033,029</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	3.37%	2.26%	2.78%	1.88%	1.69%	2.24%
Asian American	0.03%	0.03%	0.01%	0.41%	0.06%	0.11%
Hispanic American	0.77%	0.52%	0.90%	2.45%	1.67%	1.31%
American Indian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Subcontinent Asian American	0.69%	0.14%	0.88%	0.25%	0.27%	0.39%
<b>TOTAL MINORITY</b>	<b>4.86%</b>	<b>2.95%</b>	<b>4.57%</b>	<b>4.99%</b>	<b>3.68%</b>	<b>4.05%</b>
Nonminority Female	7.71%	8.89%	7.16%	10.81%	6.03%	8.01%
<b>TOTAL MWBE</b>	<b>12.57%</b>	<b>11.83%</b>	<b>11.73%</b>	<b>15.81%</b>	<b>9.71%</b>	<b>12.06%</b>
NON-MWBE	87.43%	88.17%	88.27%	84.19%	90.29%	87.94%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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Appendix H provides an analysis of Limited Services Agreements.

As shown in Tables 29 and 30, in Professional Services there were eight (8) MBEs that shared a total amount of \$2.4 million which was 4.85% of the total Professional Services paid dollars. Seven (7) Nonminority Female owned firms were paid 6.23% or \$3.1 million of the total Professional Services dollars, which was the highest percent of dollars paid to MWBEs. The average paid to MWBE firms was \$373,560 compared to \$384,343 to Non-MWBE firms over the Study Period.

Table 29: **Prime Utilization – Professional Services by Number of Firms**

In the Relevant Market – The State of North Carolina  
 Number of Businesses by Business Ownership and Fiscal Year  
 (Using Payments from SAP, FY 2014-2018)  
 NCDOT Disparity Study

Fiscal Year	African American		Asian American		Hispanic American		American Indian		Subcontinent Asian American		Total MBE		Nonminority Female		Total MWBE		Non-MWBE		TOTAL	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
2014	2	2.94%	0	0.00%	0	0.00%	1	1.47%	0	0.00%	3	4.41%	5	7.35%	8	11.76%	60	88.24%	68	20.42%
2015	3	5.17%	0	0.00%	0	0.00%	1	1.72%	0	0.00%	4	6.90%	1	1.72%	5	8.62%	53	91.38%	58	17.42%
2016	2	3.51%	0	0.00%	0	0.00%	1	1.75%	0	0.00%	3	5.26%	2	3.51%	5	8.77%	52	91.23%	57	17.12%
2017	3	4.48%	0	0.00%	1	1.49%	1	1.49%	0	0.00%	5	7.46%	2	2.99%	7	10.45%	60	89.55%	67	20.12%
2018	6	7.23%	0	0.00%	1	1.20%	1	1.20%	0	0.00%	8	9.64%	3	3.61%	11	13.25%	72	86.75%	83	24.92%
Total 2014-2018	16	4.80%	0	0.00%	2	0.60%	5	1.50%	0	0.00%	23	6.91%	13	3.90%	36	10.81%	297	89.19%	333	100.00%
Total Unique Number of Businesses	6	4.55%	0	0.00%	1	0.76%	1	0.76%	0	0.00%	8	6.06%	7	5.30%	15	11.36%	117	88.64%	132	100.00%

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\* Total unique number represents the number of unduplicated firms during the Study Period.



Table 30: **Prime Utilization – Professional Services by Dollars**

In the Relevant Market – The State of North Carolina  
 Distribution of Dollars by Business Ownership and Fiscal Year  
 (Using Payments from SAP, FY 2014-2018)  
 NCDOT Disparity Study

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 111,542	\$ 205,545	\$ 61,049	\$ 203,386	\$ 715,710	\$ 1,297,232
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ 103,735	\$ 193,613	\$ 67,145	\$ 175,281	\$ 283,119	\$ 822,893
American Indian	\$ 9,385	\$ 131,216	\$ -	\$ -	\$ -	\$ 140,601
Subcontinent Asian American	\$ -	\$ -	\$ 78,589	\$ 3,943	\$ 109,459	\$ 191,990
<b>TOTAL MINORITY</b>	<b>\$ 224,662</b>	<b>\$ 530,374</b>	<b>\$ 206,782</b>	<b>\$ 382,609</b>	<b>\$ 1,108,288</b>	<b>\$ 2,452,716</b>
Nonminority Female	\$ 687,491	\$ 724,911	\$ 214,133	\$ 383,186	\$ 1,140,963	\$ 3,150,685
<b>TOTAL MWBE</b>	<b>\$ 912,153</b>	<b>\$1,255,285</b>	<b>\$ 420,915</b>	<b>\$ 765,795</b>	<b>\$ 2,249,251</b>	<b>\$ 5,603,400</b>
NON-MWBE	\$6,893,641	\$6,757,890	\$5,874,262	\$ 9,300,885	\$16,141,462	\$44,968,141
<b>TOTAL FIRMS</b>	<b>\$7,805,795</b>	<b>\$8,013,175</b>	<b>\$6,295,177</b>	<b>\$10,066,681</b>	<b>\$18,390,713</b>	<b>\$50,571,541</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	1.43%	2.57%	0.97%	2.02%	3.89%	2.57%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	1.33%	2.42%	1.07%	1.74%	1.54%	1.63%
American Indian	0.12%	1.64%	0.00%	0.00%	0.00%	0.28%
Subcontinent Asian American	0.00%	0.00%	1.25%	0.04%	0.60%	0.38%
<b>TOTAL MINORITY</b>	<b>2.88%</b>	<b>6.62%</b>	<b>3.28%</b>	<b>3.80%</b>	<b>6.03%</b>	<b>4.85%</b>
Nonminority Female	8.81%	9.05%	3.40%	3.81%	6.20%	6.23%
<b>TOTAL MWBE</b>	<b>11.69%</b>	<b>15.67%</b>	<b>6.69%</b>	<b>7.61%</b>	<b>12.23%</b>	<b>11.08%</b>
NON-MWBE	88.31%	84.33%	93.31%	92.39%	87.77%	88.92%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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Appendix H provides an analysis of Limited Services Agreements.

As indicated in Tables 31 and 32, MWBEs represented 9.54% of all firms to be paid dollars in Goods and Other Services, averaging \$476,912 per firm. In comparison, 313 non-MWBE firms represented 90.46% of all firms in Goods and Other Services, averaging \$997.113 per firm.

Table 31: **Prime Utilization – Goods and Other Services by Number of Firms**

Number of Businesses by Business Ownership and Fiscal Year  
 (Using Payments from SAP, FY 2014-2018)  
 In the Relevant Market – The State of North Carolina  
 NCDOT Disparity Study

Fiscal Year	African American		Asian American		Hispanic American		American Indian		Subcontinent Asian American		Total MBE		Nonminority Female		Total MWBE		Non-MWBE		TOTAL	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
2014	6	4.35%	0	0.00%	0	0.00%	2	1.45%	0	0.00%	8	5.80%	6	4.35%	14	10.14%	124	89.86%	138	20.47%
2015	3	2.38%	0	0.00%	2	1.59%	1	0.79%	0	0.00%	6	4.76%	1	0.79%	7	5.56%	119	94.44%	126	18.69%
2016	4	2.99%	0	0.00%	1	0.75%	2	1.49%	0	0.00%	7	5.22%	5	3.73%	12	8.96%	122	91.04%	134	19.88%
2017	7	5.26%	0	0.00%	1	0.75%	3	2.26%	0	0.00%	11	8.27%	4	3.01%	15	11.28%	118	88.72%	133	19.73%
2018	7	4.90%	0	0.00%	1	0.70%	0	0.00%	0	0.00%	8	5.59%	4	2.80%	12	8.39%	131	91.61%	143	21.22%
Total 2014-2018	27	4.01%	0	0.00%	5	0.74%	8	1.19%	0	0.00%	40	5.93%	20	2.97%	60	8.90%	614	91.10%	674	100.00%
Total Unique Number of Businesses	15	4.34%	0	0.00%	3	0.87%	3	0.87%	0	0.00%	21	6.07%	12	3.47%	33	9.54%	313	90.46%	346	100.00%

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Table 32: **Prime Utilization –Goods and Other Services by Dollars**

In the Relevant Market – The State of North Carolina  
NCDOT Disparity Study

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 1,343,793	\$ 2,129,151	\$ 1,980,860	\$ 1,844,856	\$ 393,724	\$ 7,692,384
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ -	\$ 1,582,953	\$ 472,810	\$ 70,601	\$ 119,767	\$ 2,246,131
American Indian	\$ 195,757	\$ 12,870	\$ 396,777	\$ 278,401	\$ -	\$ 883,805
Subcontinent Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL MINORITY</b>	<b>\$ 1,539,550</b>	<b>\$ 3,724,974</b>	<b>\$ 2,850,447</b>	<b>\$ 2,193,858</b>	<b>\$ 513,491</b>	<b>\$ 10,822,319</b>
Nonminority Female	\$ 788,155	\$ 51,838	\$ 964,720	\$ 2,342,755	\$ 768,329	\$ 4,915,796
<b>TOTAL MWBE</b>	<b>\$ 2,327,705</b>	<b>\$ 3,776,811</b>	<b>\$ 3,815,167</b>	<b>\$ 4,536,613</b>	<b>\$ 1,281,820</b>	<b>\$ 15,738,116</b>
NON-MWBE	\$42,340,287	\$49,702,828	\$68,461,011	\$68,939,289	\$82,652,978	\$312,096,393
<b>TOTAL FIRMS</b>	<b>\$44,667,992</b>	<b>\$53,479,639</b>	<b>\$72,276,178</b>	<b>\$73,475,902</b>	<b>\$83,934,798</b>	<b>\$327,834,509</b>

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	3.01%	3.98%	2.74%	2.51%	0.47%	2.35%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	0.00%	2.96%	0.65%	0.10%	0.14%	0.69%
American Indian	0.44%	0.02%	0.55%	0.38%	0.00%	0.27%
Subcontinent Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>3.45%</b>	<b>6.97%</b>	<b>3.94%</b>	<b>2.99%</b>	<b>0.61%</b>	<b>3.30%</b>
Nonminority Female	1.76%	0.10%	1.33%	3.19%	0.92%	1.50%
<b>TOTAL MWBE</b>	<b>5.21%</b>	<b>7.06%</b>	<b>5.28%</b>	<b>6.17%</b>	<b>1.53%</b>	<b>4.80%</b>
NON-MWBE	94.79%	92.94%	94.72%	93.83%	98.47%	95.20%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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Further analysis of prime contracting is contained in:

Appendix C - Threshold Analysis, utilization by dollar levels of paid amounts on Purchase Orders, Direct Payments, and Invoices.

Appendix E – Certified DBE Prime Utilization.

Appendix H – Prime Utilization on Limited Services Agreement, tables on MWBE utilization on Limited Services Contracts.

Appendix I – Prime Utilization by NAICS codes, more detailed decomposition of MWBE utilization.

Appendix J – Prime utilization by Funding Sources, tables on MWBE utilization by Funding Source (federal funding, state funding and subcategories thereof).

Appendix Q- Transportation Modes, tables on MWBE utilization by Transportation Mode (Highway, Rail, Ferry, etc.).

Appendix R – Geographic Division, tables on MWBE utilization by fourteen (14) NCDOT Geographic Divisions.

Appendix S – Division Let and Centrally Let, tables on MWBE utilization by Division Let and Centrally Let.

Appendix U – Prime Utilization by Race/Ethnicity and Gender.

Appendix V – Design-Build MWBE Utilization.

Appendix W – Division of Highways Prime Utilization

2. Total Utilization (Prime and Subcontractor Payments)

NCDOT tracks subcontracting dollars allocated to MWBEs but does not completely track Non-MWBE subcontractors. GSPC conducted a total utilization analysis by first removing the duplicates in MWBE categories if both the prime contractor and subcontractor were MWBEs. Second, GSPC matched the prime contractors in the Relevant Market to all of their subcontractors (no matter where they were located) on a contract-by-contract basis. GSPC only counted the amount paid to the prime contractor and subcontractor during the Study Period. This process should not increase the total prime utilization amount in the Relevant Market during the Study Period because payments to subcontractors were subtracted from the prime contract payments<sup>145</sup>.

MBEs received \$396,905,134 during the Study Period, 4.37% of the total Construction<sup>146</sup> paid dollars, while Nonminority Female owned firms were paid a total of \$936,705,090, 10.32% of the total Construction paid dollars. MWBEs received 14.69% of the total Construction paid dollars (Table 33).

Table 33: **Total Utilization - Construction by Dollars (Prime & Subcontractor Combined) In the Relevant Market**

NCDOT Disparity Study						
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 18,043,952	\$ 29,779,446	\$ 34,934,534	\$ 53,153,507	\$ 97,997,434	\$ 233,908,873
Asian American	\$ 20,053	\$ 369,494	\$ 411,511	\$ 1,025,539	\$ 4,510,052	\$ 6,336,650
Hispanic American	\$ 2,931,125	\$ 8,241,767	\$ 8,593,980	\$ 16,716,134	\$ 43,487,237	\$ 79,970,243
American Indian	\$ 1,315,850	\$ 3,693,502	\$ 7,877,343	\$ 15,149,345	\$ 30,833,457	\$ 58,869,496
Subcontinent Asian American	\$ 603,824	\$ 2,487,060	\$ 2,147,714	\$ 3,043,913	\$ 9,537,362	\$ 17,819,873
<b>TOTAL MINORITY</b>	<b>\$ 22,914,803</b>	<b>\$ 44,571,269</b>	<b>\$ 53,965,082</b>	<b>\$ 89,088,437</b>	<b>\$ 186,365,542</b>	<b>\$ 396,905,134</b>
Nonminority Female	\$ 54,111,211	\$ 120,740,182	\$ 156,315,163	\$ 213,813,131	\$ 391,725,404	\$ 936,705,090
<b>TOTAL MWBE</b>	<b>\$ 77,026,014</b>	<b>\$ 165,311,450</b>	<b>\$ 210,280,245</b>	<b>\$ 302,901,568</b>	<b>\$ 578,090,946</b>	<b>\$1,333,610,223</b>
NON-MWBE	\$1,890,397,117	\$1,684,382,949	\$1,793,071,421	\$1,366,062,447	\$1,012,413,080	\$7,746,327,014
<b>TOTAL FIRMS</b>	<b>\$1,967,423,131</b>	<b>\$1,849,694,399</b>	<b>\$2,003,351,666</b>	<b>\$1,668,964,015</b>	<b>\$1,590,504,026</b>	<b>\$9,079,937,237</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	0.92%	1.61%	1.74%	3.18%	6.16%	2.58%
Asian American	0.00%	0.02%	0.02%	0.06%	0.28%	0.07%
Hispanic American	0.15%	0.45%	0.43%	1.00%	2.73%	0.88%
American Indian	0.07%	0.20%	0.39%	0.91%	1.94%	0.65%
Subcontinent Asian American	0.03%	0.13%	0.11%	0.18%	0.60%	0.20%
<b>TOTAL MINORITY</b>	<b>1.16%</b>	<b>2.41%</b>	<b>2.69%</b>	<b>5.34%</b>	<b>11.72%</b>	<b>4.37%</b>
Nonminority Female	2.75%	6.53%	7.80%	12.81%	24.63%	10.32%
<b>TOTAL MWBE</b>	<b>3.92%</b>	<b>8.94%</b>	<b>10.50%</b>	<b>18.15%</b>	<b>36.35%</b>	<b>14.69%</b>
NON-MWBE	96.08%	91.06%	89.50%	81.85%	63.65%	85.31%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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<sup>145</sup> So, for example, if there was one (1) Non-minority owned prime (\$100) with one (1) African American owned subcontractor (\$30) and one (1) Asian American owned subcontractor (\$20) then in total utilization: (\$100 prime contract-\$50 subcontracts) = \$50 attributed to Non-minority prime dollars, \$30 attributed to African American owned subcontractor, and \$20 attributed to Asian American subcontractor dollars.

<sup>146</sup> Payments are paid amounts on Purchase Orders, Direct Payments, and Invoices.

In reference to A&E Services, as shown in the table 34 below, MBEs received \$68,063,219 during the Study Period, 4.40% of the total A&E Services paid dollars, while Nonminority Female owned firms were paid a total of \$142,179,807, 9.19% of the total A&E Services paid dollars. MWBEs received 13.59% of the total A&E Services paid dollars.

Table 34: **Total Utilization – A&E Services by Dollars (Prime and Subcontractor Combined)**

NCDOT Disparity Study

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 5,586,228	\$ 8,177,966	\$ 8,256,710	\$ 6,172,128	\$ 8,639,571	\$ 36,832,602
Asian American	\$ 163,113	\$ 358,791	\$ 375,229	\$ 1,411,539	\$ 631,226	\$ 2,939,897
Hispanic American	\$ 1,211,803	\$ 1,933,117	\$ 2,582,620	\$ 6,589,246	\$ 6,994,315	\$ 19,311,101
American Indian	\$ 45,769	\$ 6,359	\$ 293,122	\$ 235,622	\$ 927,080	\$ 1,507,952
Subcontinent Asian American	\$ 1,227,170	\$ 793,356	\$ 2,371,054	\$ 1,060,295	\$ 2,019,793	\$ 7,471,667
<b>TOTAL MINORITY</b>	<b>\$ 8,234,084</b>	<b>\$ 11,269,588</b>	<b>\$ 13,878,734</b>	<b>\$ 15,468,829</b>	<b>\$ 19,211,984</b>	<b>\$ 68,063,219</b>
Nonminority Female	\$ 13,159,934	\$ 33,601,899	\$ 22,121,520	\$ 35,359,213	\$ 37,937,241	\$ 142,179,807
<b>TOTAL MWBE</b>	<b>\$ 21,394,018</b>	<b>\$ 44,871,487</b>	<b>\$ 36,000,255</b>	<b>\$ 50,828,042</b>	<b>\$ 57,149,225</b>	<b>\$ 210,243,026</b>
NON-MWBE	\$142,203,865	\$317,821,156	\$252,633,130	\$247,532,587	\$376,599,265	\$1,336,790,002
<b>TOTAL FIRMS</b>	<b>\$163,597,883</b>	<b>\$362,692,643</b>	<b>\$288,633,384</b>	<b>\$298,360,629</b>	<b>\$433,748,489</b>	<b>\$1,547,033,029</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	3.41%	2.25%	2.86%	2.07%	1.99%	2.38%
Asian American	0.10%	0.10%	0.13%	0.47%	0.15%	0.19%
Hispanic American	0.74%	0.53%	0.89%	2.21%	1.61%	1.25%
American Indian	0.03%	0.00%	0.10%	0.08%	0.21%	0.10%
Subcontinent Asian American	0.75%	0.22%	0.82%	0.36%	0.47%	0.48%
<b>TOTAL MINORITY</b>	<b>5.03%</b>	<b>3.11%</b>	<b>4.81%</b>	<b>5.18%</b>	<b>4.43%</b>	<b>4.40%</b>
Nonminority Female	8.04%	9.26%	7.66%	11.85%	8.75%	9.19%
<b>TOTAL MWBE</b>	<b>13.08%</b>	<b>12.37%</b>	<b>12.47%</b>	<b>17.04%</b>	<b>13.18%</b>	<b>13.59%</b>
NON-MWBE	86.92%	87.63%	87.53%	82.96%	86.82%	86.41%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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In reference to Professional Services, as shown in the table 35 below, MBEs received \$4,339,713 during the Study Period, 8.58% of the total Professional Services paid dollars, while Nonminority Female owned firms were paid a total of \$15,327,557, 30.31% of the total Professional Services paid dollars. MWBEs received 38.39% of the total Professional Services paid dollars.

Table 35: **Total Utilization – Professional Services by Dollars (Prime and Subcontractor Combined)**

NCDOT Disparity Study

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 110,917	\$ 215,668	\$ 73,764	\$ 215,987	\$ 957,307	\$ 1,573,643
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ 103,735	\$ 193,613	\$ 67,145	\$ 175,281	\$ 521,785	\$ 1,061,559
American Indian	\$ 22,241	\$ 274,367	\$ 264,880	\$ 194,250	\$ 756,403	\$ 1,512,141
Subcontinent Asian American	\$ -	\$ -	\$ -	\$ 189,662	\$ 2,708	\$ 192,370
<b>TOTAL MINORITY</b>	<b>\$ 236,893</b>	<b>\$ 683,647</b>	<b>\$ 405,789</b>	<b>\$ 775,179</b>	<b>\$ 2,238,204</b>	<b>\$ 4,339,713</b>
Nonminority Female	\$1,059,450	\$2,439,273	\$3,652,056	\$ 3,008,943	\$ 5,167,836	\$15,327,557
<b>TOTAL MWBE</b>	<b>\$1,296,343</b>	<b>\$3,122,921</b>	<b>\$4,057,845</b>	<b>\$ 3,784,122</b>	<b>\$ 7,406,040</b>	<b>\$19,667,270</b>
NON-MWBE	\$6,509,452	\$4,890,255	\$2,237,332	\$ 6,282,559	\$10,984,674	\$30,904,271
<b>TOTAL FIRMS</b>	<b>\$7,805,795</b>	<b>\$8,013,175</b>	<b>\$6,295,177</b>	<b>\$10,066,681</b>	<b>\$18,390,713</b>	<b>\$50,571,541</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	1.42%	2.69%	1.17%	2.15%	5.21%	3.11%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	1.33%	2.42%	1.07%	1.74%	2.84%	2.10%
American Indian	0.28%	3.42%	4.21%	1.93%	4.11%	2.99%
Subcontinent Asian American	0.00%	0.00%	0.00%	1.88%	0.01%	0.38%
<b>TOTAL MINORITY</b>	<b>3.03%</b>	<b>8.53%</b>	<b>6.45%</b>	<b>7.70%</b>	<b>12.17%</b>	<b>8.58%</b>
Nonminority Female	13.57%	30.44%	58.01%	29.89%	28.10%	30.31%
<b>TOTAL MWBE</b>	<b>16.61%</b>	<b>38.97%</b>	<b>64.46%</b>	<b>37.59%</b>	<b>40.27%</b>	<b>38.89%</b>
NON-MWBE	83.39%	61.03%	35.54%	62.41%	59.73%	61.11%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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In reference to Goods and Other Services, as shown in the table 36 below, MBEs received \$12,842,590 during the Study Period, 3.92% of the total Goods and Other Services paid dollars, while Nonminority Female owned firms were paid a total of \$12,269,722, 3.74% of the total Goods and Other Services paid dollars. MWBEs received 7.66% of the total Goods and Other Services paid dollars.

Table 36: Total Utilization – Goods and Other Services by Dollars (Prime and Subcontractor Combined)

**NCDOT Disparity Study**

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 1,415,471	\$ 2,382,151	\$ 2,490,297	\$ 2,283,771	\$ 801,312	\$ 9,373,001
Asian American	\$ -	\$ 36,000	\$ 113,900	\$ 56,260	\$ 44,880	\$ 251,040
Hispanic American	\$ -	\$ 1,582,953	\$ 472,810	\$ 70,601	\$ 145,317	\$ 2,271,681
American Indian	\$ 195,757	\$ 12,870	\$ 403,022	\$ 282,401	\$ 52,818	\$ 946,868
Subcontinent Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL MINORITY</b>	<b>\$ 1,611,227</b>	<b>\$ 4,013,974</b>	<b>\$ 3,480,029</b>	<b>\$ 2,693,033</b>	<b>\$ 1,044,327</b>	<b>\$ 12,842,590</b>
Nonminority Female	\$ 833,127	\$ 350,122	\$ 1,265,372	\$ 3,298,842	\$ 6,522,260	\$ 12,269,722
<b>TOTAL MWBE</b>	<b>\$ 2,444,354</b>	<b>\$ 4,364,096</b>	<b>\$ 4,745,400</b>	<b>\$ 5,991,876</b>	<b>\$ 7,566,586</b>	<b>\$ 25,112,312</b>
NON-MWBE	\$42,223,638	\$49,115,543	\$67,530,778	\$67,484,026	\$76,368,211	\$302,722,196
<b>TOTAL FIRMS</b>	<b>\$44,667,992</b>	<b>\$53,479,639</b>	<b>\$72,276,178</b>	<b>\$73,475,902</b>	<b>\$83,934,798</b>	<b>\$327,834,509</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	3.17%	4.45%	3.45%	3.11%	0.95%	2.86%
Asian American	0.00%	0.07%	0.16%	0.08%	0.05%	0.08%
Hispanic American	0.00%	2.96%	0.65%	0.10%	0.17%	0.69%
American Indian	0.44%	0.02%	0.56%	0.38%	0.06%	0.29%
Subcontinent Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>3.61%</b>	<b>7.51%</b>	<b>4.81%</b>	<b>3.67%</b>	<b>1.24%</b>	<b>3.92%</b>
Nonminority Female	1.87%	0.65%	1.75%	4.49%	7.77%	3.74%
<b>TOTAL MWBE</b>	<b>5.47%</b>	<b>8.16%</b>	<b>6.57%</b>	<b>8.15%</b>	<b>9.01%</b>	<b>7.66%</b>
NON-MWBE	94.53%	91.84%	93.43%	91.85%	90.99%	92.34%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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Table 37 below shows that there were 248 (16.8%) MBEs utilized as prime and subcontractors on NCDOT Construction projects, 20 (6.7%) MBEs on NCDOT A&E projects, 22 (8.3%) on NCDOT Professional Services projects and 29 (7.6%) on Goods and Other Services projects. There were 255 (17.3%) WBEs utilized as prime and subcontractors on NCDOT Construction projects, 36 (12.1%) MBEs on NCDOT A&E projects, 37 (14.0%) on NCDOT Professional Services projects and 20 (5.3%) on Goods and Other Services projects. It is also worth recalling that the recording of Non-MWBE subcontractors is incomplete and therefore this table likely overstates the percentages of MWBE firms utilized.



Table 37: **Total Utilization –by Number of Firms**

In the Relevant Market – The State of North Carolina  
NCDOT Disparity Study

Business Ownership Classification	Construction		Architecture & Engineering		Professional Services		Goods & Services	
	#	%	#	%	#	%	#	%
Black American	169	11.5%	7	2.4%	15	5.7%	19	5.0%
Asian American	6	0.4%	5	1.7%	0	0.0%	1	0.3%
Hispanic American	44	3.0%	4	1.3%	3	1.1%	4	1.1%
American Indian	25	1.7%	1	0.3%	2	0.8%	5	1.3%
Subcontinent Asian American	4	0.3%	3	1.0%	2	0.8%	0	0.0%
<b>TOTAL MINORITY</b>	<b>248</b>	<b>16.8%</b>	<b>20</b>	<b>6.7%</b>	<b>22</b>	<b>8.3%</b>	<b>29</b>	<b>7.6%</b>
Nonminority Female	255	17.3%	36	12.1%	37	14.0%	20	5.3%
<b>TOTAL MWBE</b>	<b>503</b>	<b>34.1%</b>	<b>56</b>	<b>18.9%</b>	<b>59</b>	<b>22.3%</b>	<b>49</b>	<b>12.9%</b>
NON-MWBE	971	65.9%	241	81.1%	206	77.7%	331	87.1%
<b>TOTAL FIRMS</b>	<b>1,474</b>	<b>100.0%</b>	<b>297</b>	<b>100.0%</b>	<b>265</b>	<b>100.0%</b>	<b>380</b>	<b>100.0%</b>

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## F. 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 NCDOT marketplace.

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*DISPARITY INDICES calculate the difference between the percentage of NCDOT’s UTILIZATION of MWBEs during the Study Period and the AVAILABILITY percentage of MWBEs.*

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### 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. Overutilization is when the Disparity Index is over one. Parity or the absence of disparity is when the Disparity Index is one (1.00) 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 (-) 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 1.10 is considered to be a statistically significant 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.

Typically, the determination of whether a disparity is “substantially significant” can be based on any disparity index that is less than .80. Further, 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 overutilization. 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 and the Transportation Research Board approach to statistical significance in disparity studies.

The existence of a statistically significant disparity between the availability and utilization of minority or Nonminority Female owned businesses that is 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/gender-neutral remedies for this discrimination to give all firms equal access to public contracting within NCDOT. GSPC will also, if appropriate, recommend narrowly tailored race/ethnicity/gender-conscious remedies to remedy 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 NCDOT.

3. Prime Disparity Indices

Table 38 provides prime disparity ratios over the Study Period in the relevant market. Detailed prime disparity tables by year and over the Study Period corresponding to Table 38 is in Appendix P.

In Table 38, there was statistically significant underutilization in prime Construction, A&E and Goods and Other Services contracts for all MWBE groups. Non-MWBEs were overutilized. In prime Professional Services, there was statistically significant underutilization of all MWBE groups except Hispanic Americans and Subcontinent Asians who were underutilized but not significantly so.

Table 38: Disparity Indices – Construction, A&E, Professional Services and Goods and Other Services (Prime)

Business Ownership Classification by Fiscal Year  
**NCDOT Disparity Study**

Firm Ownership	Procurement Type			
	Construction	Architecture & Engineering	Professional Services	Goods and Other Services
Black American	3.21*	30.16*	10.37*	10.69*
Asian American	0.00*	5.22*	0.00*	0.00*
Hispanic American	0.32*	49.05*	84.79	22.45*
American Indian	5.64*	0.00*	13.04*	16.75*
Subcontinent Asian American	0.29**	37.82*	89.03	0.00**
TOTAL MBE	2.87*	29.34*	15.27*	11.32*
Nonminority Female	17.44*	54.44*	37.95*	8.85*
TOTAL MWBE	8.25*	42.28*	22.99*	10.27*
Non-MWBE	153.14	123.04	171.62	178.70

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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.

Substantial Underutilization Disparity (Disparity percentage below 80%).

Underutilization Disparity (Disparity percentage 80% to 99.9%).

Overutilization Disparity (Disparity percentage over 100%).

No color is parity.

Prime disparity results were found for contracts under \$500,000 and under \$1,000,000 in Appendix D. The only overutilization of MWBEs was for Hispanic American owned firms in Professional Services under \$500,000 contracts.

4. Total (Prime and Subcontractor) Utilization Disparity Indices

Table 39 provides total utilization (prime plus subcontractor) disparity ratios over the Study Period in the relevant market. Detailed prime disparity tables by year and over the Study Period corresponding to Table 39 are in Appendix P.

In Table 39, MWBEs were underutilized except for Hispanic American, American Indians and Nonminority Females in Professional Services Total Utilization. Subcontinent Asians were underutilized, but not significantly so, in Construction and Professional Services.

Table 39: Disparity Indices –Prime plus Subcontractor Summary by Category

Business Ownership Classification by Fiscal Year  
**NCDOT Disparity Study**

Firm Ownership	Procurement Type			
	Construction	Architecture & Engineering	Professional Services	Goods and Other Services
Black American	15.77*	32.05*	12.58*	13.03*
Asian American	11.25*	9.14*	0.00*	3.33*
Hispanic American	23.66*	46.67*	109.39	22.70*
American Indian	28.83*	16.40*	140.24	17.95*
Subcontinent Asian American	94.91	46.43*	89.20	0.00*
TOTAL MBE	18.90*	31.84*	27.01*	13.43*
Nonminority Female	76.17*	62.48*	184.61	21.31*
TOTAL MWBE	40.05*	47.64*	80.71	16.39*
Non-MWBE	134.72	120.90	117.94	173.33

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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.

Substantial Underutilization Disparity (Disparity percentage below 80%).

Underutilization Disparity (Disparity percentage 80% to 99.9%).

Overutilization (Disparity percentage over 100%).

No color is parity.

The details of the disparity summaries above are contained in Appendix P.

Finally, disparity for most MWBE groups for Construction and Professional Services contractors in Total Utilization (prime plus subcontractor) was also found using custom census as the measure of availability (Appendix G). In Construction, American Indian and Nonminority Female owned firms were overutilized. Similarly, Nonminority Females were overutilized in A&E using Custom Census. Some groups, such as Asian Americans in Construction, and Hispanic Americans, American Indians, and Subcontinent Asian Americans in Professional Services, were not identified in the custom census, although there was availability of these groups in NCDOT availability data sources.

GSPC also analyzed the narrowest measure of Availability using Prequalified Firms.<sup>147</sup> Using Prequalification, Hispanic American and Nonminority Female owned firms were Overutilized in both Construction and A&E. (Appendix F)

## G. Conclusion

Using the Master Vendor File, with few exceptions, every MWBE group was underutilized in each category throughout the Study Period as prime contractors. In Total Utilization using the Master Vendor File, all MWBE groups were underutilized except Hispanic American, American Indian, and Nonminority Female owned firms in Professional Services.

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<sup>147</sup> It should be noted the exclusive use of a list of prequalified contractors or plan holders is not an acceptable alternative means of determining the availability of DBEs for goal-setting under 49 CFR §26.45(c)(5).

## V. ANALYSIS OF MARKETPLACE CONTRACTING DISPARITIES IN NCDOT MARKET AREA

### A. Introduction

In this section GSPC considers private sector and credit market experiences of MWBEs in the NCDOT market area. Barriers faced by minority owned firms in the private sector can rationalize targeted contracting programs by political jurisdictions, as in the *absence of such private sector discrimination*, they, would be able to compete with other firms in bidding for public contracts. Further detail on the statistical methodology is contained in Appendix T.

There was substantial anecdotal evidence that MWBEs experience discrimination in the private sector. Over 27.2% of MWBE survey respondents **in this study responded affirmatively to the questions**, “Do you feel as though you experienced discriminatory behavior from the private sector?” Over 69.3 percent of MWBE survey respondents in this study agreed or strongly agreed with the statement that “some non-minority prime contractors only utilize SMWDBE **companies when required to do so by the NCDOT.**”

This chapter provides data on revenue of MWBEs, rates of female and minority self-employment, and loan denials for women and minorities in the North Carolina marketplace. The self-employment and loan denial analysis controls for race and gender neutral factors.

### B. Firm Revenue

Table 40 below reports on firm ownership type and revenue for the State of North Carolina from the US **Census Bureau’s 2012 Survey of Business Owners (SBO)**.<sup>148</sup> The SBO Data are collected every 5 years since 1972, for years ending in “2” and “7” as part of the economic census. The program began as a special project for minority owned businesses and was incorporated into the economic census in 1972 along with the Survey of Nonminority Female owned Businesses. The GSPC descriptive private sector analysis considers the percentage of representation in the population of firms and revenue across the firm ownership type classifications.

For the State of North Carolina, Table 40 reveals that the revenue shares of each MWBE firm never exceed 4.2% (Nonminority Female) of total market revenue.<sup>149</sup> With the exception of firms owned by Black Americans, the revenue shares of other MWBEs never exceeds 7 tenths of one percent. In every instance MWBEs have revenue shares far smaller than their firm representation shares. This is consistent with and suggestive of—but not necessarily causal evidence for—MWBEs facing, relative to non-MWBEs, discriminatory barriers in the private sector of the NCDOT Market Area.

<sup>148</sup> SBO data are publicly available at <http://www.census.gov/programs-surveys/sbo/data.html>. While 2015 data are available, as of 3/3/2019 firm total revenue data were not yet made publicly available.

<sup>149</sup> The Women ownership category includes all race/ethnicity categories.

Table 40: Firm Ownership Type and Revenue Characteristics

For NCDOT Market Area:  
2012 Survey Of Business Owners

Ownership Structure	Number of Firms	Percentage of all Firms (approximate)	Market Area Total Revenue (\$1,000)	Percentage of Market Area Total Revenue (approximate)
All	805,595	100	847,349,408	100
Female	287,058	.3563	36,745,575	.0425
Black American	112,892	.1401	6,059,369	.0072
American Indian & Alaskan Native	11,669	.0145	1,116,144	.0012
Asian	27,112	.0335	8,729,685	.0103
Asian Indian	6,477	.0081	3,460,918	.0041
Chinese	5,307	.0065	2,916,454	.0034
Filipino	1,184	.0015	172,166	.0002
Japanese	684	.0008	169,563	.0002
Korean	3,424	.0042	791,960	.0009
Vietnamese	7,430	.0092	593,179	.0007
Other Asian	3,019	.0037	611,579	.0007
Native Hawaiian & Other Pacific Islander	724	.0009	42,301	.0001
Hispanic	34,894	.0432	4,782,767	.0057
Some Other Race	16,135	.0199	1,463,457	.0017

Source: US Census Bureau 2012 Survey of Business Owners. <sup>a</sup>Value suppressed to preserve confidentiality as a result of very few firms or there are one or two large firms that dominate the statistic.

### C. Self-Employment

The Concrete Works decision upholding a MWBE program was based in part on evidence that “Black Americans, Hispanics, and American Indians working in the construction industry have lower rates of self employment than similarly situated Whites.”<sup>150</sup>

To explicitly examine potential disparities in the rates of business ownership in the NCDOT Market Area, GSPC estimated the parameters of a Logit regression model using American Community Survey (ACS) data.<sup>151</sup> The specification of each model controls for those variables in customary in the literature that are utilized to explain self-employment, so as to estimate the effects of MWBE status on self-employment while

<sup>150</sup> Concrete Works v. City and County of Denver, 321 F.3 950 (10th Cir 2003).

<sup>151</sup> The ACS is a project of the U.S. Census Bureau that has replaced the decennial census as the key source of information about American population and housing characteristics. The 2017 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 (PUMS), which is a geographical unit containing at least 100,000 individuals. ACS data are publicly available at <https://usa.ipums.org/usa/>. See: Steven Ruggles, Katie Genadek, Ronald Goeken, Josiah Grover, and Matthew Sobek. 2017. *Integrated Public Use Microdata Series: Version 7.0* [dataset]. Minneapolis: University of Minnesota. <https://doi.org/10.18128/D010.V7.0>.



minimizing and/or eliminating other factors.<sup>152</sup> The inclusion of these controls permits an assessment of the extent to which private sector disparities are explained by the race/ethnicity/gender characteristics of a firm.<sup>153</sup>

In the GSPC Logit regression model of self-employment table below, the estimated parameters are odds ratios, and when greater (less) than unity indicate that having a particular characteristics increases (decreases) the likelihood of being self-employed. In the case of the MWBE status indicators (e.g. Black American, Nonminority Female), the excluded category is Nonminority Males, and a positive (negative) odds ratio indicates that relative to Nonminority Males, having that MWBE characteristic increases (decreases) the likelihood of being self-employed in the NCDOT Market Area. Further detail on the statistical methodology is contained in Appendix T.

Table 41 reports parameter estimates across all business sectors in the NCDOT Market Area. The estimated odds ratios with statistical significance suggest that relative to Nonminority Males, Nonminority Female, Black Americans, Hispanic Americans, American Indians, and Other Race Americans, are less likely to be self-employed in the NCDOT Market Area. This is suggestive of firms owned by Nonminority Females, Black Americans, Hispanic Americans, American Indians, and Other Race Americans facing barriers to self-employment in the NCDOT Market Area.

Table 42 reports parameter estimates for the **construction sector in the NCDOT Market Area—the most important sector for NCDOT purchasing**. The estimates suggest that relative to Nonminority Males, firms owned by Nonminority Female, Black Americans, and Asian Americans are less likely to be self-employed in the NCDOT Market Area. This is suggestive of firms owned by Nonminority Females, Black Americans, Asian Americans facing barriers to self-employment in the NCDOT Market Area construction sector.

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152 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.

153 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-value  $\leq$  .10, which we highlight in bold** for all parameter estimates.

Table 41: Self-Employment/Business Ownership Model:  
Logit Parameter Odds Ratio Estimates From the 2017 American Community Survey

	Coefficient	Standard Error	P-value
<i>Regressand:</i> Self Employment in The NCDOT Metropolitan Area (Binary)			
<i>Regressors:</i>			
Constant	.0217	.0023	.0000
Age	1.21	.0214	.0024
Age-Squared	.9341	.0001	.0000
Married	1.35	.0421	.0481
Nonminority Female	.7915	.0372	.0281
Black American	.7152	.1025	.0371
Hispanic American	.8914	.1138	.0651
American Indian	.7219	.3416	.0847
Pacific Islander American	.8956	.1582	.1273
Asian American	.9163	.2179	.0000
Other Race American	.9714	.7451	.0321
College Degree	1.37	.0733	.0531
Speaks English Only	.8317	.1275	.0491
Disabled	18672	.03153	.3693
Value of Home (\$)	1.72	.0013	.0000
Interest, Dividend, and Rental Income (\$)	1.13	.0037	.0000
Mortgage Payment (\$)	1.42	.0018	.0000
Number of Observations	16,292		
<i>Pseudo-R<sup>2</sup></i>	.087		

Bold P-value indicates statistical significance level of .10 or lower.

Source of Data: American Community Survey 2017, IPUMs USA

Table 42: Construction Sector Self-Employment/Business Ownership Model:  
Logit Parameter Odds Ratio Estimates From the 2017 American Community Survey

	Coefficient	Standard Error	P-value
<i>Regressand:</i> Self Employment in The NCDOT Metropolitan Area (Binary)			
<i>Regressors:</i>			
Constant	.0031	.0023	.0000
Age	1.15	.0128	.0158
Age-Squared	.9784	.0041	.1258
Married	1.12	.0142	.0638
Nonminority Female	.3125	.0791	.0000
Black American	.0513	.0218	.0273
Hispanic American	.4139	.1496	.1279
American Indian	1.52	1.38	.3916
Pacific Islander American	.2171	.1947	.1314
Asian American	.1162	.0942	.0438
Other Race American	1.48	.8316	.1549
College Degree	.8382	.0961	.0738
Speaks English Only	.9758	.2317	.1439
Disabled	.7418	.3274	.1592
Value of Home (\$)	1.31	.0341	.0742
Interest, Dividend, and Rental Income (\$)	1.13	.0784	.0913
Mortgage Payment (\$)	1.05	.0001	.1624
Number of Observations	16,292		
<i>Pseudo-R<sup>2</sup></i>	.0953		

Bold P-value indicates statistical significance level of .10 or lower.

Source of Data: American Community Survey 2017, IPUMs USA

#### D. Bank Loan Denials

Over 23.0 percent of MWBE survey respondents in this study reported being denied commercial loans as compared to 10.3 percent of nonminority respondents. Credit concerns also arose in the anecdotal and NCDOT staff interviews. To the extent that SMWDBEs are credit-constrained as a result of facing discrimination in private lending markets, their capacity to compete for and execute public project could be compromised. This section, as well as Appendix T, uses, in part, data compiled by GSPC, from all respondents to a survey sent to certified firms, prequalified firms, awardees, and subcontractors. The GSPC survey was a questionnaire that captured data on firm and individual owner characteristics. A summary of the description, mean and standard deviation of the covariates from the GSPC survey that are relevant to the analysis, and utilized as explanatory variables in our econometric specifications, are contained in Appendix T.

Methodologically, the GSPC statistical and econometric analysis of disparities with the NCDOT utilizes a Categorical Regression Model (CRM) framework.<sup>154</sup> Further details are contained in Appedix Q.

The estimated odds ratios reveal that for the five distinct SMWDBEs in the GSPC sample, relative to non-SMWDBEs—the excluded group in the CRM specification—with the exception of SBEs, SMWDBES are no more or less likely to be denied commercial bank loans at high frequency. This suggests that among SMWDBEs in the NCDOT Market Area, firm owners who are SBEs are most likely to have their capacity to compete in the market for public purchasing constrained as a result of private sector credit market discrimination. Since most MWDBEs are SBEs, this constraint will likely apply to MWDBEs, but not because of their race or gender, but because of their size.

Table 43: Ordinal Logit Parameter Estimates (Odds Ratio):

Owner Racial/Ethnic Status and Commercial Bank Loan Denials  
In NCDOT Market Area

	Coefficient	P-value
<i>Regressand:</i> Number of times denied commercial bank loan:(Ordinal)		
<b>Owner has more than 20 years' experience</b>	1.0023	0.9931
Firm has more than 10 employees	0.9874	0.9747
Firm owner has a baccalaureate degree	1.2187	0.4452
Firm gross revenue greater than 1.5 million	1.7348	0.1834
Firm bonding limit greater than 1.5 million	0.6500	0.2440
Financing is a barrier for securing NCDOT project	4.2889	0.0018
Firm is in the construction sector	0.9502	0.8609
Firm is qualified to do business with NCDOT	1.1542	0.7700
Firm is registered to do business with NCDOT	0.9602	0.9175
Firm is willing/able prime contractor for NCDOT	1.1190	0.7523
Firm is willing/able subcontractor for NCDOT	12.2130	0.0213
Firm is a certified minority business enterprise	0.7800	0.4467
Firm is a certified Nonminority Female enterprise	1.3357	0.3207
Firm is a certified disadvantaged business enterprise	1.1627	0.6636
Firm is a certified small business enterprise	1.6475	0.0632
Number of Observations	336	
Pseudo $R^2$	0.1353	

Griffin & Strong, P.C. 2019

Bold indicates statistical significance of at least 5%

154 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.

## E. Conclusion

A descriptive private sector analysis of the NCDOT Market Area private sector revealed that in general, being an SMWDBE in the NCDOT Market Area is associated with lower firm revenue, and less likely to be self-employed, which lends some support to the **“but-for” justification for affirmative action in public purchasing**. Lower revenues for SMWDBEs in the NCDOT Market Area are suggestive of private sector discrimination that undermines their capacity to enter the market compete with non-SMWDBEs firms for public contracting and subcontracting opportunities. In this context, the regression results provide specific detail on which particular SMWDBEs in the broad NCDOT Market Area are potentially constrained by private sector discrimination that could translate into a diminished capacity to compete successfully for public contracts with NCDOT.

We also find that in the NCDOT Market Area, with the exception of SBEs, the credit capacity of SMWDBEs does not appear to be any different from non-SMWDBEs. This suggests that any NCDOT public contracting disparities between SBEs and non-SMWDBEs can potentially be explained by SBEs facing credit market barriers. The loan denial evidence does not provide a factual predicate for a race based credit program.

## VI. ANECDOTAL EVIDENCE

### A. Introduction

Anecdotal evidence is a widely accepted research tool that is based upon witness observations obtained through interviews and surveys. It is used in conjunction with scientific research to foster clarity and support for findings. Anecdotal information can also be utilized to help determine methods for improving the business practices of an entity. As part of the anecdotal process, GSPC sought to highlight the experiences of all classifications of firms doing business in North Carolina including minority, Nonminority Female, and Disadvantaged Business Enterprises, as well as Non-MWBEs. This process also allowed for community advocates, and organizations to provide anecdotal information, as another source of data.

**The focus of the anecdotal evidence is to identify the respondents' experiences** and the nature of any barriers or impediments encountered in conducting business with NCDOT specifically, or generally, in the State of North Carolina.

The Survey of Business Owners and the Public Hearing participants were invited from a list of all NCDOT certified, prequalified lists, subcontractor lists, awardee lists, as well as the North Carolina Historically **Underutilized Business (“HUB”) list**, whereas the participants in one-on-one interviews and focus groups were taken from a random sample of those lists. To promote transparency and insulate vendors from any potential backlash for providing insight related to NCDOT, other public entities, or interactions with other businesses, GSPC has provided each participant with a code to protect their identity. Throughout this chapter, you will note these codes and their association with specific quotes or statements that were provided by local business owners and are identified with the associated collection method (e.g., Anecdotal Interviewee number 1 is AI-1 or Focus Group Participant 2 is FG-2).

The blueprint for the collection and analysis of anecdotal evidence was set forth in the *Croson* case. Race-conscious programs must be supported by strong documentation of discrimination, including evidentiary findings that go beyond the demographics of a community. Anecdotal evidence can bolster the empirical data of contract expenditures to explain whether minority business creation, growth and retention are negatively impacted by discrimination.

In *Croson*, the Court held that anecdotal accounts of discrimination could help establish a compelling interest for a local government to institute a race-conscious remedy. Moreover, such evidence can provide a local governmental or quasi-governmental entity with a firm basis for fashioning a program that is narrowly tailored to remedy identified forms of marketplace discrimination and other barriers to disadvantaged, minority and Nonminority Female business participation in contract opportunities.

## B. Anecdotal Interviews

GSPC's local partner, BLWall Consulting, conducted fifty (50) anecdotal interviews with firms throughout North Carolina<sup>155</sup>. BLWall was given a randomized sample of firms from NCDOT's certified lists and prequalified list, as well as the State of North Carolina HUB List. GSPC provided separate randomly selected lists of approximately 50 firms for each race/ethnicity/gender of firms and requested that BLWall continue to make calls, consecutively, from each list until they completed five (5) interviews with each of the following: Black-American, Asian-American, American Indian, Hispanic American, Nonminority Female, Nonminority Males, small businesses, and prequalified firms. They were also requested to obtain interviews from ten (10) DBE firms.<sup>156</sup> The responses are summarized as follows:

### 1. Certifications

Of those who made comments regarding certification with NCDOT, **interviewees'** feedback was mixed regarding helpfulness of certifications and the ease of the process. Several respondents found the **notifications based upon their certification "very helpful" for identifying opportunities to bid (AI-30, AI-31, AI-25, AI-38)**, with AI-11 stating that **"it gives companies an opportunity to bid on projects they would not normally know existed until it was too late to get part of the work."** AI-10 and AI-8 pointed out that certification is also helpful for company exposure and allows prime contractors to find relevant firms. AI-19 and AI-21 feel that **"it would be harder to break down barriers"** without certification, and AI-39 does not believe that his firm would have been able to compete with large competitors without DBE certification. AI-13, however, was a bit more muted, saying that **"it gets you a foot in the door" but "will not automatically get you a contract."** AI-42 said, bluntly, that certification is **"the reason prime contractors use [DBE firms]"** and is therefore helpful in obtaining work and AI-49 points out that certification may **"open the door" but does not guarantee success.**

However, as supported by Table 69 of the GSPC Survey of Business Owners<sup>157</sup>, some firms found the process complicated (AI-27, AI-23), and the paperwork prohibitively heavy (AI-10, AI-46). AI-26 said that certification was "too cumbersome and too intimidating" and AI-4 feels that the information requested was **often "redundant" and too detailed, having abandoned his application as a result.** AI-12 feels that small minority owned firms may get **"lost in the process" of HUB and DBE certifications and therefore sees it as a barrier.** AI-6 feels that the process is difficult—he only completed it at the request of a prime contractor—and that most prime contractors **only contact certified firms to meet "good faith efforts" requirements. However, other contractors found the DBE process "not bad" (AI-35) and easy to navigate (AI-40, AI-37, AI-1), even if they were unsure of its helpfulness for anything beyond project notifications (AI-1).** AI-33 points out that the process was simple for her business, but she can see where it might not be for someone less familiar with administrative paperwork. Prequalification with NCDOT was deemed helpful by several interviewees in obtaining work and notifications, but there were some complications that interviewees detailed. Among them, AI-42 found that the paperwork for prequalification was excessive and not always

155 Throughout this chapter, interviewees and other participants will be assigned an identifier (AI-1, 2, 3 etc. for Anecdotal Interviewee, FG-1, 2, 3, etc. for Focus Group participants, PH-1, 2, 3, etc. for Public Hearing participant, and EC-1, 2, 3, etc. for Emailed Comment) instead of their names in order to provide some anonymity to those who have provided candid responses to GSPC's inquiries.

156 Interviews were a combination of in-person and telephone interviews based upon the request of the interviewee and the proximity of the interviewee and interviewer. Each interview lasted 30-60 minutes.

157 The tables from the GSPC Survey of Business Owners are contained in Appendix M.



necessary for his particular scope of work, and AI-34 found it crippling to her business when her qualification was revoked in a key area.

Some interviewees raised concerns with the Study team regarding compliance and the existence of “front” companies. AI-3 stated bluntly that “white competitors put the business in their wife’s name, which gave them an advantage” over minority owned firms. AI-42 specifically requested that NCDOT separate WBE and MBE goals because more work is given to Nonminority Female owned businesses than their minority counterparts. He also stated that several of the WBE firms in the marketplace are the “wives, daughters, and sisters” of owners of larger firms. He stated, “they own a hauling company, but don’t know how to drive a truck.” According to AI-42, he has brought this issue up to NCDOT’s Civil Rights department but does not feel that anything is being done about it. The Study team interviewed a firm that had been denied certification as a Nonminority Female owned business because the 51% owner, a Nonminority Female, had another full-time job while her husband conducted the majority of the work in the field, and another seeking DBE certification whose skillset was not in the firm’s trade, but whose husband conducted the majority of the work.

## 2. Financial Barriers

When asked about barriers to participation, firm owners across all demographics pointed to various financial barriers, including payment terms, bonding, insurance, and capital resources required to conduct business. An American Indian owned firm cited their inability to bid on a \$5 Million project because they could not get the bonding (AI-36). A Black American trucking company owner who has been in business for 18 years stated that he has experienced challenges getting bonds in the past. He has also had problems getting approved for business loans (AI-44). These issues affect small businesses across the board, though some also pointed out that they may disproportionately impact DBE firms. Cash flow issues may arise from late payment, the need for extra equipment, or even cumbersome bidding requirements, all of which can restrict business owners’ ability to bid other jobs and scale their firms. A Black American trucking company owner in business for 24 years suggested that the State should put in place some type of program of paying some upfront monies to alleviate some financial burdens to help with startup cost to begin a project (AI-25). A Nonminority Female owned engineering firm owner stated that as a subcontractor, she had not been paid in eight months by the prime, although she continues to bill them monthly (AI-34).

## 3. Payment Issues

In particular, it seemed that timely payment—from both NCDOT and prime contractors—was an issue for firms in the marketplace, with 47.6% of Nonminority Male respondents sharing that they have been paid in less than thirty (30) days, while only 15% of Nonminority Female owners and 16.7% of Black American business owners shared a similar experience of being paid in a timely manner. (See Survey of Business Owners, Table 63). Though thirty days is NCDOT’s standard for payment, AI-23 feels that small firms find this turnaround time restrictive, causing them not to bid on projects, and even turn down projects, unless the prime can pay him on a bi-weekly basis. AI-25 also suggested that a bi-weekly payment schedule would be beneficial for his hauling business, saying that if prime contractors were paid “within a fifteen-day period,” perhaps they would be more efficient at paying their subcontractors within thirty days. Currently, he is waiting six to eight weeks for the payment process to trickle down. Table 63 of the Survey of Business Owners documents the payment timelines the respondents have experienced. This seems to be a particular

problem in the hauling business, with several trucking firms noting slow pay as a barrier to participation with NCDOT (AI-44, AI-10).

One such firm, AI-6, a hauling firm owner says that slow payment from prime contractors prevents him from entering into a payment schedule to obtain new equipment and bid on other jobs. In some cases, he **said, the payment may take up to 6 weeks and “there is no one who can tell you why it takes so long.”** AI-47 works as a second-tier subcontractor and claims that the time it takes for payments to make it to him has delayed his payments to workers and contractors. AI-10 says that some prime contractors do not pay her in a timely manner, and she has **been unable to get the issues resolved through NCDOT’s compliance department.** **“I think NCDOT puts a lot of pressure on the Prime contractors and naturally the subcontractors are then highly pressured,”** AI-10 stated. AI-16, also in hauling, **said that “as a subcontractor, I do not feel municipalities or the State, including NCDOT, have a pathway for small businesses like mine to make it in the marketplace,” citing lack of prompt payment to prime contractors which trickles down to their subcontractors as a major area for improvement.**

Firms in other areas had similar complaints. AI-3, a construction firm owner, said that if he had relied on **NCDOT to ensure that prime contractors paid promptly, he would have “lost everything.”** AI-4, who owns a flooring business, indicated that sometimes general contractors will purposely avoid paying **subcontractors and feels that the billing process is now “very complicated.”** NCDOT’s minority participation form and the required documentation were described as lengthy. He cited an instance of having a payment held for an additional 30 days because he **under-billed by “literally one penny.”** AI-37 said that his firm has **learned to do “small jobs” to ensure cash flow and to “keep the lights on and the mortgage paid” while waiting for 30-day payment.** Both AI-23 and AI-25 suggested that state agencies like NCDOT could put programs in place to both assist with this and the startup costs to begin a project. AI-28 claims that, as a prime, “if you complete and submit the paperwork, you will get paid” and says that NCDOT pays them within 30 days. AI-34 did not have problems being paid directly by NCDOT as a prime contractor but did experience problems when she worked as a subcontractor.

#### 4. Tiering and Contract Sizing

A number of hauling firm owners like those above discussed a tiered system, in which they (hauling firm owners, other MBEs, WBES?) **work with a broker and then are charged a fee “as high as 10%” for working on projects** (AI-44). AI-2, a hauling company owner, described this system, saying that better-known **companies frequently “under bid” to secure the contract, which forces smaller firms into subcontracting to first-tier subcontractors.** He stated the subcontractor above his company often pays a lower rate and charges his firm a 5-11% fee. According to AI-2, **a subcontractor “may call and offer a job that would pay \$75 per hour in pay, but then call their subcontractor and offer \$72.00 per hour, keeping the remaining \$3.00,” despite the prime contractor having been approved for the higher amount.** He indicated there are companies who may only own 5 trucks, but they are able to run as many as 50 trucks with this system. He suggested that NCDOT breaking contracts into smaller amounts would allow small firms to work directly as prime contractors **and would combat this system, a point which is supported by business owners’ responses in Table 56 of the Survey of Business Owners.**

AI-32, an IT firm, feels that project sizes are prohibitive, and says that she has heard this from other HUB-certified firms as well, as supported by Table 56 of Survey of Business Owners. AI-22 feels that NCDOT should be breaking out jobs into smaller contracts on which small businesses can compete. AI-12 notes that **this contributes to a “level playing field,” enabling** firms to compete against firms of similar sizes. Indeed, such a move would combat a number of the other issues identified by interviewees.

For instance, AI-19 says that scopes of work for engineering contracts are so large that he would have to be pre-qualified in several other areas just to bid, costing time and money, and that they require more equipment than he has on-hand. However, without winning a contract, he has no way to purchase the equipment. Similarly, AI-33 said that it took her 10 years to pay off debt from purchasing equipment required for the size of NCDOT projects. While others, like AI-29, feel completely prohibited by the overhead costs of prime contracting, AI-50, an Asian American construction firm owner, would simply like to see NCDOT **provide engineer’s estimates on small projects and direct smaller firms to projects that they** are capable of submitting a bid.

## 5. Bonding and Insurance

The size of projects, of course, has an impact on the amount of bonding and the types of insurance required of a firm, potentially impacting small firms disproportionately. Table 8 of the Survey of Business Owners reflects the respective bonding limits of nonminority and minority firms. AI-28 **identifies his firm’s bonding capacity as a barrier to growth, preventing him from bidding several jobs at the same time.** AI-38 felt that **he had to “put money up” until he could prove he was bond-worthy** and that if large projects were broken out, it would be easier to obtain the necessary insurance. The current system, he says, leaves small **companies with “crumbs.”** AI-13 and AI-36, in electrical work and painting respectively, feel that the costs for their bonds are a barrier to participation, keeping them from bidding. Such sentiments are supported by data shown in Table 44 of the Survey of Business Owners, in which 22.8% of Black American and 18.7% of Nonminority Female respondents cite performance bond requirements as a barrier to bidding or obtaining work, while only 10.3% of Nonminority Male respondents cited such barriers. AI-36 feels that **you have to have “money in the bank” to get bonded and be successful.** AI-31, a construction firm owner, wondered why prime contractors do not offer to help smaller subcontractors with their bonding requirements, saying they should be willing to provide more assistance to firms like hers if participation is really important to them. AI-40, the owner of a hauling company, said that a bond is not easy to obtain and **that the insurance company “wants to know your life history,” making it difficult for those who are not** established in their industries.

## 6. Competing Against Large Firms

For some small firms of various demographics, the mere fact of competing with large contractors whose access to resources is far greater is a barrier. For instance, AI-23, a construction firm owner found that she could not compete with firms who could purchase supplies at a lower price and submit lower bids than her firm. Table 50 of the Survey of Business Owners highlights that while only 2.3% of Nonminority Male respondents cited lack of competitive supplier pricing as a barrier that may prevent their company from bidding or obtaining work on an NCDOT project, the numbers were 17.6% for Nonminority Females, 22.8% for Black American business owners, 20% for Subcontinent Asians, 7.7% for Hispanic Americans, and 50% for American Indian business owners. AI-15 says that, while there is a lot of work in the marketplace, he is

**“unable to compete with large companies” as a small firm and feels** relegated to bidding as a subcontractor. Even then, he notes, he might not receive a response from prime contractors when he reaches out.

## 7. Experiences of Discrimination

Of the interviewees who provided responses or impressions about discrimination in the public marketplace or with NCDOT, almost half responded that they had not experienced discrimination. Similarly, in Table 87 of the Survey of Business Owners, at least half of the respondents in each ethnic and gender category had never experienced any discriminatory behavior from NCDOT. In fact, 70% of Nonminority Female owned firms and 56.5% of minority owned firms so responded. AI-30, a supply company owner indicated that this might be because she lives in a county where American Indians are in the majority, and AI-33 said that, as a Nonminority Female owned business, her firm has been treated fairly, though some men have **told her that it is “unfair” for Nonminority Female to have “an advantage” in the marketplace due to certification. However, several respondents felt that discrimination in North Carolina was not “overt” (AI-34) or “blatant” (AI-38) but felt firmly that discrimination existed in the marketplace. AI-31 says that she has experienced “resistance” to her presence as a Nonminority Female in construction, and AI-22 describes a “vibe” and a sense that Black American firms are discounted. AI-18 called the discrimination “subtle and subliminal” and AI-34, an engineering firm owner say there are firms in the market that are “aware of what the rules are” and “smart enough to not say the wrong thing that would prove their biases.”**

However, in the private marketplace, 45.7% of Black Americans and 50% of American Indians stated that they had experienced discriminatory behavior. (See Table 86 in the Survey of Business Owners). Of those who felt they had experienced outright discrimination in attempting to do business in the NCDOT marketplace, AI-42 feels that DBE firms are discriminated against by prime contractors who only use them when there is a goal attached, which is why DBE firms are not used in the private sector. He declined to give more details because he did not want to be blackballed. AI-1, an IT company owner says that he has seen **discrimination at “every level” from requiring excessive bonds of minority firms to changing bid packages after the low bidder won the award. He feels that minorities are held to higher standards and that, especially for Construction Manager at Risk contracts, “Black folks don’t win.” He feels forced to work as a subcontractor for nonminority firms despite his credentials. AI-1 stated, “If you take away the fact that we are black, we should be working in every space.” AI-29 said that his contracts had been limited because the prime contractors wanted to “make sure the white boys get work first” before hiring minorities. AI-50, while not having experienced discrimination himself, said that he has seen Nonminority Female in construction treated badly, and AI-48 feels that he does not receive the respect that he deserves, experiencing a “stigma” associated with being a minority owned company. AI-38 says that he has experienced being the low bidder and a nonminority firm winning without a proper explanation from the agency of the other criteria used to make the decision. AI-36 says that “when the prime contractors in your area discover that you are an Indian, they will award the job to a non-Indian” and AI-45 recalls being treated poorly on a job as a result of being Asian American and feels that construction is a difficult market for minorities.**

## 8. Informal Networks and Prime Conduct

The conduct of prime contractors, their treatment of subcontractors, and the networks from which they draw participation was a significant area of testimony in the anecdotal interviews. In addition, some

contractors indicated that they felt NCDOT had practices that were exclusionary to newcomers, a claim supported in Table 58 of the Survey of Business Owners. For instance, AI-6 stated that the relationship with **particular employees at NCDOT is important because if a new person comes on staff, that employee “is going to bring in his people.” He said that he had first-hand experience of being taken off a contract when there was staff turnover.** AI-38, a construction firm owner says that attempting to work with NCDOT “is like kicking tires” and recalls working with a prime contractor who was kicked off the job for submitting false invoices and when the project was re-awarded, could not get any work after that.

AI-38 said that prime contractors already have their teams and it is a waste of time estimating and bidding “when you know they are not going to use you.” Similarly, AI-47 states that prime contractors work with certain subcontractors repeatedly and feels that “favoritism” is at play in the award of subcontracts. AI-49 says that she stopped bidding on projects for her marketing business with NCDOT because the projects were going to people in certain “cliques” that she was not a part of. She does not feel that hers is the only firm to experience this, saying that small businesses are often “hindered from being successful because of favoritism.” AI-39, however, believes that the “good old boy network” has improved since his firm moved into the marketplace. He feels that one has to pay their dues and become involved in the community to succeed. He now gets a significant portion of work through a no-bid contract but feels that actors in the market are willing to give everyone a chance. AI-17, however, disagrees. “The buddy system has to be dismantled,” he said. He feels that bids are awarded based on who firm owners know, making it difficult for small and lesser-known companies to break into the market.

In terms of the behavior of some prime contractors in the marketplace, AI-42 says that his firm has been listed on bids before to meet project goals and then the prime starts “window-shopping” to find a firm that is “cheaper,” or will simply do the work with its own forces. Table 92 of the Survey of Business Owners supports such claims. He has attempted to call the contractor, only to be told that his portion of the work had not started, when he knew that the project was completed. AI-12 said that even when smaller firms are hired onto a project, they “are pushed to the side” or they are given “menial” tasks that are below their capabilities. AI-23, a painting business owner, feels that NCDOT does not provide enough oversight to ensure that prime contractors are complying with contract specifications, and that small firms like his have to rely on prime contractors doing the right thing to survive. He discussed having gone to job sites to see another company doing the work when his company was listed on the contract, and his bid quotes being used by prime contractors without him conducting the work. AI-36, another painting firm, has attempted to do business with NCDOT and has not been successful. He claims that prime contractors will ask for a quote but not call back with the status of the bid, “they are fishing numbers, meaning they get your numbers and never use you.” (See Table 92 of Survey of Business Owners).

## 9. Engagement with NCDOT

A number of interviewees felt positively about their experiences working with NCDOT, AI-7 referring to the agency as a “good partner” with reasonable compliance goals (AI-17). AI-28 feels that doing a good job on contracts is rewarded by the agency, and AI-43 feels that working for NCDOT is “fairly easy” once a firm understands the requirements, and that it is a “good experience.” AI-47 has been assisted by the courses NCDOT provides and finds that the agency has been doing more to gain participation from DBE firms particularly over the past five years. AI-2, a hauling firm owner, also says that he has noticed adjustments in NCDOT’s procedures and the percentage of contracts he feels are awarded to DBEs. “NCDOT entrusted



my firm with one of the largest projects that they ever put out, other states would have never done that due **to the size of our staff, and they never questioned our capability,**” AI-39 said, praising the agency. AI-42 **feels, however, that while NCDOT is “good” to work with, the agency could improve their monitoring of** prime contractors, and AI-4 would like to see more oversight of payment to ensure that prime contractors pay their subcontractors in a timely manner.

With regard to bidding processes with NCDOT, AI-50 **feels that, as a small business, “it’s hard to understand and keep up with all the paperwork involved in order to do business with NCDOT.”** He said, “It is tough to **get a return on time put into reviewing all the paperwork”** and that his firm spends more time reading paperwork for bids than actually conducting the work (AI-50). AI-9 **feels that government “overall is cumbersome and too much paperwork.”** Though some firm owners applauded NCDOT’s transfer to electronic systems, AI-48 says that he has been made “uncomfortable” by changes to the bidding process, and he second-guesses himself when submitting proposals because of the electronic procedures. “Everything is different,” (AI-48). AI-27 and AI-37, though not perturbed by digital submission, would like **for the website to be more “user-friendly.”**

AI-32 feels that there is not enough turnaround time between notification and the date of submission. Table 51 of the Survey of Business Owners cites that some respondents have had similar experiences with short turn-around times. However, after a bid has been submitted, AI-22 perceives lack of concern from purchasing personnel and claims that she has experienced a lack of communication and transparency as barriers to her participation with NCDOT. For instance, she recalls responding to an Invitation for Bid (“IFB”) **that was then** pulled back and re-issued as an RFP. After submitting a proposal, she never received a response and later discovered that the RFP was cancelled without her being notified. AI-13 also feels that **firms struggle to obtain “timely” information and feedback after a bid, and** AI-3, a professional services firm owner said that the flow of information from NCDOT is slower than necessary.

Several firms discussed more “proactive” outreach to small and DBE firms as an area for NCDOT’s improvement (AI-18, AI-25, AI-21). AI-31 would like to work with NCDOT but says that she does not know how to bid directly as a prime with the agency despite attending some informational events geared toward subcontracting. AI-35 would like to know of more opportunities to provide services in her Industry Category, and AI-46, a professional services firm owner feels that there is a lack of opportunities to network in her professional services industry and AI-18 wants to see more tailored outreach for professional services. AI-25 feels that more outreach to small businesses will enable them to stay on top of upcoming projects, and to plan their bids. AI-19 suggested a mentor/protégé program for small and minority businesses.

### C. Public Hearings

On June 11-13, 2019, public Hearings were conducted for the Study by both GSPC and its local partner, BLWall Consulting. Locations were as follows: Wilmington, Greensboro, Charlotte, Asheville, and Raleigh. The public hearings were advertised by a widely distributed press release, several email blasts, distribution by NCDOT, and various organizations. In total, GSPC obtained commitments from 86 local business owners and community members to attend public hearings in these cities. The day of the events, there were 18 attendees in Greensboro; 21 attendees in Raleigh; 5 in Charlotte; 4 in Wilmington; and none in Asheville.

Comments shared at the public hearings largely addressed concerns with outreach and transparency around bidding, certification, contract sizing, and prime contractor conduct. Figuring out how to turn certifications and qualifications into real contracting opportunities was an issue for firms at the hearings. For instance, PH-1 feels that NCDOT has been “very helpful” in assisting his firm through “get-started stage” but has found the next stage of “getting the work” complicated and “cumbersome.” PH-1 feels that proving their capacity as a small firm is difficult, calling it a “Catch-22” of proving that you have the experience but you “can’t get the experience unless you get the work.” PH-10 found the certification process to become a DBE “laborious” and feels that the agency, while “always welcoming,” does not follow through on contract opportunities. Bids, he says, are “not so transparent.” PH-19, the owner of a DBE certified Information Technology firm, was contacted by OCR to bid on a project with Charlotte Area Transit System and felt that her “time was wasted” putting together the bid because there was no follow-up or feedback about the award. Small and minority businesses, she said, “don’t have the resources and money laying around to put in time and effort and not receive any feedback.”

Similarly, PH-11 feels that NCDOT is a “closed door, pretty much,” and that has kept her firm from attempting to do work with the agency for the past six years. Both PH-11 and PH19 state they were contacted by firms that needed to meet participation goals, were included in the deal, and then substituted once the contract was awarded. PH-2, a representative from the Commission of Indian Affairs in North Carolina, expressed concern about the lack of contracts being awarded to American Indian owned businesses according to her group’s information-gathering. “They can go out-of-state and get contracts,” she said, but they have difficulty in North Carolina. PH-8 feels that there is a “clear disparity” and that it is incumbent upon NCDOT to ensure that they are not adhering to a “good old boys’ network” and are “providing additional resources” for small and minority owned-business, emphasizing “equity, not equality” in contracting (Table 58, Survey of Business Owners).

With regard to barriers related to contract sizing and contracting opportunities, several participants at the public hearings spoke on the record about their difficulties navigating large contracts and competing with large and out-of-state firms. PH-21 feels that NCDOT is not “for us,” and that the agency is geared toward larger firms that have a price advantage because they have the resources to offer it and offset the costs elsewhere. “I don’t have as many people, but I can do the job better than you,” he said of being small in the NCDOT marketplace. He feels that he is relegated to subcontracting but does not care for “hand-me-downs.” Capable of working as a prime, PH-21 feels that he would rather continue to work privately rather than “waste time” on certification. Like PH-21, PH-14 has difficulty competing with large firms on pricing because they receive better pricing from manufacturers and calls it a “waste” of both time and energy to bid. PH-3, speaking for a minority owned business that is working as a prime contractor with NCDOT, relayed that the firm owner wants the agency to “identify where they can pull pieces of projects and have that as a prime contract rather than always a sub,” which will provide opportunities to those DBE firms that are “ready and capable.” PH-20 also desired that his real estate appraisal firm have an opportunity to bid as a prime contractor, rather than simply be contacted by prime contractors for participation.

To illustrate some of the difficulties smaller firms encounter, PH-13 spoke about a “guaranteed performance contract” for lighting that was let by NCDOT to a large firm under terms that “[took] the majority of any lighting and electrical contract off the grid for 15 years.” According to PH-13, the contractor was the only one to bid because the RFP was “ambiguous” and “cut out” small firms. “Large companies come into the

governmental marketplace and craft deals that hold them in place for an extended period of time based on **energy savings. Those energy savings were going to be in place no matter who they go to market with,** PH-13 said. PH-19, a consultant in information technology expressed that **“IT is not in consideration with matters of construction”** for NCDOT, but **“there are definitely ways that it can fit in.”** Because IT is not considered as a specialty area of construction in the design of RFPs, she said that her firm’s DBE certification **“has been sitting dormant for years.**

The conduct of prime contractors in their engagement of subcontractors and DBE firms in the NCDOT marketplace was also a concern for a number of participants. Large companies, according to PH-7 **“are not willing to share,”** and the **“dependence”** of smaller firms on large prime contractors to provide opportunities is, in his view, detrimental. As supported by data in Table 92 of the Survey of Business Owners, PH-9 says **that companies will sometimes ask a firm to submit a bid to take them “off the market” but not using them,** citing a rule about double-submittal that PH-8 agrees gives large firms **“tremendous power to exclude.”**<sup>158</sup> PH-12 brought up a concern about prompt pay in both professional services and construction and stated **that internal “pay when paid” policies among prime contractors are** harming subcontractors in North Carolina. She suggested that every agency, including NCDOT, have a **“contact person”** who can receive confidential notifications from subcontractors that they are not being paid in a timely manner without jeopardizing their relationship with the prime contractors.

There were various recommendations that also came out of the hearings for NCDOT’s management of its DBE program and contracting process. Of certification, PH-16 says **that the yearly certification “doesn’t make any sense,”** and would prefer to see a **“one-and-done,”** process whereby those certified firms that are still in business are allowed to continue without risking forgetting to recertify. PH-17 and PH-18 advocated separating the minority and Nonminority Female owned businesses in certification and tracking. PH-17 feels that combining those categories allows non-minorities to take advantage of the program through fronts. PH-18 prefers a **“data point”** for minority Female specifically. PH-6 encouraged NCDOT to develop its mentorship program further to ensure that firms are able to train their employees in new areas of work to stay competitive. Finally, PH-5, who **“loves”** working with NCDOT, reminded the agency that goals are important in engineering, saying that without a goal **“we aren’t going to be getting the work.”**

#### D. American Indian Outreach

In response to concerns about a lack of outreach and participation by the American Indian business community in previous NCDOT Disparity Studies, GSPC crafted a strategic outreach plan with assistance from NCDOT, tribal leadership, and the North Carolina Commission of Indian Affairs. The goal was to help ensure that American Indian business owners would have an opportunity to provide anecdotes for the 2019 Disparity Study. As a result, on June 11-12, 2019, GSPC planned four (4) additional public meetings directed toward the American Indian business community. GSPC made a specific request for representatives of the Commission of Indian Affairs to share the information in their respective communities.

While the American Indian public meetings produced little participation, the outreach efforts allowed GSPC to connect with and get feedback from the American Indian community through other means. In addition to addressing the NC Commission on two occasions, GSPC also had an opportunity to interview the Tribal

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<sup>158</sup> It should be noted that what is meant by a double submittal is the subcontractor submitting bids to more than one prime.



Employment Rights Office (“TERO”) Compliance officers for the Eastern Band of Cherokee to discuss Cherokee business owner experiences in the marketplace and with NCDOT. The compliance department is specifically responsible for ensuring that certified Cherokee owned businesses are participants in public and private contracting on the reservation. The TERO office provided GSPC with significant feedback and information on behalf of Cherokee businesses, both in their level of familiarity and ability to access NCDOT contracts as well as the market overall. Lastly, through our anecdotal process, several American Indian firms received direct phone calls and emails to participate in Anecdotal interviews and Focus Groups held in Raleigh/Durham, Charlotte, and Wilmington, NC.

During discussion with the Eastern Band of Cherokee TERO offices, GSPC discovered that the TERO office has the responsibility to enforce tribal employment rights and business compliance. They maintain two divisions: employment that oversees workforce and enforces employment rights; and compliance. The compliance division enforces preferences in public contracting for TERO businesses on the reservation. They promote economic opportunities for enrolled tribal members of the Eastern Band of the Cherokee or other federally recognized tribes. They aim to ensure that TERO firms get first opportunities in the bidding process or any other aspect on contracting. As an example, if their local DOT needs an engineer, DOT must contact TERO first to obtain a list of engineers and contact their engineering vendors. According to TERO-1, **“We aren’t saying they have to hire them, but they have to contact them.”**

For Request for Proposals (RFPs) or Request for Qualifications (RFQs), they assign additional points for TERO businesses or for utilization of TERO businesses. In the bid process, if a TERO business is not identified as the lowest bidder, they provide an additional 72 hours to lower their numbers to get within 5% of the lowest bid. If they are within 5%, they are allowed to match the lowest bid for TERO firms. He said **that this program has been helpful in getting some participation, “I won’t say they wouldn’t use them, but from the perspective that they have to contact us, it has given them an opportunity.”** (TERO-1). This program is applicable both at the prime level and for any subcontractor participation, even beyond the first tier. In order to be a TERO recognized business, businesses have to apply through the office, provide all requisite certifications, and go through a desk audit. The final step is to go before a panel to determine whether a business was properly structured and capable of doing the work.

The framework of these programs varies between TERO offices or between tribes. For the Eastern Band, this program applies for any contracts that are tribally-funded or come from Gaming. For other offices, they were unsure how the relationship worked but did note that other TERO offices partnered with their local DOT offices **“all the time”**.

TERO-1 says they have a lot of businesses that work with the Cherokee DOT (“CDOT”) but notes that he was unsure how much work TERO businesses did with NCDOT, if any at all. Regarding the relationship between CDOT and NCDOT he stated that he was not clear but that he believed they operated separately, **“for our highway 19 road expansion project, I haven’t seen NCDOT working with them (CDOT)”**.

GSPC inquired about any sort of prequalification work or insurances and found that all work for the tribe requires a \$1 million insurance policy minimum. The tribe sets its own insurance requirements. This applies to **all contracts regardless of size. They note, “it is an issue for startup businesses. If you wanted to start a t-**

shirt or screen-printing business, there is really no reason for a million-dollar insurance policy. Starting off **that’s a lot, so it hinders them a little bit.**” They also say that it can be an issue for established businesses who may only do one or two contracts a year, **“it doesn’t offset the cost of paying for that million-dollar insurance,”** says TERO-2.

When asking about working with NCDOT, **they stated that they “know very little” about working with NCDOT.** They had planned to go to a seminar recently but had a training come up that prevented them from going. Neither compliance professional in the room stated that they had any prior working involvement with NCDOT. TERO-2 states, **“The thing is, within the tribe is we have our own DOT program, so all the roads on the reservation are maintained by CDOT. TERO-1 chimed in stating that there were only two major roads that went through the reservation, Highway 19 and 441, which is only 2 miles long. “The State doesn’t take care of any road that is on the reservation,” but TERO-2 continues saying that while “their CDOT program is very large, they perform most of their work in house. They have their own truck drivers, their own snowplows and build their own roads.” The exception to this is when they have too much work to do when they might contract out on the local side. TERO-1 does see some opportunity with NCDOT overall and believes they currently have about four TERO contractors currently that they can do large road jobs. With TERO businesses not working much on NCDOT contracts, compliance reports that local businesses have done most of their business on the reservation, benefitting from the local economic boom. “There has been so much work (on the reservation) with the expansion of the casino and the hospital. I’m not sure where they were doing business before” (TERO-1).**

## E. Focus Groups

Three focus groups were held in Wilmington, Charlotte, and Raleigh-Durham, North Carolina between June 10, and June 13, 2019. The purpose of these groups of randomly selected participants was to give firm owners the opportunity to dialogue about the North Carolina marketplace and doing work or attempting to work with NCDOT in a semi-anonymous and private setting.

### 1. Wilmington

The focus group in Wilmington, consisting of twelve (12) participants including several Nonminority Female and minority owned businesses from various Industry Categories including consulting, cleaning, painting, construction, and landscaping. The first impression was that there was confusion between certification for NCDOT and certification with HUB and further confusion about doing business with NCDOT. **When asked about their impressions of NCDOT’s outreach efforts, the attendees were unanimous in that they felt that NCDOT and prime contractors will contact them to meet “good faith efforts” and contractors will “call you and that’s it” (FG-3).** FG-5 discussed one contractor that **“had someone call me and ask me for MY certification number,”** after which FG-5 asked, **“Are you going to use my number for your...affidavit or are you going to look at my proposal?”** Firms will **“totally shop”** a number or bid, two attendees claimed, though FG-2 indicated that she keeps a list of firms that have **“bid shopped”** her firm before **and will refuse to work with them now.** **“Once I don’t get a contract immediately, that’s a red flag,”** FG-5 said. In addition, as supported by data in Table 51 of the Survey of Business Owners, attendees recalled

being told about bids by the prime contractor on the team a day before or the day that it is due and having to decide whether to “go crazy” spending the time and energy to submit.

**Certification, in the view of a number of firms present, is simply “one of those requirements, one of those pieces of paper” needed in order to work on projects (FG-2).** However, it was noted that being small can be a barrier, though those present felt that they had the capacity to perform as prime contractors. Still, there was consensus that paperwork and financial documents required to become certified as DBEs is time-consuming.

**In terms of NCDOT’s responsiveness, the attendees said that the agency, along with other state agencies, suffer from a “lack of transparency” (FG-5) and that it “would be nice to know” who got the bid in the end. “You put a bid out there and never hear back and for the amount of time and energy that a small business puts into a proposal while continuing to do all of our other functions to me, it’s incredibly unprofessional that they don’t send an email saying thank you for your bid,” but that they have decided to award to someone else (FG-5).** One participant felt that the lack of accessibility during the bidding process, including the inability to speak on the phone to an NCDOT representative, made things difficult, and another was concerned about the fact that an addendum must be issued for the agency to answer a question. However, **others pointed out that this provision “keeps you from bidding on oranges when everyone else is bidding on apples.”**

Those present also seemed to view a crucial role of NCDOT’s program management in the management of prime contractors, ensuring that they are not taking advantage of subcontractors and intervening “if you get in a kink...to be able to put the hammer on them (FG-2). **There was some confusion regarding NCDOT’s requirements, and whether prime contractors were obligated to cover bonding for subcontractors<sup>159</sup>, but it was noted that bonding, generally, can be “very expensive” and be a barrier to participation (Table 44 of the Survey of Business Owners).** Like those in other forums, there was an impression that large firms and out-of-state firms have an advantage in terms of perceived expertise. According to FG-2, **the “good old boys’ network” is alive and well in the NCDOT marketplace, saying that “you have to be there a long time to get in.”**

When asked if they had ever protested a bid, one firm indicated that the process would be too time-consuming, but most of those present indicated that they preferred forums where bids were opened in public, increasing transparency. There was some disagreement regarding the existence of discrimination after FG-7 **stated that general contractors will “devise schemes to keep minority contractors out”** and discussed the history of goal programs and their opposition in the courts. Several present concurred with FG-7’s **statement that “set-asides work”** and FG-6 argued that their firm would not have been successful without goals. Two of the Nonminority Female owned firms present noted that they had an advantage **because, though they run their companies, they could also “throw the white husband out there and he looked like he was part of the good old boy network,”** cutting down on some of the opposition they might have received otherwise (FG-2).

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<sup>159</sup> NCDOT does not require bonding for subcontractors.

## 2. Charlotte

The focus group in Charlotte consisted of eight (8) DBE and HUB-certified vendors in professional services, architecture and engineering, and construction. With regards to certification, FG-10 stated that **DBE certification is cumbersome, saying that “we have been inundated with paperwork. It takes away from running your business”**. FG-13 is certified in several states but finds that the document collection is quite difficult. North Carolina, she said, is especially **difficult because “Nobody answers the phones” or “returns calls or emails” and there is “no online system to upload documents.”** DBE certification, she said, was like **“walking in the dark.”** Like those at the Wilmington focus group, FG-10 and FG-11 both feel that certification is a **“necessity” for minority firms because otherwise, “they don’t need you” (FG-10)**. FG-11 called DBE certification paperwork **“a book,”** though she has found it to have been helpful, a statement that was supported by other members.

FG-9 believes that **“as long as you keep bidding,” certification can help, but there is still a barrier to becoming a prime contractor and moving past a percentage goal on a project**. FG-12 felt that the certification process was simple 15 years ago but feels that prequalification **is the ultimate requirement “or you aren’t going to do any work.”** Like FG-12, FG-9 views prequalification as one of the barriers to prime participation. FG-12 would like to see more joint ventures at NCDOT with minority prime contractors to assist with building the experience necessary to bid on various projects. He would like to perform as a prime contractor but feels relegated to subcontracting in the public sector. He said that he has turned projects down because of unfavorable contract terms.

Financial concerns were a major topic for the group in Charlotte. FG-10 stated that there is a gap in lending, **saying “I can’t borrow at 4% while some of my competitors can.”** In Table 81 of the Survey of Business Owners, respondents were asked how many times they had been denied a commercial (business) bank loan from July 1, 2013 through June 30, 2018, and the results were segmented to note the frequency of denials. For business owners who had been denied from 1 to 10 times during that five-year period, the numbers show that Black American business owners had been denied at a rate almost three (3) times higher than their Nonminority Male counterparts. FG-9 wondered if state agencies could provide bonding assistance for DBE and HUB vendors who are capable of completing the work but lack the resources to obtain bonding in the amounts necessary. **FG-12 stated that the state agencies are “passing risk” by requiring high bonding amounts.** Table 8 of the Survey of Business Owners highlights that while 19 out of the 87 the Nonminority Male respondents had a bonding limit of over \$10 million, only 1 of the remaining 214 minority or Nonminority Female owned firms could say the same. FG-12 feels, like those in Wilmington and some in the anecdotal interviews, that the prime contractor should be responsible for ensuring that their subcontractors are able to bond. Like those in other forums, **FG-12 expressed concern about the “pay when paid” policies of some prime contractors, which he argued is “not legal in North Carolina.”** FG-10 states that incorrect paperwork can delay payment, and FG-9 said, **“I can’t float a job for 120 days.”**

FG-10, like some contractors in Wilmington and at the public hearings, feel that the “Good Ole Boy” system is at work in North Carolina, saying that he hears often from truckers who get different pricing for minority firms and nonminority firms, to which **FG-12 responded that prime contractors “are going to find the easiest route to meet their 10%.”** FG-10 also feels that minority owned businesses in Charlotte are not doing as

well as Nonminority Female owned businesses, and that adding WBE certification to the minority business requirement has lessened opportunities for minority contractors.

### 3. Raleigh-Durham

The Raleigh-Durham focus group consisted of seven (7) DBE and HUB-certified vendors in professional services, engineering, construction, janitorial services, and hauling. Most attendees shared that they had not won contracts with NCDOT and proceeded to provide reasons why they believe their bids have not been successful. With reference to winning work with NCDOT, FG16, a Nonminority Female owner of an HR consulting business said, **“I get no contracts, because there are artificial evaluation criteria that’s being utilized.”** Several group members agreed, relaying that RFPs often include criteria that require the bidding contractor to have prior experience doing the proposed work as a contractor. FG-16 responded that although she had over 30 years in the line of work on the federal level, she receives no credit for such extensive experience because she has not worked as a contractor. FG-22, a Nonminority Female business owner stated that proposal requirements will sometimes ask for five instances where you have done this work in the past two years and said, **“as a small company we can’t have done this five times in the past two years, we don’t have enough people.”** Other owners in the group echoed her sentiments and shared that they feel they are excluded from winning contracts before they are ever able to apply due to some of the RFP requirements, such as high bonding amounts and previous experience requirements. FG-21 even said, **“If we were to buy the amount of bonding required, we would be out of business.”**

The group emphasized that they are not asking for NCDOT to hire unqualified contractors, but instead are simply asking for the opportunity to demonstrate they can in fact do the work. FG-16 stated that she feels the DBE designation, though its purpose is to help business owners, may hurt their chances of winning contracts due to the implication that their business is not large enough and thus not qualified to do the work. Table 88 of the Survey of Business owners cites that nearly 87% of 92 Black American respondents believe there is an informal network of prime and subcontractors doing business with NCDOT; for WBE respondents the figure was ~60%, but only ~38% of the 87 Nonminority Male business owners who responded believe an informal network exists. Several members of the group alluded to an informal network which they believe exists at NCDOT and noted that they feel the relational nature of the contracting process is exacerbated by the length of the contract periods. One Nonminority Female business owner expressed that she believes small contractors may never get to bid for some projects, because of the renewal clauses that allow existing NCDOT contractors to renew without having to compete. FG-18 stated that if NCDOT would reduce the duration of contract periods, it may open opportunity for small and minority businesses to get the experience they need in order to be seen as qualified and then proceed to bid for NCDOT projects without having to wait 5+ years until the next RFP is released.

FG-15 questioned whether or not NCDOT actually requires its managers to meet the 10% diversity and inclusion goal. FG-16 then suggested that NCDOT add diversity and inclusion metrics to the employee evaluations of managers who are responsible for making contracting decisions, stating that she believes the outreach efforts would increase immediately and goals would be hit more consistently. The group suggested that diversity and inclusion goals and metrics are futile if they are not enforced.

Lastly, the group also addressed the complexity of the NCDOT bidding process. Attendees shared that it may take weeks to complete a proposal and then noted their frustration at the fact that proposals are withdrawn and then re-released. Citing the fact that they have not won many contracts, several group members lamented the cost burden associated with bidding and re-bidding work. Further, members of the group took issue with the fact that proposals often require several physical copies to be submitted and asked why the process is not entirely electronic. **FG-19 shared that in NCDOT's RFPs, the proposal requirements are listed, but some small businesses are not familiar with the language used in the proposal and there is no support offered for small businesses who may need help putting together to bid for NCDOT projects.** FG-23, owner of a hauling company recounted his experience being mentored by a prime contractor and advised on what to include in his proposals. FG-16 and FG-22 responded saying that it would be nice to have a mentor-protégé relationship with a prime contractor to help them navigate the bidding process. FG-16 said that she was told she would receive a mentor when she certified as a DBE but never did get a mentor, and Fg-22 stated that NCDOT should help facilitate relationships between sub-contractors and prime contractors to increase sub-contractor's visibility and encourage the development of relationships.

## F. Email Commentary

Throughout the Study process, GSPC provided participants with a Study-specific email address to which they could send commentary and gain clarification on outreach events. Nine (9) participants emailed commentary on the topics of disparity and discrimination and contracting opportunities. EC-9 feels that **pricing, the time allotted for quote submission, "establishing relationships" and being "unable to win because prime contractors use their own preferred contacts" are barriers for small and minority businesses.** EC-1 expressed concern that minority females, **specifically, "do not receive their fair share of government contracts."**

EC-2, however, feels that his business, being "white male-owned" is "discriminated by NCDOT" and says that he is "fed up with government handouts to people based on the gender and color of the owner," feeling that government employees only care about race and gender in hiring. He finds the program "very inefficient." Besides his opposition to the existence of the program, EC-2 feels that the prequalification process with NCDOT for surveyors has been time-consuming and "stupid," and that the agency does not adhere to qualifications-based hiring by utilizing engineering firms to cover surveying jobs. Though he has never bid with NCDOT, he thought that prequalification would lead to contracts or contracting opportunities. He attributes this to price-based hiring.

EC-3, a Nonminority Female owned business, feels that NCDOT should break out portions of work and re-evaluate prequalification requirements. She is a geologist specializing in landslide characterization and, like EC-2, is concerned that large engineering firms have an advantage in her field. EC-7 and EC-8 do not work with NCDOT, EC-8 because **they believe that site development work with the agency is not "typical or profitable"** for their firm and EC-7 because they have submitted several bids and have never been awarded a project. Finally, EC-4 and EC-6 **are concerned with NCDOT's inclusion of disabled persons and service-disabled veterans, respectively.** EC-4 feels that there is "no consideration" in federal DBE or 8(a) programs for the Americans with Disabilities Act.



## G. Conclusion

In all, GSPC interacted in some way with hundreds of various types of North Carolina businesses with diverse ownership. There were a number of overriding issues that were brought up across all means of anecdotal collections. The most talked about issues were:

- The excessive paperwork related to getting certified;
- **A Good old boys’ network that prevents new firms from having an opportunity to fairly win contracts.** This is enhanced by contract renewals;
- The gap in lending and discrimination in credit markets as well as the need for bonding assistance;
- A slow payment process that firms believe they could not survive under;
- The lack of real opportunities for small businesses to bid as prime contractors;
- Many Nonminority Female owned **businesses are “fronts” and the husbands really run the business;**
- The need to make sure that minority owned businesses and Nonminority Female owned businesses have separate goals and are tracked separately because Nonminority Female owned businesses will be preferred over minority owned businesses;
- The behavior of prime contractors in just going through the motions of good faith efforts, but not giving diverse businesses an opportunity to work as subcontractors. They just want to work with who they want to work with;
- The need for NCDOT to be more proactive in diversifying its contracting with firms other than those who keep getting awarded contracts;
- Discriminatory experiences related primarily from Black American and American Indian owned businesses;
- Contract sizing is too large for small businesses, but many times could be unbundled;
- A lack of transparency by NCDOT in the bidding and awarding process;
- Unnecessary experience or other bid requirements; and
- The need for bid assistance and supportive services for everything from certification, to managing the website, to submitting successful bids.

## VII. FINDINGS AND RECOMMENDATIONS

This chapter presents the findings and recommendations resulting from the Study for NCDOT related to Construction, A/E, Professional Services, and Goods and Other Services for FY2014-FY2018.

As outlined in the Legal Analysis in Chapter II, the courts have indicated that for race-based or gender-based preference programs to be maintained there must be a strong basis in the evidence for the establishment of such programs or the continuation of existing programs. As the detailed findings below will demonstrate, GSPC found statistically significant underutilization of minority and Nonminority Female owned firms in all four (4) Industry Categories that GSPC analyzed. A regression analysis was performed and GSPC found that there was evidence to indicate that the disparities by race, ethnicity, or gender status of the firm owners remained after controlling for capacity and other race and gender-neutral factors. This statistical evidence found support in the anecdotal evidence of the experiences of firms in NCDOT's marketplace.

### A. LEGAL FINDINGS

Applicable in the State of North Carolina, evidence of disparities by race, ethnicity, and gender, supported by regression analysis and anecdotal findings can provide a factual predicate for continuing to implement race- and gender-neutral measures to increase utilization of DBEs.<sup>160</sup>

Evidence on how goals are implemented, the use of race neutral measures and limiting remedies to groups for which underutilization has been demonstrated can support a finding of narrow tailoring of an MWBE or DBE program.

### B. POLICY FINDINGS

#### *FINDING 1: CONSTRUCTION PROCUREMENT*

NCDOT has two primary methods of construction procurement, the standard Bid/Build and Design-Build. Highway Division construction projects may be let centrally or at the Division level. Centrally Let construction projects are projects that are over \$5 million and Division Let projects are projects under \$5 million. At the Division level, NCDOT also uses fully operated rental equipment agreements through which NCDOT will contract with a company to provide a piece of equipment and the operator. DBE goals are generally set on federally-funded and state-funded, Centrally Let and Division Let Highway construction projects.

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<sup>160</sup> This report uses DBE to refer to DBE certified firms. MWBE refers to all firms owned by Nonminority Females and ethnic minorities, including certified DBEs.



*FINDING 2: PROFESSIONAL SERVICES PURCHASING*

A Limited Services Contract (LSC) is a contract for the performance of services for any number of projects, under task orders issued on an as-needed basis, over a contract period. LSCs are procured through the competitive negotiation process. LSCs are the dominant form of A&E purchasing, and account for over 88.4% of total A&E prime dollars in the relevant market. A random review of A&E solicitations, including LSCs, found that a large percentage made previous NCDOT experience a significant weight (40% to 80%) in the selection criteria.

NCDOT does not place DBE goals on LSCs or Professional Services contracts. The policy states that OCR is invited to sit in on Professional Services selection committees. Additionally, the use of DBE subconsultants can be a nominal evaluation criterion for selection of Professional Services firms.

*FINDING 3: PROMPT PAYMENT*

NCDOT has prompt payment rules for contracts let under NCGS 136-28.1. NCDOT's payment process entails several levels of approval, including by the Office of the Inspector General (OIG) for Professional Services consultants. Staff indicated inadequate infrastructure to notify them about subcontractor prompt payment problems. While NCDOT allows for joint checks for construction projects, this policy is rarely used and, in those instances primarily for payment of suppliers of goods to DBEs. Finally, state law and NCDOT policy limits the ability of firms to factor invoices.

NCDOT recorded 102 prompt payment complaints from 73 construction subcontractors from 2014 through 2019. GSPC's Survey of Business owners found that 62.5% of all survey respondents reported being paid 30 days and over for completed work, 3.4% reported being paid after more than 90 days<sup>161</sup>. GSPC also collected considerable anecdotal evidence of firms who chose to not pursue business with NCDOT because of payments or who had poor experiences with slow payment. Several participants also pointed out the lack of responsiveness to communications surrounding payments.

*FINDING 4: BONDING AND INSURANCE*

North Carolina state law requires a performance and payment bond if the total amount of construction contracts awarded for any one project exceeds \$500,000. This threshold has been in place since 2010 and applies to NCDOT. Although NCDOT does not require bonding for subcontractors, **NCDOT policy does permits the prime** to withhold up to 3% retainage if a subcontractor does not have a payment and performance bond for their portion of the work (up to 10% retainage with a satisfactory showing to NCDOT an agreement between the prime and subcontractor). About 16.9% of MBE and 18.7% of WBE survey respondents felt bonding was a barrier<sup>162</sup>.

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<sup>161</sup> GSPC Survey of Business Owners, Appendix M, Table 63.

<sup>162</sup> GSPC Survey of Business Owners, Appendix M, Table 44.

Some discussion with the OCR Advisory Council suggested that the across-the-board \$5 million insurance requirement was a barrier for small projects and not necessarily consistent with risk management practices in the private sector. Similar concerns were expressed by some vendors about the standard \$1 million professional liability insurance requirements regardless of the size of the project. About 9.2% of MWBE survey respondents reported insurance as a barrier to doing business with NCDOT.

#### *FINDING 5: PREQUALIFICATION*

NCDOT generally requires the prequalification of prime contractors, consultants, and subcontractors under NCGS 136. Emergency work, such as after Hurricane Florence, requires prequalification. Prequalification is not required for fully operated rental equipment agreements, road maintenance procured under NCGS 143, SBE projects, janitorial contracts, and North Carolina Ports Authority projects.

In the vendor survey, 23.7% of MWBE respondents, including **28.3% of Black American owned firms**, found prequalification to be a barrier, as **compared to 16.1% of non-MWBE firms**.

#### *FINDING 6: DBE CERTIFICATION*

OCR has made considerable recent efforts to reduce the certification backlog, including piloting on-line certification. There were 887 DBE certifications over the five-year period, 2014-2018. Overall, there were 2,057 certified DBEs in the NCDOT DBE directory in July 2019; 1,303 with a primary address in North Carolina.

**Forty percent (40%) of Nonminority Female and nearly 42.9% of Black American business owners who responded to the survey felt that the certification process is too time consuming. “Fronts” (DBEs controlled by non-DBEs) were also mentioned as an issue in interviews.**

#### *FINDING 7: DBE ASPIRATIONAL GOALS*

Table 44 below shows the most recent triennial goals/annual aspirational goals established by NCDOT across divisions.

Table 44: ***NCDOT DBE Aspirational Goals***

*FHWA/FTA/FAA/State-funded  
July 2019  
NCDOT Disparity Study*

Division / Project Funding Type	Fiscal Year(s)	DBE Goals (Overall and/or Break-out)
<b>Federal</b>		
FHWA (Division of Highway)	2016-2018 Triennial Goals	13.7 % - Race-conscious
FHWA (Division of Highway)	2019-2021 Triennial Goals	14.0 % 2.5% - Race Neutral 11.5% - Race-conscious
FTA (Public Transit Division)	2017-2019 Triennial Goals	1.9% 0% - Race Neutral 1.9% - Race-conscious
FAA (Division of Aviation)	FY 2018	10.6% 0% - Race Neutral 10.6% - Race-conscious
<b>State<sup>163</sup></b>		
State-funded Projects Note: <i>Although there are no longer separate goals for MBEs and WBEs on state-funded projects, MBE and WBE utilization are still tracked separately</i>	FY2019	11.8% - MWBE Combined

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***FINDING 8: DBE PROJECT GOAL SETTING***

NCDOT has applied DBE goals to federally-funded and state-funded construction projects, including Centrally Let and Division Let Highway projects throughout the Study Period. As indicated above, DBE contract goals are not placed on Professional Service agreements.

Data on DBE contract goal setting data on 309 federal NCDOT projects from FY 2014 through FY 2018 showed that DBE contract goals over the period ranged from 0% to 16%. About 98% of the projects had DBE goals. Prime contractors proposed zero DBE participation on 2.3 % of NCDOT projects in the data. Most of the DBE goals advertised were between 5% and 15%.

<sup>163</sup> <https://connect.ncdot.gov/business/SmallBusiness/Pages/Utilization%20Goals.aspx>.

According to DBE contract goal setting data, there were 309 federal NCDOT projects from FY 2014 through FY 2018. The DBE contract goals over the period ranged from 0% to 16%. About 98% of the projects had DBE goals. Prime contractors proposed no DBE participation on 2.3 % of NCDOT projects in the data. Most of the goals advertised were between 5% and 15%.

Data on MBE, WBE and combined MBE/WBE (which started in 2018) contract goal setting on 402 NCDOT state-funded projects from FY 2014 through FY 2018 showed that about 93.0% of the projects had MBE goals and 94.0% had WBE goals. Prime contractors submitted no MBE goals on about 9.5% of NCDOT projects and no WBE goals on 6.7% of projects.

**NCDOT also allows for the “banking” of excess DBE utilization** on state-funded projects. NCDOT staff reported that about 110 firms had accounts totaling \$ 18.9 million **for these “banked” goals and about 10%** of the firms used these accounts.

The goals data, in conjunction with the goal setting process, and the NCDOT GFE policy, confirms that NCDOT did not use contract goals as a rigid quota, or set goals on every project regardless of subcontracting opportunity, in keeping with federal regulations.

#### *FINDING 9: GOAL SETTING IN OTHER NCDOT TRANSPORTATION MODES*

The bulk of the federal and state DBE program is in the Highway Division. DBE goals for Highway are set by the NCDOT Goal Setting Committee, which includes representatives of the OCR. There were wide differences between the transportation modes in knowledge of, utilization of, and opportunities for the DBE goals program. Some other modes primarily distribute federal and/or state grants and have low levels of purchasing.

Aviation Division. NCDOT Aviation Division staff stated that OCR sets DBE goals on their projects.

Rail Division. The Rail Division works with OCR in setting DBE goals, where applicable.

Ferry Division. The NCDOT Goal Setting Committee has not placed DBE goals on Ferry Division work.

Public Transit Division. The Public Transit Division largely engages in grant distribution. OCR makes recommendations for goals, where applicable. Direct USDOT recipients, such as the City of Charlotte, then set their own goals.

Ports Authority. Construction for the Ports Authority falls under NCGS 143 and not NCGS 136. Therefore, Ports Authority operates under the State's **HUB Program**. [See Appendix X]

Bicycle & Pedestrian Division. This division largely distributes grants. Bicycle & Pedestrian does not put DBE goals on their professional services contracts.

Turnpike Authority. Turnpike Authority goals are set by the NCDOT Goal Setting Committee.

*FINDING 10: DBE REPLACEMENT*

Under NCDOT policy, prime contractors generally must make good faith efforts to replace a DBE with another DBE. There were 120 DBE replacements from 2014 through 2019. The primary reasons given for DBE replacement were performance, decertification, capacity, scheduling, and subcontract terms (Policy Chapter, Table 11). Twelve of the 120 DBE replacements were involuntary.

*FINDING 11: GOOD FAITH EFFORTS (GFE)*

The GFE appeals process can be lengthy and staff interviews indicated there was no timeline of deadlines for this appeals process. Moreover, OCR has not been involved in the GFE process. From 2017 through 2019 there were 32 projects with GFE submissions. One of those submissions was found not to satisfy GFE requirements.

*FINDING 12: RACE/GENDER NEUTRAL PROGRAMS**Small Business Enterprise (SBE) Utilization*

NCDOT has a long-standing SBE bid reserve program for Division Let projects under \$500,000; however, staff indicated that there was not a consistent policy for when bids should be reserved.

*Small Professional Services Firms (SPSF) Utilization*

There are no directed solicitations or selection preferences for SPSFs, except for firms with equal qualifications. Staff reported that SPSF preferences rarely had any impact. On occasion, proposed SPSF subconsultant utilization has been a selection criterion in Professional Services solicitations.

*FINDING 13: OCR BUDGET AND STAFFING*

Overall, OCR had a budget of about \$8.9 million in FY 2018 and \$8.6 million in FY 2017, although some of these funds are roll-overs from previous years. Over 71.0% of the OCR budget in FY 2017 was federally funded to provide resources to carry out the OJT & BOWD programs.

*FINDING 14: OUTREACH AND ENGAGEMENT*

The policy review documented extensive outreach efforts by OCR, including DBE/SBE/SPSF Orientation, Community Engagement Series, and the Constant Contact initiative. However, **during the anecdotal process, GSPC met with the American Indian Tribal Employment Rights Office (TERO) from some of the local and state recognized tribes. TERO certifies businesses owned by tribal members and is responsible for engaging in contract compliance for firms owned by members of the tribe. They reported some confusion regarding NCDOT and, in one case, noted that while there was a local DOT office on their reservation, they self-perform most of the local work. For opportunities just off the reservation, subject to NCDOT, they stated it was rare for firms owned by the tribe to be utilized on these opportunities. Speaking on behalf of American Indian businesses, they communicated their interest in doing more work with NCDOT but were admittedly unsure about the process and stated they had not previously had any engagement with the NCDOT office.**

*FINDING 15: BUSINESS DEVELOPMENT*

In the past two years OCR has established and/or revived several business development programs, coordinated largely in conjunction with the BOWD, including the Business Development Program (BDP), the Entrepreneurs Legacy, the Transportation Insight for Performance Strategies, and the North Carolina State Construction Management Diploma Program. In 2018 a pilot mentor protégé program enrolled firms to participate in one-on-one meetings with consultants.

*FINDING 16: INTERNAL AND EXTERNAL ADVISORY COMMITTEES*

In 2018, NCDOT established the Diversity Spend Committee which is an internal advisory committee. The goal of the Diversity Spend Committee is to evaluate all markets of NCDOT and identify market **opportunities to increase spending with NCDOT's diverse contractors**, consultants, and vendors. Topics at meetings have included prequalification, SAP DBE utilization reporting, BOWD, and top contracting opportunities.

The OCR Advisory Council, established in 2018, is an external committee that is comprised of internal NCDOT representatives and external stakeholders who represent DBEs, Prime Contractors, trade associations and HUB/DBE resources partners. The Advisory Council evaluates OCR's **program areas**, including Utilization and Compliance, DBE Certifications, SBE, SPSF, OJT, BOWD, and other programs.

*FINDING 17: REPORTING DBE UTILIZATION*

OCR recently developed a Diversity Spend report. NCDOT has considered adopting the American Association of Highway and Transportation Officials (AASHTO) DBE tracking system.

SAP and HiCAMS were in place during the Study Period to track DBE participation. NCDOT staff was not clear as to whether subcontractor payments are entered for all subcontractors, while NCDOT division staff stated that payment information is submitted on all subcontractors. Some NCDOT staff, including Aviation, stated that only DBE subcontractor data was tracked and not DBE prime contractor payments. The Study **also found that NCDOT's internal categorization of race and gender were** often incorrect, did not match with certified lists, and data identifications were inconsistent.

## C. QUANTITATIVE AND ANECDOTAL FINDINGS

*FINDING 18: RELEVANT GEOGRAPHIC AND PRODUCT MARKETS*

The State of North Carolina was determined to be the relevant market based on the following percentages of spending within the North Carolina.

- In Construction, 88.20%
- In A&E, 93.99%
- In Professional Services, 82.25%
- In Goods and Other Services, 80.95%

*FINDING 19: AVAILABILITY*

The measures of availability utilized in this Study incorporate all of the criteria of availability required by *Croscon*:

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

The firms used to calculate Availability came from the Master Vendor File of firms seeking public sector opportunities in North Carolina. GSPC found that firms were available to provide Goods and Other Services to NCDOT as reflected in the following percentages by each race, ethnicity, and gender group. Availability analyses based on NCDOT prequalified firms and a “custom census” survey of Hoover’s data is also contained in Appendix G of the report.

Table 45: **Availability Estimates by Industry Category**

*In the Relevant Market  
(Based upon the Master Vendor File)  
NCDOT Disparity Study*

Business Ownership Classification	Construction		A&E		Professional Services		Goods and Other Services		Total	
	#	%	#	%	#	%	#	%	#	%
Black American	632	16.33%	50	7.43%	116	24.73%	791	21.95%	1,589	18.44%
Asian American	24	0.62%	14	2.08%	12	2.56%	83	2.30%	133	1.54%
Hispanic American	144	3.72%	18	2.67%	9	1.92%	110	3.05%	281	3.26%
American Indian	87	2.25%	4	0.59%	10	2.13%	58	1.61%	159	1.85%
Subcontinent Asian American	8	0.21%	7	1.04%	2	0.43%	9	0.25%	26	0.30%
<b>TOTAL MBE</b>	<b>895</b>	<b>23.13%</b>	<b>93</b>	<b>13.82%</b>	<b>149</b>	<b>31.77%</b>	<b>1,051</b>	<b>29.16%</b>	<b>2,188</b>	<b>25.40%</b>
Nonminority Female	524	13.54%	99	14.71%	77	16.42%	633	17.56%	1,333	15.47%
<b>TOTAL MWBE</b>	<b>1,419</b>	<b>36.68%</b>	<b>192</b>	<b>28.53%</b>	<b>226</b>	<b>48.19%</b>	<b>1,684</b>	<b>46.73%</b>	<b>3,521</b>	<b>40.87%</b>
NON-MWBE	2,450	63.32%	481	71.47%	243	51.81%	1,920	53.27%	5,094	59.13%
<b>TOTAL FIRMS</b>	<b>3,869</b>	<b>100.00%</b>	<b>673</b>	<b>100.00%</b>	<b>469</b>	<b>100.00%</b>	<b>3,604</b>	<b>100.00%</b>	<b>8,615</b>	<b>100.00%</b>

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*FINDING 20: MWBE PRIME UTILIZATION*

As Table 46 below shows, NCDOT paid a total of \$9.07 billion in prime Construction spending in the Relevant Market during the Study Period and \$274,657,89 of this amount, or 3.02% was paid with MWBE firms as prime contractors. MWBEs were paid 12.06%, 11.08 and 4.80% of (A&E), Professional Services and Goods and Other Services, respectively. MWBEs won 4.39% of prime payments across all four purchasing categories.



The 2004 NCDOT disparity study found that MWBEs won 2.0% of prime Construction contracts and 6.9% of prime pre-construction Professional Services contracts. Thus, percentage MWBE prime utilization in Construction has not increased significantly over the past fifteen years but percentage prime MWBE utilization in (A&E) has increased substantially.

Table 46: **Summary of Prime Utilization by Industry Category**

*In the Relevant Market  
(Based upon Payments from SAP FY2014-FY2018)  
NCDOT Disparity Study*

Firm Ownership	Construction		A & E		Professional Services		Goods & Other Services		Total	
	\$	%	\$	%	\$	%	\$	%	\$	%
Black American	\$ 47,559,142	0.52%	\$ 34,661,597	2.24%	\$ 1,297,232	2.57%	\$ 7,692,384	2.35%	\$ 91,210,355	0.83%
Asian American	\$ -	0.00%	\$ 1,679,433	0.11%	\$ -	0.00%	\$ -	0.00%	\$ 1,679,433	0.02%
Hispanic American	\$ 1,091,216	0.01%	\$ 20,296,536	1.31%	\$ 822,893	1.63%	\$ 2,246,131	0.69%	\$ 24,456,775	0.22%
American Indian	\$ 11,514,399	0.13%	\$ -	0.00%	\$ 140,601	0.28%	\$ 883,805	0.27%	\$ 12,538,805	0.11%
Subcontinent Asian American	\$ 54,015	0.00%	\$ 6,085,964	0.39%	\$ 191,990	0.38%	\$ -	0.00%	\$ 6,331,969	0.06%
<b>TOTAL MINORITY</b>	<b>\$ 60,218,772</b>	<b>0.66%</b>	<b>\$ 62,723,530</b>	<b>4.05%</b>	<b>\$ 2,452,716</b>	<b>4.85%</b>	<b>\$ 10,822,319</b>	<b>3.30%</b>	<b>\$ 136,217,337</b>	<b>1.24%</b>
Nonminority Female	\$ 214,439,126	2.36%	\$ 123,891,975	8.01%	\$ 3,150,685	6.23%	\$ 4,915,796	1.50%	\$ 346,397,582	3.15%
<b>TOTAL MWBE</b>	<b>\$ 274,657,898</b>	<b>3.02%</b>	<b>\$ 186,615,505</b>	<b>12.06%</b>	<b>\$ 5,603,400</b>	<b>11.08%</b>	<b>\$ 15,738,116</b>	<b>4.80%</b>	<b>\$ 482,614,919</b>	<b>4.39%</b>
NON-MWBE	\$ 8,805,279,339	96.98%	\$ 1,360,417,524	87.94%	\$ 44,968,141	88.92%	\$ 312,096,393	95.20%	\$ 10,522,761,398	95.61%
<b>TOTAL FIRMS</b>	<b>\$ 9,079,937,237</b>	<b>100.00%</b>	<b>\$ 1,547,033,029</b>	<b>100.00%</b>	<b>\$ 50,571,541</b>	<b>100.00%</b>	<b>\$ 327,834,509</b>	<b>100.00%</b>	<b>\$ 11,005,376,316</b>	<b>100.00%</b>

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*FINDING 21: A&E/PROFESSIONAL SERVICES - LIMITED SERVICES CONTRACTS*

MBE and MWBE utilization on prime LSC projects was higher than on overall MBE and MWBE prime utilization. Thus, MWBEs won 12.62 % of prime (A&E) LSC dollars and 12.06% of overall Professional Services prime dollars; MWBEs won 19.95 % of prime Professional Services LSC dollars and 11.08% of overall Professional Services prime dollars (Appendix H).

MBEs won 6.55% of A&E dollars under \$50,000 (the Small Contract threshold for Professional Services) and WBEs won 9.89%, for a total MWBE utilization of 16.44%.

SPSFs won \$41.1 million or 8.02% of Professional Services projects under \$250,000; 5.52% of all Professional Services prime projects in the Relevant Market during the Study Period.

*FINDING 22: MWBE UTILIZATION THROUGH SBE PROGRAM*

SBE projects are let at the NCDOT division level, primarily in Construction Maintenance. Overall, SBEs won \$108,061,731, which was 1.19% of overall NCDOT prime utilization in Construction (Division Let and Centrally Let) and 3.63% of Division Let Construction. WBEs won 6.26 % of SBE prime utilization



(\$6,767,401). MBEs won \$7,609,311 in SBE prime utilization, 7.04 % of SBE prime utilization. MWBEs won \$ 14,376,712 in SBE prime contracts, which was 13.30% of SBE prime contracts and 0.48% of prime Construction utilization on NCDOT Division Let projects (Appendix O).

*FINDING 23: MWBE PRIME UTILIZATION BY NAICS CODE*

The largest NAICS utilization in dollar terms for MBEs was Engineering (541330, \$61.2 million) and Highway (237310, \$27.9 million). The largest NAICS utilization in dollar terms for WBEs was also Highway (237310, \$112.1 million) and Engineering (541330, \$118.9 million). The largest NAICS utilization in percentage terms for MBEs was Other Support Activities for Road Transportation (488490, 26.4%). The largest NAICS utilization in percentage terms for WBEs was Remediation Services (562910, 76.1%). (Appendix I).

**As a management tool provided for the Division of Highways (“DOH”) to further understand its utilization** in more defined or specific trades in the Construction category, GSPC evaluated utilization by **disaggregating spend, based upon DOH’s** assignment of firm categories, related to heavy highway type work, from spend that is more general construction in nature, such as plumbing, painting, electricians, HVAC, roofing, gutters, and drywall. This utilization analysis can be found in Appendix W in the Study report.

*FINDING 24: MWBE TOTAL UTILIZATION (PRIME PLUS SUBCONTRACTOR)*

As shown in Table 47 below, MBEs received \$396,905,134 during the Study Period, accounting for 4.37% of the total (prime plus subcontractor combined) Construction payments. Nonminority Female owned firms were paid a total of \$936,705,090, 10.32% of the total Construction paid dollars. MWBEs received 14.69% of the total Construction paid dollars.

As shown in Table 47 below, MBEs received \$68,063,219 during the Study Period, accounting for 4.40% of the total (prime plus subcontractor combined) A&E payments. Nonminority Female owned firms were paid a total of \$142,179,807, 9.19% of the total A&E paid dollars. MWBEs received 13.59% of the total A&E paid dollars.

MBEs received \$4,339,713 in Professional Services during the Study Period, 8.58% of the total Professional Services paid dollars, while Nonminority Female owned firms were paid a total of \$15,327,557, 30.31% of the total Professional Services paid dollars. MWBEs received 38.89% of the total Professional Services paid dollars.

MBEs received \$12,842,590 in Goods and Other Services during the Study Period, 3.92% of the total Goods and Other Services paid dollars, while Nonminority Female owned firms were paid a total of \$12,269,722, 3.74% of the total Professional Services paid dollars. MWBEs received 7.66% of the total Goods and Other Services paid dollars.

MWBE prime and subcontractors received 14.44% of NCDOT spending on Section 136 projects.

Table 47: Summary of Total Utilization by Industry Category

*In the Relevant Market*  
(Based upon Payments from SAP FY2014-FY2018)  
NCDOT Disparity Study

Business Ownership Classification	Construction	A&E Services	Professional Services	Goods & Other Services	Total
	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 233,908,873	\$ 36,832,602	\$ 1,573,643	\$ 9,373,001	\$ 281,688,118
Asian American	\$ 6,336,650	\$ 2,939,897	\$ -	\$ 251,040	\$ 9,527,587
Hispanic American	\$ 79,970,243	\$ 19,311,101	\$ 1,061,559	\$ 2,271,681	\$ 102,614,584
American Indian	\$ 58,869,496	\$ 1,507,952	\$ 1,512,141	\$ 946,868	\$ 62,836,457
Subcontinent Asian American	\$ 17,819,873	\$ 7,471,667	\$ 192,370	\$ -	\$ 25,483,910
<b>TOTAL MINORITY</b>	<b>\$ 396,905,134</b>	<b>\$ 68,063,219</b>	<b>\$ 4,339,713</b>	<b>\$ 12,842,590</b>	<b>\$ 482,150,656</b>
Nonminority Female	\$ 936,705,090	\$ 142,179,807	\$ 15,327,557	\$ 12,269,722	\$ 1,106,482,177
<b>TOTAL MWBE</b>	<b>\$ 1,333,610,223</b>	<b>\$ 210,243,026</b>	<b>\$19,667,270</b>	<b>\$ 25,112,312</b>	<b>\$ 1,588,632,833</b>
NON-MWBE	\$ 7,746,327,014	\$ 1,336,790,002	\$ 30,904,271	\$ 302,722,196	\$ 9,416,743,484
<b>TOTAL FIRMS</b>	<b>\$ 9,079,937,237</b>	<b>\$ 1,547,033,029</b>	<b>\$50,571,541</b>	<b>\$ 327,834,509</b>	<b>\$ 11,005,376,316</b>
Business Ownership Classification	Construction	A&E Services	Professional Services	Goods & Other Services	Total
	(%)	(%)	(%)	(%)	(\$)
Black American	2.58%	2.38%	3.11%	2.86%	2.56%
Asian American	0.07%	0.19%	0.00%	0.08%	0.09%
Hispanic American	0.88%	1.25%	2.10%	0.69%	0.93%
American Indian	0.65%	0.10%	2.99%	0.29%	0.57%
Subcontinent Asian American	0.20%	0.48%	0.38%	0.00%	0.23%
<b>TOTAL MINORITY</b>	<b>4.37%</b>	<b>4.40%</b>	<b>8.58%</b>	<b>3.92%</b>	<b>4.38%</b>
Nonminority Female	10.32%	9.19%	30.31%	3.74%	10.05%
<b>TOTAL MWBE</b>	<b>14.69%</b>	<b>13.59%</b>	<b>38.89%</b>	<b>7.66%</b>	<b>14.44%</b>
NON-MWBE	85.31%	86.41%	61.11%	92.34%	85.56%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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There were 248 (16.8%) MBEs utilized as prime and subcontractors on NCDOT Construction projects, 20 (6.6%) MBEs on NCDOT A&E projects, 22 (8.3%) on NCDOT Professional Services projects and 29 (7.6%) on Goods and Other Services projects. There were 256 (17.3%) WBEs utilized as prime and subcontractors on NCDOT Construction projects, 36 (11.8%) MBEs on NCDOT A&E projects, 37 (14.0%) on NCDOT Professional Services projects and 49 (12.9%) on Goods and Other Services projects.

FINDING 25: SUMMARY OF DISPARITY ANALYSIS FOR FY2014-FY2018

Table 48 below indicates those MWBE groups where a statistically significant disparity (X) was found in prime utilization and total utilization.

Table 48: **Summary of Statistically Significant Underutilization of MWBEs in Prime Contracting**

*NCDOT Disparity Study*

	Construction	A&E Services	Professional Services	Goods and Other Services
<b>Black American</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Asian American</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Hispanic American</b>	<b>X</b>	<b>X</b>		<b>X</b>
<b>American Indian</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Subcontinent Asians<sup>164</sup></b>	<b>X</b>	<b>X</b>		<b>X</b>
<b>Nonminority Female</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

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164 It should be noted that some of the data sources utilized for availability did not delineate whether Asian American owned firms were Subcontinent Asians, therefore those firms were all included in the Asian American owned firm category. This means the availability of Subcontinent Asian American owned firms could be understated which could account for their overutilization. If all Asian-American owned firms were counted together, there would be a statistically significant underutilization.

Table 49: **Summary of Statistically Significant Underutilization of MWBEs in Total Utilization (Prime + Subcontracting)**

*NCDOT Disparity Study*

	<b>Construction</b>	<b>A&amp;E Services</b>	<b>Professional Services</b>	<b>Goods and Other Services</b>
<b>Black American</b>	X	X	X	X
<b>Asian American</b>	X	X	X	X
<b>Hispanic American</b>	X	X		X
<b>American Indian</b>	X	X		X
<b>Subcontinent Asians<sup>165</sup></b>		X		X
<b>Nonminority Female</b>	X	X		X

Griffin & Strong, P.C. 2021 (Also see Appendix P for detail)

Disparity was also examined using different availability sources and eliminating larger projects. With some exceptions, disparity for MWBE groups was also found for:

- (1) Prime payments on less than \$500,000 for all procurement categories (Appendix D).
- (2) Prime payments on less than \$1 million for all procurement categories (Appendix D).
- (3) Prime payments on Construction and Architecture & Engineering Services using prequalified firms as the measure of availability. (Appendix F).
- (4) Prime payments on for Construction and Architecture & Engineering using custom census as the measure of availability (Appendix G).

**FINDING 26: NCDOT MARKETPLACE DISCRIMINATION AND REGRESSION ANALYSIS**

The private sector and regression analysis found disparities in the private sector and disparities that persisted after controlling for race neutral factors.

<sup>165</sup> It should be noted that some of the data sources utilized for availability did not delineate whether Asian American owned firms were Subcontinent Asians, therefore those firms were all included in the Asian American owned firm category. This means the availability of Subcontinent Asian American owned firms could be understated which could account for their overutilization. If all Asian-American owned firms were counted together, there would be a statistically significant underutilization.

- A descriptive private sector analysis of the NCDOT market area revealed that, in general, being an MWBE is associated with lower firm revenue and a lesser likelihood of being self-employed.
- Firms owned by Black Americans and American Indians are particularly harmed by perceived private sector discrimination.
- The likelihood of firms owned by Black Americans and Nonminority Females never receiving a prime contract or subcontract was higher relative to non-MWBEs. After controlling for capacity, MWBEs face barriers in securing public contracts and subcontracts with NCDOT.
- MWBEs do not uniformly differ relative to non-MWBEs in their willingness to compete for NCDOT contracts and subcontracts. This suggests that any observed contracting and subcontracting outcomes between MWBEs and non-MWBEs cannot not be explained solely by differential rates of willingness to compete for NCDOT contracts and subcontracts.
- Disparities in securing prime contracts and subcontracts with NCDOT was driven, at least in part, by private sector discrimination against MWBEs.

#### *FINDING 27: ANECDOTAL FINDINGS*

The conduct of prime contractors in their engagement of subcontractors and DBE firms in the NCDOT marketplace was also a concern for a number of participants.

- About 50% of MWBE survey respondents reported that an informal network impeded their ability to win work with NCDOT. Nearly 82.6% of Black American survey respondents expressed belief that this informal network exists, while the relative percentage of their Nonminority male counterparts who shared such sentiment was less than 37.9%.
- About 69.3% of MWBE respondents felt that they were used only due to goals requirements. About 43.7% of MWBE respondents reported being dropped after bids were submitted.
- Over 51.1% of MWBE respondents agreed that prime contractors will contact a small, minority, Nonminority Female, or disadvantaged business to ask for quotes but never give their proposal sufficient review to consider giving the firm the award.
- Overall, 28.4% of MWBEs respondents reported experiencing discrimination in the private marketplace. Respondents described instances of overt and covert discrimination, some describing it as “subtle” with business owners who will not blatantly discriminate but will skirt the rules, and others recounting outright discrimination.

## D. COMMENDATIONS AND RECOMMENDATIONS

Based upon the previous Findings, GSPC recommends the following remedial actions that are narrowly tailored to address such findings. GSPC has first considered the application of race and gender-neutral actions to the greatest extent possible and determined that NCDOT has a compelling governmental interest for consideration of appropriate narrowly tailored race and/gender based remedial programs and practices. Some recommendations may require a change in state statute.

### **COMMENDATION AND RECOMMENDATION 1: CONTRACT BY CONTRACT DBE GOALS FOR ALL ETHNIC/GENDER GROUPS.**

The disparity evidence, combined with the regression analysis and the anecdotal evidence, provides a factual predicate for NCDOT to continue race- and gender-conscious goals in the federal and state DBE program.

NCDOT should be commended for including all modes under NCGS 136, not just Highway contracts, in this Study. NCDOT should continue to expand the process in having all modes seek opportunities for DBE utilization and goal setting where applicable.

**Each project, subject to DBE participation based on the availability of DBEs, should include a formal goal setting process that involves a member of OCR to ensure that goals are set in an appropriate manner.**

**Finally**, the NCDOT state-funded program combined MBE and WBE goals into a single/combined DBE goal as of April 1, 2018, although MBE and WBE participation is still tracked separately. Given the recent implementation of this change, it is too soon to evaluate the impact of this policy change. However, **race and gender issues are different and combining the goals could, and in GSPC's expert opinion, may** result in uneven results. For example, if substantially more women owned firms are used to meet goals, in the next disparity study, they could be substantially overutilized and NCDOT will need to seek a waiver to remove them from the program. Further, GSPC has not been able to ascertain a clear purpose for combining the goals. GSPC recommends that NCDOT place separate goals for MBEs and WBEs rather than a combined goal.

### **RECOMMENDATION 2: DBE GOALS ON A&E SERVICES**

There seems to be an unsupported understanding among some NCDOT staff that there are federal regulations and policies that prevent NCDOT from putting DBE goals on A&E Services agreements. The policy research for this Study found that USDOT does expressly allow for DBE goals on A&E Services projects. As noted above this Study found factual predicate evidence to support such A&E Services DBE goals on federal and state projects. Placing DBE goals on A&E Services contracts will also impact the selection criteria for Design-Build projects. In addition to setting goals on formal projects, it is important to: 1) increase the inclusion of DBEs as prime contractors on informal projects (under \$50,000), 2) limit the weight given to NCDOT experience in selection criteria, and 3) use selection preferences and directed solicitations for Small Professional Services Firms.

Each project, subject to DBE participation based on the availability of DBEs, should include a formal goal setting process that involves a member of OCR to ensure that goals are set in an appropriate manner.

***COMMENDATION AND RECOMMENDATION 3: GOOD FAITH EFFORTS AND DBE REPLACEMENT***

NCDOT should be commended for requiring GFE for replacing DBEs. However, NCDOT should require greater OCR involvement in the DBE replacement process, including assessing GFE for DBE replacements at the division level and participation in replacement disputes<sup>166</sup>. NCDOT should maintain data on GFE generally and involve OCR in the GFE process.

***COMMENDATION AND RECOMMENDATION 4: SMALL BUSINESS BID RESERVES***

NCDOT should be commended for being one of the first state DOTs to implement a \$500,000 or under bid reserve for small Construction firms. However, NCDOT should utilize the program more often, so SBE bid reserves are the default procurement method for Construction awards under a certain threshold, unless there is a rationale for excluding an award from the bid reserve. Aggressive outreach to encourage MWBE participation and automatic enrollment of qualifying DBEs into the SBE Program should also be incorporated into this strategy.

NCDOT should also consider the use of directed solicitations for SPSFs. The Oregon DOT, for example, has small business bid reserve projects under \$100,000 for small architecture and engineering firms.

***RECOMMENDATION 5: PROMPT PAYMENT***

NCDOT should take a proactive approach to ensuring that its prime and subcontractors/subconsultants are paid in a timely manner. NCDOT should not rely primarily on complaints by contractors to monitor and enforce prompt payment rules.

To promote prompt payment, NCDOT should:

- Relax its policy on not allowing firms to factor invoices.
- Move forward with adopting software solutions, such as the one developed by AASHTO, to facilitate the invoicing, notification, and payment process.
- Seek more widespread implementation of its joint check policy.
- Explore more aggressive compliance/oversight of its prompt payment policy, including the issuance of regular reports on prompt payment for transparency and accountability. For example, one of the required reports for the Nashville Metro Procurement Standards Board is government performance on prompt payment. The Metro Office of Financial Accountability produces quarterly

<sup>166</sup> This increased involvement has already begun since the Study Period.



Prompt Payment Reports on the timeliness of payments to vendors by department. Consequently, Metro departments are aware of Board oversight of prompt payment.

### ***COMMENDATION AND RECOMMENDATION 6: PREQUALIFICATION REQUIREMENTS***

NCDOT should be commended for the OCR objective to increase the pool of prequalified DBEs by 10%. However, NCDOT requires that firms, including subcontractors, be prequalified for most projects, including small projects (except those reserved for SBEs). This can be a barrier for small businesses to participate in the award process. Where possible, NCDOT should explore relaxing prequalification requirements to allow more firms entry into the bid notification and contracting process.

It should be noted that there are other state DOTs that do not require prequalification on smaller projects. For example, Georgia DOT does not require prequalification for projects under \$2 million. Georgia, Florida, and Texas do not require the prequalification of subcontractors.

### ***COMMENDATION 7: DBE CERTIFICATION***

NCDOT should be commended for reducing the certification backlog and piloting online certification. The GSPC's policy analysis also documented substantial NCDOT outreach for certification. NCDOT should also be commended for coordination with the State HUB Office in moving more HUB certified firms toward DBE certification.

### ***RECOMMENDATION 8: INSURANCE***

NCDOT should review its insurance requirements in an effort to reduce the burden on small, minority and Nonminority Female owned businesses. An effort should be undertaken to ensure that NCDOT is not requiring insurance limits that are higher than necessary to protect NCDOT's interests.

### ***COMMENDATION AND RECOMMENDATION 9: ENHANCING DBE SUPPORTIVE SERVICES***

NCDOT has implemented various forms of supportive services over the years. However, it should be noted that in this Study DBEs complained about the lack of value of certification as a road to opportunity. It is recognized that certification is not a guarantee of contract award, but NCDOT should consider arrangements that assist DBEs in being prepared to win awards and reward supportive services for measurable outcomes and metrics, such as the number of contracts won by program participants. For example, the Port Authority of New York and New Jersey developed a three-year contract with the Regional Alliance for Small Contractors capped at \$275,000. The arrangement was changed from a flat grant to reward business development outcomes beyond attending seminars.

NCDOT should be commended for its past and present mentor protégé efforts. After reviewing a number of mentor-protégé programs nationally, one study found that project-specific mentor-protégé agreements should be preferred over long-term agreements because: (1) DBEs "earn while they learn," (2) the mentor-



protégé agreements provide specific assistance, and (3) the agreements require less legal assistance than broad agreements lasting several years.<sup>167</sup>

Others, like Arizona DOT (ADOT) or Washington State DOT have crafted more traditional business **development programs designed to create opportunity for new or underutilized DBE firms.** ADOT's program promotes participation of new and emerging DBEs by establishing tiers for prospective participants. New and emerging DBEs (0-1 projects in the last two years, no gross receipt or employee requirements) are placed on the Orientation track. More experienced businesses are targeted to either the Pacesetters (2-9 past projects) or Masters (10 or more past projects over the past 2 years) program. Services then vary for participants, from introductory stage training on how to do business with ADOT for Orientation-stage businesses to firm-specific workshops and becoming mentor ready as a Master.

The Columbia, SC mentor-protégé model reserves certain contracts for approved mentor-protégé teams and requires the reporting of certain success metrics.

Mentors generally need some incentive to participate in mentor-protégé programs. Some DOTs, such as Illinois DOT, offers a **reduction on a project's DBE goals as an incentive for prime contractors to mentor DBE protégés.**

#### ***COMMENDATION AND RECOMMENDATION 10: OUTREACH AND ENGAGEMENT***

NCDOT should be commended for the level of outreach and engagement undertaken. GSPC recommends incorporating outreach to TERO owned businesses, and to the State recognized tribes. Many tribes also maintain their own certified business vendor lists, so NCDOT should engage them to inquire about DBE certification.

#### ***COMMENDATION AND RECOMMENDATION 11: PATH TO PRIME CONTRACTING***

NCDOT has taken some steps to promote DBE prime contracting. NCDOT should be commended for its BDP program, which is designed to provide technical assistance for subcontractors to become prime contractors. NCDOT should also be commended for its long-standing use of SBE bid reserves in construction to promote prime utilization.

NCDOT should consider enhancing its BDP by creating and encouraging the use of joint ventures for more mature DBEs. The City of Atlanta, for example, has had considerable success in creating large MWBEs through joint ventures on transportation projects at Hartsfield-Jackson International Airport and elsewhere.

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<sup>167</sup> CTC & Associates, Disadvantaged Business Enterprise Programs: A Survey of State Practice in Operating Mentor/Protégé Programs and Increasing DBE Participation, October 2010.

**COMMENDATION AND RECOMMENDATION 12: DATA POLICY & INFRASTRUCTURE**

NCDOT should be commended for establishing a Diversity Spend report.

NCDOT should consider collecting both comprehensive and accurate award and paid subcontract data on all Contracts/Purchase Orders. The Division of Highways maintains award data in HiCAMS, but it is not complete data and does not reflect the amount actually paid on an award. It is further recommended that subcontract data include both minority and nonminority subcontractors. The subcontract data should be comparable to contract/purchase order data by inclusion of imperative information about subcontractors **such as type of work, the firm's address, work description, race/ethnicity, gender, etc.**

NCDOT should consider inclusion of the North American Industry Classification System (NAICS) code used in purchasing and contracting practices. Use of the NAICS coding system will enable NCDOT to properly classify and categorize purchasing activities while bringing uniformity in reporting by various departments. Many DOTs have incorporated the NAICS code in their purchasing practices in various forms. Some have relied on the entire code without modification while others have adopted the codes with some modification to fit their own purchasing strategies.

While NCDOT has incorporated an internal list of minority owned businesses, such listing should be updated regularly and mirror the list of certified minority owned businesses provided by the North Carolina HUB and the DBE listing. That updated listing should be incorporated both in prime and subcontract purchasing and contracting practices.

To ensure adequate data capture, NCDOT should consider developing and implementing a data collection, process to collect, monitor and maintain information process for all activities involving DBE/MWBE inclusion. OCR shall have oversight over this process.

**RECOMMENDATION 13: OCR BUDGET, STAFFING, ORGANIZATIONAL ROLE**

The responsibilities of OCR have increased over the Study Period. The overall number of DBEs needing support has increased by over 700 during the Study Period. The recommendations in this report also suggest several important new initiatives. OCR will need the budget and staff to satisfy these increased responsibilities. The OCR budget should also be delineated so that resources specifically for DBE support can be separated from other administrative functions. Currently, for example, DBE Compliance and Accounting are in the same Cost Center.

NCDOT DBE initiatives also would be enhanced by a direct report of the OCR Director to the NCDOT Secretary, as part of the NCDOT Executive Leadership Team.

***RECOMMENDATION 14: ENHANCE OCR INVOLVEMENT***

To ensure greater accountability in the delivery of the department's DBE program, NCDOT should require greater involvement from OCR, as detailed in previous recommendations. For example, OCR should have a key role in resolving issues related to the assessment of GFE, participation in the DBE replacement disputes (which has begun since the Study Period), prompt payment, and DBE goal setting.

North Carolina  
Department of Transportation Disparity Study

APPENDIX A  
EXPANDED LEGAL ANALYSIS

## APPENDIX A – EXPANDED LEGAL ANALYSIS

GSPC expands its legal analysis here to show the legal benefit of disparity studies should a DBE/MBE/WBE program or initiative be challenged in a court of law. There are several important legal standards and considerations which arise when a constitutional challenge to a DBE/MBE/WBE program is initiated. Matters such as standing, the burden(s) of proof, the level of judicial scrutiny to be applied, and the types of evidence necessary for the court's evaluation, must all be addressed. Each of these concepts is addressed in turn below.

### A. The Standing Requirement

**Legal “standing” to bring suit** is an absolute requirement for one seeking relief in any federal court of the United States or any state court called upon to decide a matter based on federal law. U.S. Const. Art. III, § 2, Cl 1; Lujan v. Defenders of Wildlife, 504 U.S. 555, 560 (1992). **Though “some of its elements express merely prudential considerations that are part of judicial self-government, the core component of standing is an essential and unchanging part of the case-or-controversy requirement of Article III.”** Lujan, 504 U.S. at 560.

[S]tanding contains three elements. First, the plaintiff must have suffered an injury in fact -- an invasion of a legally protected interest which is . . . concrete and particularized . . . [; s]econd, there must be a causal connection between the injury and the conduct complained of . . . [; and t]hird, it must be likely, as opposed to merely speculative, that the injury will be redressed by a favorable decision [of the Court wherein the matter is brought]. [Lujan, 504 U.S. at 560-61 (internal punctuation and citations omitted)]

**Under the traditional standing analysis, in order to satisfy the “injury in fact” requirement, plaintiffs must establish a causal connection between the injury, the ordinance, and the likelihood that the injury will be redressed by a favorable decision. Moreover, the courts may not tolerate a lawsuit unless the plaintiff shows some “concrete and particularized” injury that is in fact imminent and which amounts to something more than “conjectural or hypothetical” injury.** Price v. City of Charlotte, 93 F.3d 1241, 1247 (4th Cir. 1996) (citing Lujan).

Specific to the federal DBE Program, standing was addressed in Midwest Fence Corp. v. U.S. DOT, Case No. 15-1827 (7th Cir., November 4, 2016):

The plaintiff need only demonstrate that it is able and ready to bid on contracts and that a discriminatory policy prevents it from doing so on an equal basis. Causation and redressability follow from this definition of injury: causation, because the theory is that the policy prevents equal competition; redressability, because invalidating the policy will again place the plaintiff on equal footing for competitive purposes.

The district court correctly found that Midwest Fence has standing[.] By alleging and then offering evidence of lost bids, decreased revenue, and difficulties keeping its business afloat as a result of the DBE program and its inability to compete for contracts on an equal footing with DBEs, Midwest Fence showed both causation and redressability. [Id. at 12 (citations omitted)]

As discussed in Associated General Contractors v. California D.O.T., 713 F.3d 1187, **there is a similar “injury in fact” requirement for litigants seeking associational standing**, that is, standing to press a constitutional claim on behalf of a member(s) of an organization or other formal group, but there are additional requirements unique to such organizations:

To establish associational standing, AGC must show:

- (a) its members would otherwise have standing to sue in their own right;
- (b) the interests it seeks to protect are germane to the organization's purpose; and
- (c) neither the claim asserted nor the relief requested requires the participation of individual members in the lawsuit.

The second and third prongs are not at issue here.

To meet the first prong, AGC must show that a member suffers an injury-in-fact that is traceable to the defendant and likely to be redressed by a favorable decision. AGC's effort **to prove the requisite injury to a member requires, first, “specific allegations establishing that at least one identified member had suffered or would suffer harm.”** The “requirement of naming the affected members has never been dispensed with in light of statistical probabilities.” **Moreover, on summary judgment, AGC was required to submit competent evidence, not mere allegations, to demonstrate that at least one of its members had standing.**

AGC fails to meet this standard. AGC does not identify any affected members by name nor has it submitted declarations by any of its members attesting to harm they have suffered or will suffer under Caltrans' program. [Associated General Contractors v. California D.O.T., 713 F.3d at 1194-95 (citations omitted)]<sup>1</sup>

The goal, of course, is to design and implement a DBE/MBE/WBE program in such a manner that no **legitimate claims of “reverse discrimination” by majority contractors will result, and thus, no constitutional**

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<sup>1</sup> See also, Associated Utility Contractors of Md. v. Mayor and City Council of Baltimore, 83 F.Supp.2d 613, 616-17 (D. Md. 2000) (addressing three-prong test for associational standing); Associated Utility Contractors of Md. v. Mayor and City Council of Baltimore, 218 F.Supp.2d 749, 754-755 (D. Md. 2002) (noting, without deciding, that associational standing may be difficult to establish where program at issue has contract-by-contract goals rather than across-the-board goals).

challenge will ensue. Absent achievement of such a program, standing issues will need to be addressed at the outset of any litigation.

## B. 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 meet its initial burden of showing adequate evidence of past and present discrimination.<sup>2</sup> Since the Fourteenth Amendment only allows race-conscious programs that narrowly seek to remedy particularized discrimination, the Court held that state and local governments "must identify that discrimination . . . with some specificity before they may use race-conscious relief." The Court's evaluation of the sufficiency of the City's evidence for affirmative action legislation was intended to determine whether there existed a "strong basis in evidence for its [government's] conclusion that remedial action was necessary."<sup>3</sup>

**The initial burden of production on the state or local governmental entity is to demonstrate a "strong basis in evidence" that its race- and gender-conscious program is aimed at remedying identified past or present discrimination. Merely stating a "benign" or "remedial" purpose does not constitute a "strong basis in evidence" that the remedial plan is necessary, nor does it establish a prima facie case of discrimination. Thus, the local government must identify the discrimination it seeks to redress and produce particularized findings of discrimination.<sup>4</sup>**

A governmental entity may, for example, establish an inference of discrimination by using empirical evidence that proves a significant statistical disparity between the number of qualified DBEs (or MBEs/WBEs), the number of DBE contractors actually awarded a contract by the governmental entity, or DBEs brought in as subcontractors by prime contractors to which a contract is awarded. The courts maintain that the amount 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 MBE/WBE program it purports to advance.<sup>5</sup> If the governmental body is able to do this, then the burden shifts to the challenging party to rebut the showing.<sup>6</sup>

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<sup>2</sup> Croson, 488 U.S. at 498-506.

<sup>3</sup> Croson, 488 U.S. at 500 (quoting *Wygant v. Jackson Bd. of Educ.*, 476 U.S. 267, 277, 106 S.Ct. 1842, 1849 (1986)).

<sup>4</sup> Croson, 488 U.S. at 500-01.

<sup>5</sup> See Concrete Works, 36 F.3d 1513 (10th Cir. 1994).

<sup>6</sup> Id. (holding that 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). See also 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 III, 228 F.3d at 1166).



## C. 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.<sup>7</sup> As discussed herein, when a program or ordinance provides race-based protection, the court will apply “strict scrutiny” in evaluating its constitutional legitimacy to ensure equal protection. When gender-based, the program or ordinance will be reviewed under the less-stringent “intermediate scrutiny standard.”**

Because the DBE program instituted by NCDOT makes classifications based both on race/ethnicity and on gender, each is addressed in this analysis with respect to the applicable standard of review (*e.g.*, strict or intermediate scrutiny).

### 1. Strict Scrutiny for Race-Based Classifications

**“We have held that all racial classifications imposed by government must be analyzed by a reviewing court under strict scrutiny.”** Grutter v. Bollinger, 539 U.S. 306, 326 (2003).<sup>8</sup> The Fourth Circuit previously expressed its rationale for this level of judicial review:

Racial and ethnic distinctions of any sort are inherently suspect and thus call for the most exacting judicial examination. Wygant v. Jackson Board of Education, 476 U.S. 267, 273, 106 S.Ct. 1842 1846, 90 L.Ed.2d 260 (1986) (plurality opinion) (quoting Regents of the University of California v. Bakke, 438 U.S. 265, 291, 98 S.Ct. 2733 2748, 57 L.Ed.2d 750 (1978) (Powell, J.)). The rationale for this stringent standard of review is plain. Of all the criteria by which men and women can be judged, the most pernicious is that of race. The injustice of judging human beings by the color of their skin is so apparent that racial classifications cannot be rationalized by the casual invocation of benign remedial aims. City of Richmond v. J.A. Croson Co., 488 U.S. 469, 500, 109 S.Ct. 706, 724, 102 L.Ed.2d 854 (1989). While the inequities and indignities visited by past discrimination are undeniable, the use of race as a reparational device risks perpetuating the very race-consciousness such a remedy purports to overcome.... It thus remains our constitutional premise that race is an impermissible arbiter of human fortunes. [Podberesky v. Kirwin, 38 F.3d 147, 152 (4th Cir. 1994) (quoting Maryland Troopers Ass'n v. Evans, 993 F.2d 1072, 1076 (4th Cir.1993)]

**“Under strict scrutiny, a racial classification must: (1) serve a compelling state interest; and (2) be narrowly tailored to achieve that interest.”** Tuttle v. Arlington County School Board, 195 F.3d 698, 704 (4th Cir. 1999).<sup>9</sup>

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<sup>7</sup> As noted in the discussion of the Supreme Court’s opinion in Adarand v. Peña above (Section I.C.2.), equal protection under the Fifth Amendment is implicated when addressing federal programs (like the USDOT DBE program). The strict scrutiny analysis is similar under both Amendments. See supra, Adarand II, 515 U.S. at 222-226.

<sup>8</sup> See also Adarand II, 515 U.S. at 212 (same).

<sup>9</sup> Accord AUC of Md. v. Mayor, 83 F.Supp.2d at 619-620.

## 2. Strict or Intermediate Scrutiny for Gender-Based Classifications

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

**Precedent dictates, and the parties agree, that courts apply “intermediate scrutiny” to statutes that classify on the basis of gender.** Adkins v. Rumsfeld, 464 F.3d 456, 468 (4th Cir.2006); *see also* Miss. Univ. for Women v. Hogan, 458 U.S. 718, 724, 102 S.Ct. 3331, 73 L.Ed.2d 1090 (1982). A defender of such a statute meets this burden “by showing at least that the classification serves important governmental objectives and that the discriminatory means employed are substantially related to the achievement of those objectives.” Hogan, 458 U.S. at 724, 102 S.Ct. 3331 (internal quotation marks omitted). Of course, intermediate scrutiny requires less of a showing than does “the most exacting” strict scrutiny standard of review. *See* Clark v. Jeter, 486 U.S. 456, 461, 108 S.Ct. 1910, 100 L.Ed.2d 465 (1988). [H.B. Rowe Co., Inc. v. Tippett, 615 F.3d at 242]<sup>10</sup>

Considering the above, the gender-based classification component in the NCDOT DBE program (or for procurements under a state MBE/WBE program), if challenged, will be analyzed under a more favorable level of scrutiny than that which will be applied to the race-based component.

## 3. “Compelling Public Interest” Considerations

In order for a state or local governmental entity to implement a constitutionally valid DBE program (or MBE/WBE program) which applies to awards of its contracts, it must show a compelling governmental interest:

**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 “remediating 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

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<sup>10</sup> *See also* AUC of Md. v. Mayor, 83 F.Supp.2d at 620 (“Parties who seek to defend gender-based government action must demonstrate an ‘exceedingly persuasive justification’ for that action.”) (citation omitted).

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)). [H.B. Rowe, 615 F.3d at 241]

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 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, 199 F.3d 206, 217 (5th Cir. 1999) (“**Combatting racial discrimination is a compelling government interest.**”).<sup>11</sup>

Specific to federal DBE programs, several district and circuit courts have held that a state entity need not individually show a state-specific factual predicate to meet the “compelling public interest” requirement, but rather, can rely on the established federal government interest for transportation contracting. However, this does not relieve the state from demonstrating, that the program is narrowly tailored, which requires showing that race-based measures are needed to remedy disparities within the state.

For example, the Ninth Circuit has held that “a state entity implementing a congressionally mandated program . . . [may rely] primarily on the federal government’s compelling interest in remedying the effects of past discrimination in the national construction market[,] but also cautioned that narrow tailoring requires evaluation of “the presence or absence of discrimination in the State’s transportation contracting industry.”<sup>12</sup> Similar results were found in the Seventh Circuit in Midwest Fence Corp. v. U.S. DOT, 840 F.3d 932, 948 (7th Cir. 2016) (“We and other circuits have held that a state agency is entitled to rely on the federal government’s compelling interest in remedying the effects of past discrimination to justify its own DBE plan for highway construction contracting.”).<sup>13</sup>

#### D. The Level of Governmental Participation/Involvement in Discrimination

The Supreme Court has uniformly held that general societal discrimination is insufficient to justify the use of race-based measures to satisfy a compelling governmental interest.<sup>14</sup> Rather, there must be some showing of prior discrimination by the governmental actor involved, either as an “active” or “passive”

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<sup>11</sup> 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 II, 515 U.S. at 237 (“The unhappy persistence of both the practice and the lingering effects of racial discrimination against minority groups in this country is an unfortunate reality, and government is not disqualified from acting in response to it.”).

<sup>12</sup> Western States, 407 F.3d at 997-998.

<sup>13</sup> Citing Northern Contracting, Inc. v. Illinois DOT, 473 F.3d 715, 720 (7th Cir. 2007), and Sherbrooke Turf, Inc. v. Minnesota DOT, 345 F.3d 964, 970-71 (8th Cir. 2003).

<sup>14</sup> Adarand II, 515 U.S. at 227; Croson, 488 U.S. at 496-97.

participant.<sup>15</sup> The upshot of this dual-faceted (active/passive) evaluation of the enacting governmental entity is that, even if the entity did not directly discriminate, it can take corrective action.<sup>16</sup>

Subsequent lower court rulings have provided more guidance on passive participation by local governments. In Concrete Works of Colorado, Inc. v. City of Denver, 36 F.3d 1513 (10th Cir. 1994), 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. [Concrete Works, 36 F.3d at 1529]

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

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

## E. Types of Evidence Available to Meet the Applicable Standard

The types of evidence routinely presented to show the existence of a compelling interest include statistical and anecdotal evidence.<sup>17</sup> Where gross statistical disparities exist, they alone may constitute prima facie proof of a pattern or practice of discrimination. Anecdotal evidence, such as testimony from minority contractors, is most useful as a *supplement* to strong statistical evidence, as it cannot carry the burden for the entity by itself.

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<sup>15</sup> Croson, 488 U.S. at 498. **In the context of federal transportation DBE programs, “Congress has spent decades compiling evidence of racial discrimination in government highway contracting, of barriers to the formation of minority owned construction businesses, and barriers to entry.”** Western States, 407 F.3d at 992-993.

<sup>16</sup> 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.”).

<sup>17</sup> Croson, 488 U.S. at 501.

The majority decision in Croson seemed to endorse the inclusion of personal accounts of discrimination, but Croson and subsequent decisions also make clear that selective anecdotal evidence about DBE/MBE/WBE experiences alone would not provide an ample basis in evidence to demonstrate public or private discrimination in a municipality's construction industry.<sup>18</sup>

In sum, 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 noteworthy. However, to prevail, such evidence must be accompanied by strong statistical proof:

A state need not conclusively prove the existence of past or present racial discrimination to establish a strong basis in evidence for concluding that remedial action is necessary. See, e.g., Concrete Works, 321 F.3d at 958. Instead, a state may meet its burden by relying on **“a significant statistical disparity”** between the availability of qualified, willing, and able minority subcontractors and the utilization of such subcontractors by the governmental entity or its prime contractors. Croson, 488 U.S. at 509, 109 S.Ct. 706 (plurality opinion). We further require that **such evidence be “corroborated by significant anecdotal evidence of racial discrimination.”** Md. Troopers Ass'n, Inc. v. Evans, 993 F.2d 1072, 1077 (4th Cir.1993). [H.B. Rowe, 615 F.3d at 241]

Accordingly, a combination of statistical disparities in the utilization of DBEs/MBEs/WBEs and particularized anecdotal accounts of discrimination experienced by them (or others) are required to satisfy the factual predicate.

Of note, several courts have rejected assertions by plaintiffs attacking programs that anecdotal evidence **must be verified (or under oath) to be considered as part of a governmental entity's evidence.**<sup>19</sup>

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<sup>18</sup> Croson, 488 U.S. at 480 (noting as a weakness in the City's case that the Richmond City Council heard “no direct evidence of race-conscious discrimination on the part of the city in letting contracts or any evidence that the City's prime contractors had discriminated against minority-owned subcontractors”); See also Coral Construction Co. v. King County, 941 F.2d 910, 919 (9th Cir. 1991)(**“While anecdotal evidence may suffice to prove individual claims of discrimination, rarely, if ever, can such evidence show a systematic pattern of discrimination necessary for the adoption of an affirmative action plan.”**).

<sup>19</sup> Associated General Contractors v. California D.O.T., 713 F.2d at 1196-1197 (**“AGC contends that the anecdotal evidence has little or no probative value in identifying discrimination because it is not verified. AGC cites to no controlling authority for a verification requirement. Both the Fourth and Tenth Circuits have rejected the need to verify anecdotal evidence.”**), citing H.B. Rowe, 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 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).

## 1. Statistical Data Generally

The Court in Croson explained that an inference of discrimination may be made with evidence that **demonstrates “a significant statistical disparity between the number of qualified minority contractors . . . and the number of such contractors actually engaged by the locality or the locality's prime contractors.”**<sup>20</sup> A governmental entity may act when significant statistical disparities exist between the proportion of DBEs awarded government contracts and the proportion of DBEs in the local industry **“willing and able to do the work,” in order to justify its use of race-conscious contract measures.** Ensley Branch N.A.A.C.P. v. Seibels, 31 F.3d 1548, 1565 (11th Cir. 1994).

In order to adequately assess statistical evidence, there must be information identifying the basic **qualifications of minority (or women) contractors “willing and able to do the job”** and the Court must determine, based upon these qualifications, the relevant statistical pool with which to make the appropriate statistical comparisons.<sup>21</sup> Although subsequent lower court decisions have provided considerable guidelines for statistical analyses sufficient for satisfying the Croson factual predicate, there are multiple methods that the courts have accepted for conducting statistical analyses. The most prevalent of these are outlined below.

## 2. Availability

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

In Associated General Contractors v. City of Columbus,<sup>22</sup> the City's consultants collected data on the number of MBE/WBE firms in the Columbus MSA in order to calculate the percentage of available MBE/WBE firms. Three sources were considered to determine **the number of MBE/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 MBE/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 MBE/WBE firms exist in the same proportions as they do in relation to all construction firms in the market.”**<sup>23</sup>

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<sup>20</sup>Croson, 488 U.S. at 509.

<sup>21</sup> See e.g., Associated General Contractors v. California D.O.T., 713 F.2d at 1197-1199; AUC of Md. v. Mayor, 83 F.Supp.2d at 622 (“A percentage set-aside measure, like the MWBE goals at issue here, can only be justified by reference to the overall availability of minority- and women-owned businesses in the relevant market.”).

<sup>22</sup> Associated General Contractors of America v. City of Columbus, 936 F. Supp. 1363 (1996), reversed on related grounds, 172 F.3d 411 (6th Cir. 1999).

<sup>23</sup> Associated General Contractors, 936 F. Supp. at 1389. The Court also questioned why the City did not simply use the records it already maintains **“of all firms which have submitted bids on prime contracts”**



In H.B. Rowe, availability was calculated using a vendor list that included: “1) subcontractors approved by the Department to perform subcontract work on state-funded projects, (2) subcontractors that performed such work during the study period, and (3) contractors qualified to perform prime construction work on state-funded contracts.”<sup>24</sup>

Similarly, in Associated General Contractors v. California D.O.T., the court noted with approval that in the course of conducting its disparity study for Caltrans “[t]he research firm gathered extensive data to calculate disadvantaged business availability in the California transportation contracting industry”[,] and used “public records, interviews and assessments as to whether a firm could be considered available for Caltrans contracts[.]”<sup>25</sup>

A common question in collecting and applying availability data is whether prime contractor and subcontractor data needs to be evaluated separately. Though the Fourth Circuit has not specifically ruled on this question, the court in H.B. Rowe did accept combined data based on the expert witnesses’ explanation that prime contractors are also qualified to do subcontracting work, and often do.<sup>26</sup> The trend in the federal courts appears to be acceptance of combined data:

[Northern Contracting, Inc.’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. [Northern Contracting, 473 F.3d at 723]<sup>27</sup>

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-

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since it represents “a ready source of information regarding the identity of the firms which are qualified to provide contracting services as prime contractors.” Id.

<sup>24</sup> 615 F.3d at 244.

<sup>25</sup> 713 F.3d at 1191-92. Cf. Contractors Association of South Florida v. Metropolitan Dade County, 122 F.3d 895 (11th Cir. 1997) (when special qualifications are necessary to undertake a particular task, the relevant statistical pool must include only those minority-owned firms qualified to provide the requested services).

<sup>26</sup> H.B. Rowe, 615 F.3d at 245.

<sup>27</sup> See 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.”).



owned. [The analyst] supplemented this survey with IDOT's list of DBEs in Illinois."<sup>28</sup> In Kossman, 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 (the consultant conducting the study) collected information on MWBEs in Texas and surrounding states 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."<sup>29</sup>

### 3. Utilization

Utilization is a natural corollary of availability, in terms of statistical calculation. However, there is no uniformity among the courts on how utilization is measured or demonstrated for the purposes of a disparity analysis.

In H.B. Rowe, the state demonstrated statistical disparity using subcontracting dollars won by minority subcontractors.<sup>30</sup> In Associated General Contractors v. California D.O.T., the State's disparity study consultants calculated the percentage of contracting dollars that were paid to DBE firms.<sup>31</sup> This is referred to as the rate of utilization. From this point, one could determine if a disparity exists and, if so, to what extent.

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

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

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<sup>28</sup> 473 F.3d at 718.

<sup>29</sup> Kossman at 5. See also Midwest Fence, 840 F.3d at 950 (discussing and approving custom census method).

<sup>30</sup> 615 F.3d at 241, 250-51 ("[A] state may meet its burden by relying on 'a significant statistical disparity' between the availability of qualified, willing, and able minority subcontractors and the utilization of such subcontractors by the governmental entity or its prime contractors."), citing Croson, 488 U.S. at 509, 109 S.Ct. 706.

<sup>31</sup> 713 F.3d at 1191-1193. In Kossman v. City of Houston, NERA used both "award amounts" and "paid amounts" to determine utilization. Id. at 3, n.10. The court, in approving the statistical proffer, looked only at the award amounts to "simplify matters." Id.

facie case of discrimination indicating that the racial classification in the County plan were necessary. [Id. at 915-16]

#### 4. Disparity Indices

To demonstrate the under-utilization of DBEs/MBEs/WBEs in a particular area, parties can employ a **statistical device known as the “disparity index.”** The use of such an index was explained, and cited approvingly, in H.B. Rowe, 615 F.3d at 243-44.

In H.B. Rowe, after noting the increasing use of disparity indices, the court explained that the State (through a consulting firm) calculated a disparity index for each relevant racial or gender group covered by the DBE program, and further, conducted a standard deviation analysis on each of those indices using t-tests.<sup>32</sup> The **resulting calculations “demonstrated marked underutilization of African American and Native American subcontractors,” according to the court.**<sup>33</sup>

The utility of disparity indices or similar measures to examine the utilization of minorities or women in a specific industry has been recognized by several federal circuit courts.<sup>34</sup> Specifically, courts have used these **DBE/MBE/WBE disparity indices to apply the “strong basis in evidence” standard in Croson.** As noted, the disparity index in H.B. Rowe was 0.46 for African Americans, and was 0.48 for Native Americans.<sup>35</sup> Based on a disparity index of 0.22, the Ninth Circuit upheld the denial of a preliminary injunction to a challenger of the City of San Francisco’s MBE plan based upon an equal protection claim.<sup>36</sup> Similarly, the Third Circuit held that a disparity of 0.04 was “probative of discrimination in City contracting in the Philadelphia construction industry.”<sup>37</sup>

#### 5. 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. A standard deviation analysis seeks to identify causative elements by measuring 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.

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<sup>32</sup> Id. at 244. The disparity index is calculated by dividing the percentage of available MBE/WBE participation (amount of contract dollars) by the percentage of DBEs/MBEs/WBEs in the relevant population of local firms. A disparity index of one (1.0) demonstrates full DBE/MBE/WBE participation, whereas the closer the index is to zero, the greater the under-utilization. Some courts multiply the disparity index by 100, thereby creating a scale between 0 and 100, with 100 representing full utilization. Engineering Contractors, 122 F.3d at 914.

<sup>33</sup> Id.

<sup>34</sup> See Associated General Contractors v. California D.O.T., 713 F.2d at 1191, citing H.B. Rowe; Concrete Works, 36 F.3d at 1523 n. 10 (10th Cir.1994) (employing disparity index); Contractors Ass’n, 6 F.3d at 1005 (3d Cir.1993) (employing disparity index).

<sup>35</sup> Id. at 245.

<sup>36</sup> AGC v. Coal. for Economic Equity, 950 F.2d 1401, 1414 (9th Cir. 1991).

<sup>37</sup> Contractors Ass’n, 6 F.3d at 1005.

In H.B. Rowe, standard deviations were applied by the State of North Carolina in the statistical analysis utilized to defend its M/WBE program.<sup>38</sup> The Fourth Circuit described the significance of the findings as follows:

For African Americans, the t-value of 3.99 fell outside of two standard deviations from the mean and, therefore, was statistically significant at a 95 percent confidence level. In other words, there was at least a 95 percent probability that prime contractors' underutilization of African American subcontractors was not the result of mere chance. For Native American subcontractors, the t-value of 1.41 was significant at a confidence level of approximately 85 percent. [Id. at 245]

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.” 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)).

## 6. Regression Analyses

A regression analysis essentially seeks to control for numerous factors other than discrimination, e.g., firm size, experience level, which may be causing or contributing to any disparity identified. 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:

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.”** [Id. at 245-46; 250]

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<sup>38</sup> 615 F.3d at 244-45.

## F. Requirement for a Narrowly Tailored Remedy

Under the Croson framework, any race-conscious plan must be narrowly tailored to ameliorate the effects of past discrimination. See Michigan Road Builders Ass'n v. Milliken, 834 F.2d 583, 589-90 (6th Cir. 1987). **“Generally, while ‘goals’ are permissible, unyielding preferential ‘quotas’ will normally doom an affirmative action plan.”** Viridi v. DeKalb County School District, 135 Fed. Appx. 262 (2005).<sup>39</sup>

The Fourth Circuit addressed the parameters of this requirement in Tuttle v. Arlington County:

When reviewing whether a state racial classification is narrowly tailored, we consider factors such as: (1) the efficacy of alternative race-neutral policies, (2) the planned duration of the policy, (3) the relationship between the numerical goal and the percentage of minority group members in the relevant population or work force, (4) the flexibility of the policy, including the provision of waivers if the goal cannot be met, and (5) the burden of the policy on innocent third parties. [195 F.3d at 706 (citation omitted)]

In Croson, the Court considered similar factors, including 1) whether the city has first considered race-neutral measures, but found them to be ineffective; 2) the basis offered for the goals selected; 3) whether the program provides for waivers; and 4) whether the program applies only to MBEs who operate in the geographic jurisdiction covered by the program.<sup>40</sup>

More refined guideposts are provided in several post-Croson cases wrestling with 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;<sup>41</sup>
- The goals of the programs should be flexible and provide waiver provisions;
- Race and/or gender-neutral measures should be considered; and
- The program should include provisions or mechanisms for periodic review and sunset.

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<sup>39</sup> See also Sherbrooke Turf, 345 F.3d at 972 (citing Croson, 488 U.S. at 496).

<sup>40</sup> 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.”**).

<sup>41</sup> This consideration is especially important in the DBE context because, as was noted above, courts have held that **states can rely on the federal DBE program justification for the “compelling public interest”** requirement, but that narrow-tailoring requires demonstration of discrimination specific to the state itself. See supra. Thus, the remedy must likewise address the state-specific disparity.

It is noteworthy that the Eighth Circuit in Sherbrooke Turf concluded that the DOT regulations governing DBE programs “on their face, satisfy the Supreme Court’s narrow tailoring requirement.”<sup>42</sup>

Also, “review” or “sunset” provisions are strongly suggested components for an MBE/WBE program to guarantee that remedies do not out-live their intended remedial purpose. As an example, the Fourth Circuit had little problem rejecting a challenged college scholarship program because it had no “sunset” provision.<sup>43</sup> In contrast, in H.B. Rowe, the court specifically noted with approval the mandatory review and sunset provisions included in the relevant North Carolina statute (§ 136-28.4).<sup>44</sup>

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<sup>42</sup> Id. at 971-72.

<sup>43</sup> Podberesky, 38 F.3d at 160 (“The program thus could remain in force indefinitely based on arbitrary statistics unrelated to constitutionally permissible purposes.”).

<sup>44</sup> 615 F.3d at 239.

Gross Seed Co. v. Nebraska Dept. of Roads, 345 F.3d 964 (8<sup>th</sup> Cir. 2003)

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North Carolina Department of Transportation  
Disparity Study

APPENDIX B  
DETAILED AVAILABILITY



## APPENDIX B DETAILED AVAILABILITY

The tables in Appendix B (Tables B-1 through B-4) present numbers on MWBE Availability that correspond to the Availability percentages in Figures 2-5 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 B-1

Availability of Firms by Business Ownership in Market Area

Construction

NCDOT Disparity Study

Business Ownership Classification	Number of Firms	Percent of Firms
Black American	632	16.33%
Asian American	24	0.62%
Hispanic American	144	3.72%
American Indian	87	2.25%
Subcontinent Asian	8	0.21%
<b>TOTAL MBE</b>	<b>895</b>	<b>23.13%</b>
Nonminority Female	524	13.54%
<b>TOTAL MWBE</b>	<b>1,419</b>	<b>36.68%</b>
NON-MWBE	2,450	63.32%
<b>TOTAL FIRMS</b>	<b>3,869</b>	<b>100.00%</b>

Griffin & Strong, P.C. 2021

Table B-2

Availability of Firms by Business Ownership in Market Area

A&E Services

NCDOT Disparity Study

Business Ownership Classification	Number of Firms	Percent of Firms
Black American	50	7.43%
Asian American	14	2.08%
Hispanic American	18	2.67%
American Indian	4	0.59%
Subcontinent Asian	7	1.04%
<b>TOTAL MBE</b>	<b>93</b>	<b>13.82%</b>
Nonminority Female	99	14.71%
<b>TOTAL MWBE</b>	<b>192</b>	<b>28.53%</b>
NON-MWBE	481	71.47%
<b>TOTAL FIRMS</b>	<b>673</b>	<b>100.00%</b>

Griffin & Strong, P.C. 2021

Table B-3

Availability of Firms by Business Ownership in Market Area

Professional Services

NCDOT Disparity Study

Business Ownership Classification	Number of Firms	Percent of Firms
Black American	116	24.73%
Asian American	12	2.56%
Hispanic American	9	1.92%
American Indian	10	2.13%
Subcontinent Asian	2	0.43%
<b>TOTAL MBE</b>	<b>149</b>	<b>31.77%</b>
Nonminority Female	77	16.42%
<b>TOTAL MWBE</b>	<b>226</b>	<b>48.19%</b>
NON-MWBE	243	51.81%
<b>TOTAL FIRMS</b>	<b>469</b>	<b>100.00%</b>

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Table B-4

Availability of Firms by Business Ownership in Market Area

Goods and Other Services

NCDOT Disparity Study

<b>Business Ownership Classification</b>	<b>Number of Firms</b>	<b>Percent of Firms</b>
Black American	791	21.95%
Asian American	83	2.30%
Hispanic American	110	3.05%
American Indian	58	1.61%
Subcontinent Asian	9	0.25%
<b>TOTAL MBE</b>	<b>1,051</b>	<b>29.16%</b>
Nonminority Female	633	17.56%
<b>TOTAL MWBE</b>	<b>1,684</b>	<b>46.73%</b>
NON-MWBE	1,920	53.27%
<b>TOTAL FIRMS</b>	<b>3,604</b>	<b>100.00%</b>

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North Carolina  
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APPENDIX C  
THRESHOLD ANALYSIS

## APPENDIX C -THRESHOLD ANALYSIS

The tables in Appendix C (Tables C-1 through C-4) present the threshold analysis, which shows the ladder of Purchase Orders, Direct Payments, and Invoices at each level and across all race/ethnicity/gender groups. Generally, the median Purchase Order, Direct Payment, or Invoice was much smaller than the mean. This result reflects the fact that while there were numerous small Purchase Orders, Direct Payments, and Invoices, the dollars were concentrated in fewer large Purchase Orders, Direct Payments, and Invoices.

Table C-1

Threshold Analysis

Number of Purchase Orders, Direct Payments, and Invoices

Prime Utilization Construction

(From SAP, FY 2014-2018)

NCDOT Disparity Study

Award Threshold	Purchase Orders/Contracts	Percent of Awards	Dollars	Percent of Dollars
5,000 to 10,000	522	7.52%	\$ 3,913,275	0.04%
10,001 to 50,000	1,852	26.70%	\$ 45,616,434	0.50%
50,001 to 100,000	569	8.20%	\$ 40,810,992	0.45%
100,001 to 250,000	745	10.74%	\$ 122,593,113	1.35%
250,001 to 500,000	799	11.52%	\$ 295,734,033	3.26%
500,001 to 750,000	595	8.58%	\$ 366,654,411	4.04%
750,001 to 1,000,000	401	5.78%	\$ 348,318,027	3.84%
1,000,001 to 1,500,000	451	6.50%	\$ 552,473,165	6.09%
1,500,001 to 2,000,000	269	3.88%	\$ 462,782,109	5.10%
2,000,001 to 2,500,000	149	2.15%	\$ 330,968,046	3.65%
2,500,001 to 5,000,000	331	4.77%	\$ 1,166,292,040	12.85%
Over 5,000,000	254	3.66%	\$ 5,341,267,215	58.84%
<b>Total</b>	<b>6,937</b>	<b>100.00%</b>	<b>\$ 9,077,422,860</b>	<b>100.00%</b>
Griffin & Strong, P.C. 2021				
Mean = \$ 1,308,552				
Median = \$ 191,915				

Table C-2

Threshold Analysis

Number of Purchase Orders, Direct Payments, and Invoices

Prime Architecture & Engineering

(From SAP, FY 2014-2018)

NCDOT Disparity Study

Award Threshold	Purchase Orders/Contracts	Percent of Awards	Dollars	Percent of Dollars
5,000 to 10,000	1,233	12.15%	\$ 9,393,630	0.61%
10,001 to 50,000	4,140	40.81%	\$ 105,458,647	6.83%
50,001 to 100,000	1,908	18.81%	\$ 138,536,034	8.97%
100,001 to 250,000	1,673	16.49%	\$ 255,696,947	16.56%
250,001 to 500,000	629	6.20%	\$ 218,399,870	14.14%
500,001 to 750,000	231	2.28%	\$ 143,242,737	9.28%
750,001 to 1,000,000	107	1.05%	\$ 92,842,205	6.01%
1,000,001 to 1,500,000	110	1.08%	\$ 136,581,281	8.85%
1,500,001 to 2,000,000	40	0.39%	\$ 72,404,263	4.69%
2,000,001 to 2,500,000	8	0.08%	\$ 18,602,565	1.20%
2,500,001 to 5,000,000	43	0.42%	\$ 153,793,281	9.96%
Over 5,000,000	23	0.23%	\$ 199,169,732	12.90%
<b>Total</b>	<b>10,145</b>	<b>100.00%</b>	<b>\$ 1,544,121,192</b>	<b>100.00%</b>
Griffin & Strong, P.C. 2021				
Mean = \$ 152,205				
Median = \$45,141				



Table C-3

Threshold Analysis

Number of Purchase Orders, Direct Payments, and Invoices

Prime Utilization, Professional Services

(From SAP, FY 2014-2018)

NCDOT Disparity Study

Award Threshold	Purchase Orders/Contracts	Percent of Awards	Dollars	Percent of Dollars
5,000 to 10,000	910	51.94%	\$ 6,269,541	13.95%
10,001 to 50,000	759	43.32%	\$ 14,372,213	31.97%
50,001 to 100,000	34	1.94%	\$ 2,147,086	4.78%
100,001 to 250,000	21	1.20%	\$ 3,421,049	7.61%
250,001 to 500,000	16	0.91%	\$ 5,956,222	13.25%
500,001 to 750,000	6	0.34%	\$ 4,110,144	9.14%
750,001 to 1,000,000	2	0.11%	\$ 2,692,445	5.99%
1,000,001 to 1,500,000	1	0.06%	\$ 1,145,557	2.55%
1,500,001 to 2,000,000	3	0.17%	\$ 4,843,472	10.77%
2,000,001 to 2,500,000	0	0.00%	\$ -	0.00%
2,500,001 to 5,000,000	0	0.00%	\$ -	0.00%
Over 5,000,000	0	0.00%	\$ -	0.00%
<b>Total</b>	<b>1,752</b>	<b>100.00%</b>	<b>\$ 44,957,729</b>	<b>100.00%</b>
Griffin & Strong, P.C. 2021				
Mean = \$ 25,661				
Median = \$ 9,600				

Table C-4

Threshold Analysis

Number of Purchase Orders, Direct Payments, and Invoices

Prime Utilization Goods and Services

(From SAP, FY 2014-2018)

NCDOT Disparity Study

Award Threshold	Purchase Orders/Contracts	Percent of Awards	Dollars	Percent of Dollars
5,000 to 10,000	138	10.57%	\$ 996,337	0.30%
10,001 to 50,000	317	24.29%	\$ 8,431,521	2.58%
50,001 to 100,000	204	15.63%	\$ 15,273,790	4.67%
100,001 to 250,000	260	19.92%	\$ 42,798,466	13.08%
250,001 to 500,000	187	14.33%	\$ 67,088,557	20.50%
500,001 to 750,000	89	6.82%	\$ 54,540,042	16.67%
750,001 to 1,000,000	43	3.30%	\$ 36,705,805	11.22%
1,000,001 to 1,500,000	39	2.99%	\$ 47,557,680	14.53%
1,500,001 to 2,000,000	24	1.84%	\$ 41,355,954	12.64%
2,000,001 to 2,500,000	2	0.15%	\$ 4,076,295	1.25%
2,500,001 to 5,000,000	1	0.08%	\$ 2,653,251	0.81%
Over 5,000,000	1	0.08%	\$ 5,777,742	1.77%
<b>Total</b>	<b>1,305</b>	<b>100.00%</b>	<b>\$ 327,255,440</b>	<b>100.00%</b>
Griffin & Strong, P.C. 2021				
Mean = \$ 250,770				
Median = \$98,500				

North Carolina Department of Transportation  
Disparity Study

APPENDIX D  
DISPARITY ANALYSIS FOR PURCHASE  
ORDERS, DIRECT PAYMENTS, AND  
INVOICES (PAYMENTS)  
UNDER \$500,000 AND UNDER \$1,000,000

## APPENDIX D – PRIME DISPARITY UNDER \$500,000 AND \$1,000,000

The tables in Appendix D (Tables D-1 through D-4) present prime Disparity Ratios on NCDOT Purchase Orders, Direct Payments, and Invoices under \$500,000 and prime Disparity Ratios on NCDOT Purchase Orders, Direct Payments, and Invoices from SAP under \$1,000,000. The only overutilization was for Hispanic American owned firms in Professional Services under \$500,000(Table D-2).

Table D-1

## Disparity Results, Relevant Market Area

## Business Ownership Classification by Fiscal Year, Prime Construction

Using Purchase Orders, Direct Payments, and Invoices from SAP from SAP (Less than \$500K), FY 2014-2018

## NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	6.58%	16.33%	40.26	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.27%	3.72%	7.28	Underutilization	*	
	American Indian	0.24%	2.25%	10.84	Underutilization	*	
	Subcontinent Asian American	0.01%	0.21%	2.70	Underutilization	*	
	<b>TOTAL MBE</b>	7.10%	23.13%	<b>30.68</b>	<b>Underutilization</b>	*	
	Nonminority Female	10.00%	13.54%	73.87	Underutilization	*	
	<b>TOTAL MWBE</b>	17.10%	36.68%	<b>46.63</b>	<b>Underutilization</b>	*	
	Non-MWBE	82.90%	63.32%	130.91	Overutilization		
2015	Black American	5.42%	16.33%	33.21	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.34%	3.72%	9.22	Underutilization	*	
	American Indian	0.47%	2.25%	20.99	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	6.24%	23.13%	<b>26.97</b>	<b>Underutilization</b>	*	
	Nonminority Female	11.16%	13.54%	82.38	Underutilization	*	
	<b>TOTAL MWBE</b>	17.40%	36.68%	<b>47.43</b>	<b>Underutilization</b>	*	
	Non-MWBE	82.60%	63.32%	130.45	Overutilization		
2016	Black American	4.27%	16.33%	26.17	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.72%	0.00	Underutilization	*	
	American Indian	1.24%	2.25%	55.36	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	5.52%	23.13%	<b>23.86</b>	<b>Underutilization</b>	*	
	Nonminority Female	12.47%	13.54%	92.04	Underutilization	*	
	<b>TOTAL MWBE</b>	17.98%	36.68%	<b>49.04</b>	<b>Underutilization</b>	*	
	Non-MWBE	82.02%	63.32%	129.52	Overutilization		
2017	Black American	8.70%	16.33%	53.23	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.27%	3.72%	7.22	Underutilization	*	
	American Indian	1.29%	2.25%	57.21	Underutilization	*	
	Subcontinent Asian American	0.04%	0.21%	19.45	Underutilization	*	
	<b>TOTAL MBE</b>	10.29%	23.13%	<b>44.49</b>	<b>Underutilization</b>	*	
	Nonminority Female	12.49%	13.54%	92.20	Underutilization	*	
	<b>TOTAL MWBE</b>	22.78%	36.68%	<b>62.11</b>	<b>Underutilization</b>	*	
	Non-MWBE	77.22%	63.32%	121.95	Overutilization		
2018	Black American	8.73%	16.33%	53.42	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.17%	3.72%	4.49	Underutilization	*	
	American Indian	0.81%	2.25%	35.99	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	9.70%	23.13%	<b>41.94</b>	<b>Underutilization</b>	*	
	Nonminority Female	13.67%	13.54%	100.93	Overutilization	*	
	<b>TOTAL MWBE</b>	23.37%	36.68%	<b>63.72</b>	<b>Underutilization</b>	*	
	Non-MWBE	76.63%	63.32%	121.01	Overutilization		
Total	Black American	6.90%	16.33%	42.23	Underutilization	*	p <.05
	Asian American	0.00%	0.62%	0.00	Underutilization	*	p <.05
	Hispanic American	0.21%	3.72%	5.74	Underutilization	*	p <.05
	American Indian	0.82%	2.25%	36.52	Underutilization	*	p <.05
	Subcontinent Asian American	0.01%	0.21%	5.11	Underutilization	*	Small Number
	<b>TOTAL MBE</b>	7.94%	23.13%	<b>34.34</b>	<b>Underutilization</b>	*	p <.05
	Nonminority Female	11.97%	13.54%	88.40	Underutilization	*	
	<b>TOTAL MWBE</b>	19.92%	36.68%	<b>54.30</b>	<b>Underutilization</b>	*	p <.05
	Non-MWBE	80.08%	63.32%	126.47	Overutilization		

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Table D-2

Disparity Results, Relevant Market Area

Business Ownership Classification by Fiscal Year, Prime A&E Services

Using Purchase Orders, Direct Payments, and Invoices from SAP from SAP (Less than \$500K), FY 2014-2018

NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	3.37%	7.43%	45.38	Underutilization	*	
	Asian American	0.06%	2.08%	2.77	Underutilization	*	
	Hispanic American	1.49%	2.67%	55.83	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	1.34%	1.04%	128.96	Overutilization		
	<b>TOTAL MBE</b>	6.26%	13.82%	<b>45.33</b>	<b>Underutilization</b>	*	
	Nonminority Female	7.33%	14.71%	49.83	Underutilization	*	
	<b>TOTAL MWBE</b>	13.59%	28.53%	<b>47.65</b>	<b>Underutilization</b>	*	
2015	Black American	3.13%	7.43%	42.16	Underutilization	*	
	Asian American	0.14%	2.08%	6.87	Underutilization	*	
	Hispanic American	2.24%	2.67%	83.63	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.60%	1.04%	57.76	Underutilization	*	
	<b>TOTAL MBE</b>	6.11%	13.82%	<b>44.24</b>	<b>Underutilization</b>	*	
	Nonminority Female	7.83%	14.71%	53.24	Underutilization	*	
	<b>TOTAL MWBE</b>	13.94%	28.53%	<b>48.88</b>	<b>Underutilization</b>	*	
2016	Black American	3.56%	7.43%	47.98	Underutilization	*	
	Asian American	0.02%	2.08%	0.89	Underutilization	*	
	Hispanic American	1.80%	2.67%	67.21	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.65%	1.04%	62.96	Underutilization	*	
	<b>TOTAL MBE</b>	6.04%	13.82%	<b>43.68</b>	<b>Underutilization</b>	*	
	Nonminority Female	7.87%	14.71%	53.48	Underutilization	*	
	<b>TOTAL MWBE</b>	13.90%	28.53%	<b>48.73</b>	<b>Underutilization</b>	*	
2017	Black American	3.56%	7.43%	47.98	Underutilization	*	
	Asian American	0.02%	2.08%	0.89	Underutilization	*	
	Hispanic American	1.80%	2.67%	67.21	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.65%	1.04%	62.96	Underutilization	*	
	<b>TOTAL MBE</b>	6.04%	13.82%	<b>43.68</b>	<b>Underutilization</b>	*	
	Nonminority Female	7.87%	14.71%	53.48	Underutilization	*	
	<b>TOTAL MWBE</b>	13.90%	28.53%	<b>48.73</b>	<b>Underutilization</b>	*	
2018	Black American	3.56%	7.43%	47.98	Underutilization	*	
	Asian American	0.02%	2.08%	0.89	Underutilization	*	
	Hispanic American	1.80%	2.67%	67.21	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.65%	1.04%	62.96	Underutilization	*	
	<b>TOTAL MBE</b>	6.04%	13.82%	<b>43.68</b>	<b>Underutilization</b>	*	
	Nonminority Female	7.87%	14.71%	53.48	Underutilization	*	
	<b>TOTAL MWBE</b>	13.90%	28.53%	<b>48.73</b>	<b>Underutilization</b>	*	
Total	Black American	3.37%	7.43%	45.38	Underutilization	*	p <.05
	Asian American	0.06%	2.08%	2.77	Underutilization	*	p <.05
	Hispanic American	1.49%	2.67%	55.83	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	p <.05
	Subcontinent Asian American	1.34%	1.04%	128.96	Overutilization		
	<b>TOTAL MBE</b>	6.26%	13.82%	<b>45.33</b>	<b>Underutilization</b>	*	p <.05
	Nonminority Female	7.33%	14.71%	49.83	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	13.59%	28.53%	<b>47.65</b>	<b>Underutilization</b>	*	p <.05
	Non-MWBE	86.41%	71.47%	120.90	Overutilization		
	<b>TOTAL</b>	<b>13.59%</b>	<b>28.53%</b>	<b>47.65</b>	<b>Underutilization</b>	*	p <.05
<b>Non-MWBE</b>	<b>86.52%</b>	<b>71.47%</b>	<b>121.06</b>	<b>Overutilization</b>			

Griffin & Strong, P.C. 2021

Table D-3

## Disparity Results, Relevant Market Area

## Business Ownership Classification by Fiscal Year, Prime Professional Services

Using Purchase Orders, Direct Payments, and Invoices from SAP from SAP (Less than \$500K), FY 2014-2018

## NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	1.71%	24.73%	6.92	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	1.59%	1.92%	83.01	Underutilization		
	American Indian	0.14%	2.13%	6.76	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization		
	<b>TOTAL MBE</b>	3.45%	31.77%	<b>10.86</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	10.56%	16.42%	64.30	Underutilization	*	
	<b>TOTAL MWBE</b>	14.01%	48.19%	<b>29.07</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	85.99%	51.81%	165.97	Overutilization		
2015	Black American	4.13%	24.73%	16.69	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	3.89%	1.92%	202.68	Overutilization		
	American Indian	2.64%	2.13%	123.63	Overutilization		
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	10.65%	31.77%	<b>33.54</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	1.20%	16.42%	7.33	Underutilization	*	
	<b>TOTAL MWBE</b>	11.86%	48.19%	<b>24.61</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	88.14%	51.81%	170.12	Overutilization		
2016	Black American	1.19%	24.73%	4.79	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	1.30%	1.92%	67.95	Underutilization	*	
	American Indian	1.53%	2.13%	71.57	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	4.02%	31.77%	<b>12.64</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	4.16%	16.42%	25.33	Underutilization	*	
	<b>TOTAL MWBE</b>	8.17%	48.19%	<b>16.96</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	91.83%	51.81%	177.23	Overutilization		
2017	Black American	2.40%	24.73%	9.72	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	2.07%	1.92%	107.98	Overutilization		
	American Indian	0.05%	2.13%	2.19	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	4.52%	31.77%	<b>14.24</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	4.53%	16.42%	27.59	Underutilization	*	
	<b>TOTAL MWBE</b>	9.05%	48.19%	<b>18.79</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	90.95%	51.81%	175.53	Overutilization		
2018	Black American	5.64%	24.73%	22.82	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	2.23%	1.92%	116.34	Overutilization		
	American Indian	0.86%	2.13%	40.48	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization		
	<b>TOTAL MBE</b>	8.74%	31.77%	<b>27.51</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	9.00%	16.42%	54.80	Underutilization	*	
	<b>TOTAL MWBE</b>	17.74%	48.19%	<b>36.81</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	82.26%	51.81%	158.77	Overutilization		
Total	Black American	3.43%	24.73%	13.88	Underutilization	*	p <.05
	Asian American	0.00%	2.56%	0.00	Underutilization	*	p <.05
	Hispanic American	2.18%	1.92%	113.50	Overutilization		
	American Indian	0.88%	2.13%	41.29	Underutilization	*	p <.05
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization		p <.05
	<b>TOTAL MBE</b>	6.49%	31.77%	<b>20.43</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Nonminority Female	6.58%	16.42%	40.07	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	13.07%	48.19%	<b>27.13</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-MWBE	86.93%	51.81%	167.78	Overutilization		

Griffin &amp; Strong, P.C. 2021



Table D-4

Disparity Results, Relevant Market Area

Business Ownership Classification by Fiscal Year, Prime Goods and Other Services

Using Purchase Orders, Direct Payments, and Invoices from SAP from SAP (Less than \$500K), FY 2014-2018

NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	2.72%	21.95%	12.41	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.05%	0.00	Underutilization	*	
	American Indian	1.12%	1.61%	69.46	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>3.84%</b>	<b>29.16%</b>	<b>13.17</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	1.44%	17.56%	8.20	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>5.28%</b>	<b>46.73%</b>	<b>11.30</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	94.72%	53.27%	177.80	Overutilization			
2015	Black American	#REF!	21.95%	-	n/a		
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	#REF!	3.05%	-	n/a		
	American Indian	#REF!	1.61%	-	n/a		
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>1.70%</b>	<b>29.16%</b>	<b>5.83</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	#REF!	17.56%	-	n/a		
	<b>TOTAL MWBE</b>	<b>1.92%</b>	<b>46.73%</b>	<b>4.11</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	98.08%	53.27%	184.11	Overutilization			
2016	Black American	1.45%	21.95%	6.62	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	0.05%	3.05%	1.61	Underutilization	*	
	American Indian	0.05%	1.61%	3.09	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>5.86%</b>	<b>29.16%</b>	<b>20.09</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	0.20%	17.56%	1.14	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>7.15%</b>	<b>46.73%</b>	<b>15.30</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	92.85%	53.27%	174.29	Overutilization			
2017	Black American	1.93%	21.95%	8.78	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	0.23%	3.05%	7.57	Underutilization	*	
	American Indian	0.91%	1.61%	56.64	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>3.07%</b>	<b>29.16%</b>	<b>10.53</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	3.03%	17.56%	17.25	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>6.10%</b>	<b>46.73%</b>	<b>13.05</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	93.90%	53.27%	176.26	Overutilization			
2018	Black American	1.05%	21.95%	4.77	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	0.32%	3.05%	10.42	Underutilization	*	
	American Indian	0.00%	1.61%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>1.36%</b>	<b>29.16%</b>	<b>4.68</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	2.04%	17.56%	11.62	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>3.40%</b>	<b>46.73%</b>	<b>7.29</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	96.60%	53.27%	181.32	Overutilization			
Total	Black American	1.84%	21.95%	8.36	Underutilization	*	p <.05
	Asian American	0.00%	2.30%	0.00	Underutilization	*	p <.05
	Hispanic American	0.50%	3.05%	16.38	Underutilization	*	p <.05
	American Indian	0.65%	1.61%	40.63	Underutilization	*	p <.05
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	Small Number
	<b>TOTAL MBE</b>	<b>2.99%</b>	<b>29.16%</b>	<b>10.25</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Nonminority Female	1.72%	17.56%	9.82	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>4.71%</b>	<b>46.73%</b>	<b>10.09</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
Non-MWBE	95.29%	53.27%	178.86	Overutilization			

Griffin & Strong, P.C. 2021

Table D-5

## Disparity Results, Relevant Market Area

## Business Ownership Classification by Fiscal Year, Prime Construction

Using Purchase Orders, Direct Payments, and Invoices from SAP from SAP (Less than \$1,000,000), FY 2014-2018

## NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	3.31%	16.33%	20.29	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.11%	3.72%	2.91	Underutilization	*	
	American Indian	0.10%	2.25%	4.33	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	1.08	Underutilization	*	
	<b>TOTAL MBE</b>	<b>3.52%</b>	<b>23.13%</b>	<b>15.23</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	6.28%	13.54%	46.34	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>9.80%</b>	<b>36.68%</b>	<b>26.72</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	90.20%	63.32%	142.45	Overutilization		
2015	Black American	2.93%	16.33%	17.93	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.14%	3.72%	3.88	Underutilization	*	
	American Indian	0.20%	2.25%	8.83	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>3.27%</b>	<b>23.13%</b>	<b>14.14</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	8.55%	13.54%	63.16	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>11.83%</b>	<b>36.68%</b>	<b>32.24</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	88.17%	63.32%	139.24	Overutilization		
2016	Black American	1.98%	16.33%	12.15	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.72%	0.00	Underutilization	*	
	American Indian	0.50%	2.25%	22.30	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>2.49%</b>	<b>23.13%</b>	<b>10.75</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	7.14%	13.54%	52.71	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>9.62%</b>	<b>36.68%</b>	<b>26.24</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	90.38%	63.32%	142.72	Overutilization		
2017	Black American	4.38%	16.33%	26.83	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.13%	3.72%	3.47	Underutilization	*	
	American Indian	0.62%	2.25%	27.49	Underutilization	*	
	Subcontinent Asian American	0.02%	0.21%	9.35	Underutilization	*	
	<b>TOTAL MBE</b>	<b>5.15%</b>	<b>23.13%</b>	<b>22.26</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	9.27%	13.54%	68.43	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>14.42%</b>	<b>36.68%</b>	<b>39.31</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	85.58%	63.32%	135.15	Overutilization		
2018	Black American	4.13%	16.33%	25.27	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.06%	3.72%	1.73	Underutilization	*	
	American Indian	1.17%	2.25%	51.82	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>5.36%</b>	<b>23.13%</b>	<b>23.16</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	12.67%	13.54%	93.58	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>18.03%</b>	<b>36.68%</b>	<b>49.16</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	81.97%	63.32%	129.44	Overutilization		
Total	Black American	3.40%	16.33%	20.80	Underutilization	*	p <.05
	Asian American	0.00%	0.62%	0.00	Underutilization	*	p <.05
	Hispanic American	0.09%	3.72%	2.39	Underutilization	*	p <.05
	American Indian	0.53%	2.25%	23.62	Underutilization	*	p <.05
	Subcontinent Asian American	0.00%	0.21%	2.13	Underutilization	*	Small Number
	<b>TOTAL MBE</b>	<b>4.02%</b>	<b>23.13%</b>	<b>17.39</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Nonminority Female	8.85%	13.54%	65.35	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>12.87%</b>	<b>36.68%</b>	<b>35.10</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-MWBE	87.13%	63.32%	137.59	Overutilization		

Griffin &amp; Strong, P.C. 2021

Table D-6

Disparity Results, Relevant Market Area

Business Ownership Classification by Fiscal Year, Prime A&E Services

Using Purchase Orders, Direct Payments, and Invoices from SAP from SAP (Less than \$1,000,000), FY 2014-2018

NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	4.17%	7.43%	56.12	Underutilization	*	
	Asian American	0.05%	2.08%	2.18	Underutilization	*	
	Hispanic American	1.18%	2.67%	43.97	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	1.06%	1.04%	101.56	Overutilization		
	<b>TOTAL MBE</b>	<b>6.45%</b>	<b>13.82%</b>	<b>46.65</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	7.80%	14.71%	53.06	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>14.25%</b>	<b>28.53%</b>	<b>49.96</b>	<b>Underutilization</b>	<b>*</b>	
2015	Black American	5.30%	7.43%	71.27	Underutilization	*	
	Asian American	0.10%	2.08%	4.59	Underutilization	*	
	Hispanic American	1.49%	2.67%	55.85	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.40%	1.04%	38.57	Underutilization	*	
	<b>TOTAL MBE</b>	<b>7.29%</b>	<b>13.82%</b>	<b>52.72</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	7.89%	14.71%	53.61	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>15.17%</b>	<b>28.53%</b>	<b>53.18</b>	<b>Underutilization</b>	<b>*</b>	
2016	Black American	3.14%	7.43%	42.31	Underutilization	*	
	Asian American	0.01%	2.08%	0.65	Underutilization	*	
	Hispanic American	1.32%	2.67%	49.37	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.48%	1.04%	46.25	Underutilization	*	
	<b>TOTAL MBE</b>	<b>4.96%</b>	<b>13.82%</b>	<b>35.88</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	8.14%	14.71%	55.33	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>13.10%</b>	<b>28.53%</b>	<b>45.91</b>	<b>Underutilization</b>	<b>*</b>	
2017	Black American	86.90%	71.47%	121.59	Overutilization		
	Black American	1.64%	7.43%	22.06	Underutilization	*	
	Asian American	0.54%	2.08%	25.82	Underutilization	*	
	Hispanic American	3.17%	2.67%	118.61	Overutilization		
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.33%	1.04%	31.59	Underutilization	*	
	<b>TOTAL MBE</b>	<b>5.68%</b>	<b>13.82%</b>	<b>41.08</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	8.15%	14.71%	55.39	Underutilization	*	
2018	<b>TOTAL MWBE</b>	<b>13.83%</b>	<b>28.53%</b>	<b>48.46</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	86.17%	71.47%	120.57	Overutilization		
	Black American	2.05%	7.43%	27.56	Underutilization	*	
	Asian American	0.08%	2.08%	3.90	Underutilization	*	
	Hispanic American	1.76%	2.67%	65.84	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.38%	1.04%	36.35	Underutilization	*	
	<b>TOTAL MBE</b>	<b>4.27%</b>	<b>13.82%</b>	<b>30.88</b>	<b>Underutilization</b>	<b>*</b>	
Total	Nonminority Female	7.32%	14.71%	49.76	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>11.59%</b>	<b>28.53%</b>	<b>40.61</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	88.41%	71.47%	123.70	Overutilization		
	Black American	2.83%	7.43%	38.10	Underutilization	*	p <.05
	Asian American	0.17%	2.08%	8.35	Underutilization	*	p <.05
	Hispanic American	1.91%	2.67%	71.32	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	p <.05
	Subcontinent Asian American	0.47%	1.04%	44.74	Underutilization	*	p <.05
Total	<b>TOTAL MBE</b>	<b>5.38%</b>	<b>13.82%</b>	<b>38.91</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Nonminority Female	7.81%	14.71%	53.10	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>13.19%</b>	<b>28.53%</b>	<b>46.23</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-MWBE	86.81%	71.47%	121.46	Overutilization		

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Table D-7

## Disparity Results, Relevant Market Area

## Business Ownership Classification by Fiscal Year, Prime Professional Services

Using Purchase Orders, Direct Payments, and Invoices from SAP from SAP (Less than \$1,000,000), FY 2014-2018

## NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	1.43%	24.73%	5.78	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	1.33%	1.92%	69.25	Underutilization	*	
	American Indian	0.12%	2.13%	5.64	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization		
	<b>TOTAL MBE</b>	<b>2.88%</b>	<b>31.77%</b>	<b>9.06</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	8.81%	16.42%	53.65	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>11.69%</b>	<b>48.19%</b>	<b>24.25</b>	<b>Underutilization</b>	<b>*</b>	
2015	Black American	3.23%	24.73%	13.04	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	3.04%	1.92%	158.33	Overutilization		
	American Indian	2.06%	2.13%	96.57	Underutilization		
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>8.32%</b>	<b>31.77%</b>	<b>26.20</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	11.38%	16.42%	69.29	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>19.70%</b>	<b>48.19%</b>	<b>40.88</b>	<b>Underutilization</b>	<b>*</b>	
2016	Black American	1.19%	24.73%	4.79	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	1.30%	1.92%	67.95	Underutilization	*	
	American Indian	1.53%	2.13%	71.57	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>4.02%</b>	<b>31.77%</b>	<b>12.64</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	4.16%	16.42%	25.33	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>8.17%</b>	<b>48.19%</b>	<b>16.96</b>	<b>Underutilization</b>	<b>*</b>	
2017	Black American	2.02%	24.73%	8.17	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	1.74%	1.92%	90.74	Underutilization		
	American Indian	0.04%	2.13%	1.84	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>3.80%</b>	<b>31.77%</b>	<b>11.96</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	3.81%	16.42%	23.18	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>7.61%</b>	<b>48.19%</b>	<b>15.79</b>	<b>Underutilization</b>	<b>*</b>	
2018	Black American	4.71%	24.73%	19.05	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	1.86%	1.92%	97.14	Underutilization		
	American Indian	0.72%	2.13%	33.80	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization		
	<b>TOTAL MBE</b>	<b>7.30%</b>	<b>31.77%</b>	<b>22.97</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	7.51%	16.42%	45.76	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>14.81%</b>	<b>48.19%</b>	<b>30.73</b>	<b>Underutilization</b>	<b>*</b>	
Total	Black American	2.91%	24.73%	11.76	Underutilization	*	p <.05
	Asian American	0.00%	2.56%	0.00	Underutilization	*	p <.05
	Hispanic American	1.85%	1.92%	96.19	Underutilization		
	American Indian	0.75%	2.13%	34.99	Underutilization	*	p <.05
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization		Small Number
	<b>TOTAL MBE</b>	<b>5.50%</b>	<b>31.77%</b>	<b>17.32</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Nonminority Female	7.07%	16.42%	43.04	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>12.57%</b>	<b>48.19%</b>	<b>26.08</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-MWBE	87.43%	51.81%	168.75	Overutilization		

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Table D-8

Disparity Results, Relevant Market Area

Business Ownership Classification by Fiscal Year, Prime Goods and Other Services

Using Purchase Orders, Direct Payments, and Invoices from SAP from SAP (Less than \$1,000,000), FY 2014-2018

NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	3.67%	21.95%	16.71	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.05%	0.00	Underutilization	*	
	American Indian	0.53%	1.61%	33.20	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	4.20%	29.16%	<b>14.41</b>	<b>Underutilization</b>	*	
	Nonminority Female	2.15%	17.56%	12.25	Underutilization	*	
	<b>TOTAL MWBE</b>	6.35%	46.73%	<b>13.60</b>	<b>Underutilization</b>	*	
Non-MWBE	93.65%	53.27%	175.78	Overutilization			
2015	Black American	#REF!	21.95%	-	n/a		
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	#REF!	3.05%	-	n/a		
	American Indian	#REF!	1.61%	-	n/a		
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	2.87%	29.16%	<b>9.83</b>	<b>Underutilization</b>	*	
	Nonminority Female	#REF!	17.56%	-	n/a		
	<b>TOTAL MWBE</b>	3.01%	46.73%	<b>6.44</b>	<b>Underutilization</b>	*	
Non-MWBE	96.99%	53.27%	182.06	Overutilization			
2016	Black American	2.47%	21.95%	11.25	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	0.03%	3.05%	1.01	Underutilization	*	
	American Indian	0.03%	1.61%	1.93	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	3.66%	29.16%	<b>12.54</b>	<b>Underutilization</b>	*	
	Nonminority Female	0.13%	17.56%	0.71	Underutilization	*	
	<b>TOTAL MWBE</b>	5.98%	46.73%	<b>12.81</b>	<b>Underutilization</b>	*	
Non-MWBE	94.02%	53.27%	176.48	Overutilization			
2017	Black American	4.17%	21.95%	19.00	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	0.16%	3.05%	5.23	Underutilization	*	
	American Indian	0.63%	1.61%	39.10	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	4.96%	29.16%	<b>17.00</b>	<b>Underutilization</b>	*	
	Nonminority Female	2.09%	17.56%	11.91	Underutilization	*	
	<b>TOTAL MWBE</b>	7.05%	46.73%	<b>15.09</b>	<b>Underutilization</b>	*	
Non-MWBE	92.95%	53.27%	174.47	Overutilization			
2018	Black American	0.58%	21.95%	2.66	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	0.18%	3.05%	5.81	Underutilization	*	
	American Indian	0.00%	1.61%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	0.76%	29.16%	<b>2.61</b>	<b>Underutilization</b>	*	
	Nonminority Female	1.14%	17.56%	6.48	Underutilization	*	
	<b>TOTAL MWBE</b>	1.90%	46.73%	<b>4.06</b>	<b>Underutilization</b>	*	
Non-MWBE	98.10%	53.27%	184.15	Overutilization			
Total	Black American	2.32%	21.95%	10.57	Underutilization	*	p <.05
	Asian American	0.00%	2.30%	0.00	Underutilization	*	p <.05
	Hispanic American	0.30%	3.05%	9.78	Underutilization	*	p <.05
	American Indian	0.39%	1.61%	24.26	Underutilization	*	p <.05
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	p <.05
	<b>TOTAL MBE</b>	3.01%	29.16%	<b>10.31</b>	<b>Underutilization</b>	*	p <.05
	Nonminority Female	1.55%	17.56%	8.80	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	4.55%	46.73%	<b>9.74</b>	<b>Underutilization</b>	*	p <.05
Non-MWBE	95.45%	53.27%	179.16	Overutilization			

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APPENDIX E  
CERTIFIED DBE UTILIZATION

## APPENDIX E – CERTIFIED DBE PRIME UTILIZATION

The tables in Appendix E (Tables E-1 through E-4) present data on certified DBE prime utilization on NCDOT projects.

Table E-1

Utilization of Prime DBE Certified Businesses

Distribution of Dollars by Business Ownership, Construction

(Using Purchase Orders, Direct Payments, and Invoices from SAP, FY 2014-2018)

NCDOT Disparity Study

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 9,908,399	\$ 8,627,608	\$ 5,253,109	\$ 10,895,158	\$ 12,263,355	\$ 46,947,628
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ 289,608	\$ 247,463	\$ -	\$ 320,934	\$ 124,890	\$ 982,894
American Indian	\$ 260,745	\$ 69,743	\$ 696,109	\$ 590,961	\$ 4,061,120	\$ 5,678,678
Subcontinent Asian American	\$ 5,970	\$ -	\$ -	\$ 48,045	\$ -	\$ 54,015
<b>TOTAL MINORITY</b>	<b>\$ 10,464,721</b>	<b>\$ 8,944,813</b>	<b>\$ 5,949,218</b>	<b>\$ 11,855,097</b>	<b>\$ 16,449,365</b>	<b>\$ 53,663,215</b>
Nonminority Female	\$ 23,352,010	\$ 37,080,158	\$ 36,004,119	\$ 38,873,696	\$ 59,630,405	\$ 194,940,388
<b>TOTAL MWBE</b>	<b>\$ 33,816,731</b>	<b>\$ 46,024,971</b>	<b>\$ 41,953,337</b>	<b>\$ 50,728,793</b>	<b>\$ 76,079,770</b>	<b>\$ 248,603,603</b>
NON-MWBE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL FIRMS</b>	<b>\$ 33,816,731</b>	<b>\$ 46,024,971</b>	<b>\$ 41,953,337</b>	<b>\$ 50,728,793</b>	<b>\$ 76,079,770</b>	<b>\$ 248,603,603</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	29.30%	18.75%	12.52%	21.48%	16.12%	18.88%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	0.86%	0.54%	0.00%	0.63%	0.16%	0.40%
American Indian	0.77%	0.15%	1.66%	1.16%	5.34%	2.28%
Subcontinent Asian American	0.02%	0.00%	0.00%	0.09%	0.00%	0.02%
<b>TOTAL MINORITY</b>	<b>30.95%</b>	<b>19.43%</b>	<b>14.18%</b>	<b>23.37%</b>	<b>21.62%</b>	<b>21.59%</b>
Nonminority Female	69.05%	80.57%	85.82%	76.63%	78.38%	78.41%
<b>TOTAL MWBE</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
NON-MWBE	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
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Table E-2

## Utilization of Prime DBE Certified Businesses

## Distribution of Dollars by Business Ownership, Architecture &amp; Engineering Services

(Using Purchase Orders, Direct Payments, and Invoices from SAP, FY 2014-2018)

## NCDOT Disparity Study

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 5,520,477	\$ 8,190,343	\$ 8,027,825	\$ 5,609,550	\$ 7,313,402	\$ 34,661,597
Asian American	\$ 48,600	\$ 119,957	\$ 10,800	\$ 608,292	\$ 148,383	\$ 936,033
Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
American Indian	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subcontinent Asian American	\$ -	\$ -	\$ -	\$ 14,512	\$ 495	\$ 15,007
<b>TOTAL MINORITY</b>	<b>\$ 5,569,077</b>	<b>\$ 8,310,300</b>	<b>\$ 8,038,625</b>	<b>\$ 6,232,353</b>	<b>\$ 7,462,280</b>	<b>\$ 35,612,636</b>
Nonminority Female	\$ 4,525,779	\$ 4,361,047	\$ 9,492,172	\$ 14,868,818	\$ 12,760,723	\$ 46,008,539
<b>TOTAL MWBE</b>	<b>\$ 10,094,856</b>	<b>\$ 12,671,347</b>	<b>\$ 17,530,798</b>	<b>\$ 21,101,171</b>	<b>\$ 20,223,003</b>	<b>\$ 81,621,175</b>
NON-MWBE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL FIRMS</b>	<b>\$ 10,094,856</b>	<b>\$ 12,671,347</b>	<b>\$ 17,530,798</b>	<b>\$ 21,101,171</b>	<b>\$ 20,223,003</b>	<b>\$ 81,621,175</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	54.69%	64.64%	45.79%	26.58%	36.16%	42.47%
Asian American	0.48%	0.95%	0.06%	2.88%	0.73%	1.15%
Hispanic American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
American Indian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Subcontinent Asian American	0.00%	0.00%	0.00%	0.07%	0.00%	0.02%
<b>TOTAL MINORITY</b>	<b>55.17%</b>	<b>65.58%</b>	<b>45.85%</b>	<b>29.54%</b>	<b>36.90%</b>	<b>43.63%</b>
Nonminority Female	44.83%	34.42%	54.15%	70.46%	63.10%	56.37%
<b>TOTAL MWBE</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
NON-MWBE	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
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Table E-3

## Utilization of Prime DBE Certified Businesses

## Distribution of Dollars by Business Ownership, Professional Services

(Using Purchase Orders, Direct Payments, and Invoices from SAP, FY 2014-2018)

## NCDOT Disparity Study

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 111,542	\$ 205,545	\$ 61,049	\$ 203,386	\$ 715,710	\$ 1,297,232
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
American Indian	\$ 9,385	\$ 131,216	\$ 78,589	\$ 3,943	\$ 109,459	\$ 332,591
Subcontinent Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL MINORITY</b>	<b>\$ 120,927</b>	<b>\$ 336,761</b>	<b>\$ 139,637</b>	<b>\$ 207,329</b>	<b>\$ 825,169</b>	<b>\$ 1,629,823</b>
Nonminority Female	\$ 582,695	\$ 714,411	\$ 208,633	\$ 383,186	\$ 1,140,963	\$ 3,029,888
<b>TOTAL MWBE</b>	<b>\$ 703,622</b>	<b>\$ 1,051,172</b>	<b>\$ 348,270</b>	<b>\$ 590,515</b>	<b>\$ 1,966,132</b>	<b>\$ 4,659,711</b>
NON-MWBE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL FIRMS</b>	<b>\$ 703,622</b>	<b>\$ 1,051,172</b>	<b>\$ 348,270</b>	<b>\$ 590,515</b>	<b>\$ 1,966,132</b>	<b>\$ 4,659,711</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	15.85%	19.55%	17.53%	34.44%	36.40%	27.84%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
American Indian	1.33%	12.48%	22.57%	0.67%	5.57%	7.14%
Subcontinent Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>17.19%</b>	<b>32.04%</b>	<b>40.09%</b>	<b>35.11%</b>	<b>41.97%</b>	<b>34.98%</b>
Nonminority Female	82.81%	67.96%	59.91%	64.89%	58.03%	65.02%
<b>TOTAL MWBE</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
NON-MWBE	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
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Table E-4

Utilization of Prime DBE Certified Businesses

Distribution of Dollars by Business Ownership, Goods & Other Services

(Using Purchase Orders, Direct Payments, and Invoices from SAP, FY 2014-2018)

NCDOT Disparity Study

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 444,014	\$ 351,373	\$ 1,954,617	\$ 530,682	\$ 300,381	\$ 3,581,066
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
American Indian	\$ 168,147	\$ -	\$ 198,865	\$ 19,256	\$ -	\$ 386,267
Subcontinent Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL MINORITY</b>	<b>\$ 612,160</b>	<b>\$ 351,373</b>	<b>\$ 2,153,481</b>	<b>\$ 549,938</b>	<b>\$ 300,381</b>	<b>\$ 3,967,334</b>
Nonminority Female	\$ 755,964	\$ -	\$ 781,993	\$ 2,226,355	\$ -	\$ 3,764,311
<b>TOTAL MWBE</b>	<b>\$ 1,368,124</b>	<b>\$ 351,373</b>	<b>\$ 2,935,474</b>	<b>\$ 2,776,293</b>	<b>\$ 300,381</b>	<b>\$ 7,731,645</b>
NON-MWBE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL FIRMS</b>	<b>\$ 1,368,124</b>	<b>\$ 351,373</b>	<b>\$ 2,935,474</b>	<b>\$ 2,776,293</b>	<b>\$ 300,381</b>	<b>\$ 7,731,645</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	32.45%	100.00%	66.59%	19.11%	100.00%	46.32%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
American Indian	12.29%	0.00%	6.77%	0.69%	0.00%	5.00%
Subcontinent Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>44.74%</b>	<b>100.00%</b>	<b>73.36%</b>	<b>19.81%</b>	<b>100.00%</b>	<b>51.31%</b>
Nonminority Female	55.26%	0.00%	26.64%	80.19%	0.00%	48.69%
<b>TOTAL MWBE</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
NON-MWBE	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
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APPENDIX F  
DISPARITY ANALYSIS USING NCDOT  
PREQUALIFIED FIRMS FOR AVAILABILITY

## APPENDIX F – DISPARITY ANALYSIS USING NCDOT PREQUALIFIED FIRMS FOR AVAILABILITY

The tables in Appendix F (Tables F-1 through F-2) present disparity ratios on NCDOT projects using prequalified firms as the measure of availability. The analysis was only conducted for Construction and Architecture & Engineering Services because there are no prequalified Professional Services and Goods and Services firms. The Disparity Analysis was conducted for projects based upon total utilization (prime contractor and subcontractor). GSPC found that there was underutilization for all MWBE groups except Hispanics and Nonminority Females in Construction and Architecture & Engineering (Tables F-1 and F-2).

Table F-1

Disparity Results, Relevant Market Area

Business Ownership Classification by Fiscal Year, Construction (Prime and Subcontractor)  
Using Purchase Orders, Direct Payments, and Invoices from SAP

Prequalified Firms, FY 2014-2018

NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	0.92%	3.36%	27.33	Underutilization	*	
	Asian American	0.00%	0.22%	0.46	Underutilization	*	
	Hispanic American	0.15%	0.45%	33.30	Underutilization	*	
	American Indian	0.07%	1.12%	5.98	Underutilization	*	
	Subcontinent Asian American	0.03%	0.22%	13.72	Underutilization	*	
	<b>TOTAL MBE</b>	<b>1.16%</b>	<b>5.37%</b>	<b>21.69</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	2.75%	5.59%	49.18	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>3.92%</b>	<b>10.96%</b>	<b>35.72</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	96.08%	89.04%	107.91	Overutilization		
	2015	Black American	1.61%	3.36%	47.98	Underutilization	*
Asian American		0.02%	0.22%	8.93	Underutilization	*	
Hispanic American		0.45%	0.45%	99.59	Underutilization	*	
American Indian		0.20%	1.12%	17.85	Underutilization	*	
Subcontinent Asian American		0.13%	0.22%	60.10	Underutilization	*	
<b>TOTAL MBE</b>		<b>2.41%</b>	<b>5.37%</b>	<b>44.88</b>	<b>Underutilization</b>	<b>*</b>	
Nonminority Female		6.53%	5.59%	116.71	Overutilization		
<b>TOTAL MWBE</b>		<b>8.94%</b>	<b>10.96%</b>	<b>81.53</b>	<b>Underutilization</b>		
Non-MWBE		91.06%	89.04%	102.27	Overutilization		
2016		Black American	1.74%	3.36%	51.97	Underutilization	*
	Asian American	0.02%	0.22%	9.18	Underutilization	*	
	Hispanic American	0.43%	0.45%	95.88	Underutilization	*	
	American Indian	0.39%	1.12%	35.15	Underutilization	*	
	Subcontinent Asian American	0.11%	0.22%	47.92	Underutilization	*	
	<b>TOTAL MBE</b>	<b>2.69%</b>	<b>5.37%</b>	<b>50.17</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	7.80%	5.59%	139.51	Overutilization		
	<b>TOTAL MWBE</b>	<b>10.50%</b>	<b>10.96%</b>	<b>95.75</b>	<b>Underutilization</b>		
	Non-MWBE	89.50%	89.04%	100.52	Overutilization		
	2017	Black American	3.18%	3.36%	94.91	Underutilization	
Asian American		0.06%	0.22%	27.47	Underutilization	*	
Hispanic American		1.00%	0.45%	223.85	Overutilization		
American Indian		0.91%	1.12%	81.15	Underutilization	*	
Subcontinent Asian American		0.18%	0.22%	81.53	Underutilization	*	
<b>TOTAL MBE</b>		<b>5.34%</b>	<b>5.37%</b>	<b>99.42</b>	<b>Underutilization</b>		
Nonminority Female		12.81%	5.59%	229.06	Overutilization		
<b>TOTAL MWBE</b>		<b>18.15%</b>	<b>10.96%</b>	<b>165.56</b>	<b>Overutilization</b>		
Non-MWBE		81.85%	89.04%	91.93	Underutilization		
2018		Black American	6.16%	3.36%	183.61	Overutilization	
	Asian American	0.28%	0.22%	126.75	Overutilization		
	Hispanic American	2.73%	0.45%	611.09	Overutilization		
	American Indian	1.94%	1.12%	173.31	Overutilization		
	Subcontinent Asian American	0.60%	0.22%	268.04	Overutilization		
	<b>TOTAL MBE</b>	<b>11.72%</b>	<b>5.37%</b>	<b>218.24</b>	<b>Overutilization</b>		
	Nonminority Female	24.63%	5.59%	440.37	Overutilization		
	<b>TOTAL MWBE</b>	<b>36.35%</b>	<b>10.96%</b>	<b>331.57</b>	<b>Overutilization</b>		
	Non-MWBE	63.65%	89.04%	71.49	Underutilization	*	
	Total	Black American	2.58%	3.36%	76.77	Underutilization	*
Asian American		0.07%	0.22%	31.19	Underutilization	*	Small Number
Hispanic American		0.88%	0.45%	196.84	Overutilization		0
American Indian		0.65%	1.12%	57.96	Underutilization	*	
Subcontinent Asian American		0.20%	0.22%	87.73	Underutilization		
<b>TOTAL MBE</b>		<b>4.37%</b>	<b>5.37%</b>	<b>81.41</b>	<b>Underutilization</b>		
Nonminority Female		10.32%	5.59%	184.45	Overutilization		
<b>TOTAL MWBE</b>		<b>14.69%</b>	<b>10.96%</b>	<b>133.99</b>	<b>Overutilization</b>		
Non-MWBE		85.31%	89.04%	95.82	Underutilization		

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Table F-2

Disparity Results, Relevant Market Area

Business Ownership Classification by Fiscal Year, Architecture & Engineering (Prime and Subcontractor)

Using Purchase Orders, Direct Payments, and Invoices from SAP

Prequalified Firms, FY 2014-2018

NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	3.41%	4.00%	85.37	Underutilization		
	Asian American	0.10%	0.96%	10.39	Underutilization	*	
	Hispanic American	0.74%	0.64%	115.74	Overutilization		
	American Indian	0.03%	0.64%	4.37	Underutilization	*	
	Subcontinent Asian American	0.75%	0.64%	117.21	Overutilization		
	<b>TOTAL MBE</b>	5.03%	6.88%	<b>73.16</b>	<b>Underutilization</b>	*	
	Nonminority Female	8.04%	7.68%	104.74	Overutilization		
	<b>TOTAL MWBE</b>	13.08%	14.56%	<b>89.82</b>	<b>Underutilization</b>		
	Non-MWBE	86.92%	85.44%	101.74	Overutilization		
2015	Black American	2.25%	4.00%	56.37	Underutilization	*	
	Asian American	0.10%	0.96%	10.30	Underutilization	*	
	Hispanic American	0.53%	0.64%	83.28	Underutilization		
	American Indian	0.00%	0.64%	0.27	Underutilization	*	
	Subcontinent Asian American	0.22%	0.64%	34.18	Underutilization	*	
	<b>TOTAL MBE</b>	3.11%	6.88%	<b>45.16</b>	<b>Underutilization</b>	*	
	Nonminority Female	9.26%	7.68%	120.63	Overutilization		
	<b>TOTAL MWBE</b>	12.37%	14.56%	<b>84.97</b>	<b>Underutilization</b>		
	Non-MWBE	87.63%	85.44%	102.56	Overutilization		
2016	Black American	2.86%	4.00%	71.52	Underutilization	*	
	Asian American	0.13%	0.96%	13.54	Underutilization	*	
	Hispanic American	0.89%	0.64%	139.81	Overutilization		
	American Indian	0.10%	0.64%	15.87	Underutilization	*	
	Subcontinent Asian American	0.82%	0.64%	128.36	Overutilization		
	<b>TOTAL MBE</b>	4.81%	6.88%	<b>69.89</b>	<b>Underutilization</b>	*	
	Nonminority Female	7.66%	7.68%	99.79	Underutilization		
	<b>TOTAL MWBE</b>	12.47%	14.56%	<b>85.66</b>	<b>Underutilization</b>		
	Non-MWBE	87.53%	85.44%	102.44	Overutilization		
2017	Black American	2.07%	4.00%	51.72	Underutilization	*	
	Asian American	0.47%	0.96%	49.28	Underutilization	*	
	Hispanic American	2.21%	0.64%	345.08	Overutilization		
	American Indian	0.08%	0.64%	12.34	Underutilization	*	
	Subcontinent Asian American	0.36%	0.64%	55.53	Underutilization	*	
	<b>TOTAL MBE</b>	5.18%	6.88%	<b>75.36</b>	<b>Underutilization</b>	*	
	Nonminority Female	11.85%	7.68%	154.31	Overutilization		
	<b>TOTAL MWBE</b>	17.04%	14.56%	<b>117.00</b>	<b>Overutilization</b>		
	Non-MWBE	82.96%	85.44%	97.10	Underutilization		
2018	Black American	1.99%	4.00%	49.80	Underutilization	*	
	Asian American	0.15%	0.96%	15.16	Underutilization	*	
	Hispanic American	1.61%	0.64%	251.96	Overutilization		
	American Indian	0.21%	0.64%	33.40	Underutilization	*	
	Subcontinent Asian American	0.47%	0.64%	72.76	Underutilization	*	
	<b>TOTAL MBE</b>	4.43%	6.88%	<b>64.38</b>	<b>Underutilization</b>	*	
	Nonminority Female	8.75%	7.68%	113.89	Overutilization		
	<b>TOTAL MWBE</b>	13.18%	14.56%	<b>90.49</b>	<b>Underutilization</b>		
	Non-MWBE	86.82%	85.44%	101.62	Overutilization		
Total	Black American	2.38%	4.00%	59.52	Underutilization	*	p <.05
	Asian American	0.19%	0.96%	19.80	Underutilization	*	p <.05
	Hispanic American	1.25%	0.64%	195.04	Overutilization		
	American Indian	0.10%	0.64%	15.23	Underutilization	*	p <.05
	Subcontinent Asian American	0.48%	0.64%	75.46	Underutilization	*	
	<b>TOTAL MBE</b>	4.40%	6.88%	<b>63.95</b>	<b>Underutilization</b>	*	p <.05
	Nonminority Female	9.19%	7.68%	119.67	Overutilization		
	<b>TOTAL MWBE</b>	13.59%	14.56%	<b>93.34</b>	<b>Underutilization</b>		
	Non-MWBE	86.41%	85.44%	101.14	Overutilization		

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APPENDIX G  
DISPARITY ANALYSIS USING CUSTOM  
CENSUS FOR AVAILABILITY

## APPENDIX G – DISPARITY ANALYSIS USING CUSTOM CENSUS FOR AVAILABILITY

The tables in Appendix G (Tables G-1 through G-2) present disparity ratios on NCDOT projects using Custom Census as the measure of availability.

BLWall Consulting, LLC., conducted the Custom Census survey as directed by GSPC using the following methodology:

GSPC determined the NAICS codes that NCDOT utilized during the Study Period. GSPC then determined the number of firms in both Construction and Architecture & Engineering **that were located in NCDOT's Relevant Market** (the State of North Carolina) for each of those NAICS categories. In Construction there were 32,298, in Architecture & Engineering 6,121; and in relevant other NAICS codes typically performed by subcontractors in Construction and Architecture & Engineering, there were 6,916, totaling 45,335.

GSPC calculated how many Custom Census surveys would be needed to reach certain confidence levels of responses. In other words, what would the response sample have to be so that GSPC was confident that the responses would be representative in percentage, if all firms had responded. In order to attain a (+/-) 3.5% error rate, GSPC needed to have 771 completed Custom Census Surveys. GSPC obtained over 1,000 completed surveys. The percentages for the Custom Census availability estimates were based on valid responses. However, it is worth observing that in the Custom Census 25.93% of Architecture & Engineering firms and 0.95% of Construction firms did not identify their race/ethnicity.<sup>1</sup>

The Custom Census availability analysis was only conducted for Construction and Architecture & Engineering. Disparity for most MWBE groups for Construction and Architecture & Engineering prime contractors was found using Custom Census as the measure of availability. There was overutilization in Total Utilization for American Indians in Construction and nonminority Females in Architecture & Engineering. Some groups, such as Asian Americans in Construction, and Hispanic Americans, Native Americans and Subcontinent Asian Americans in Architecture & Engineering, were not identified as available in the Custom Census, although there was availability of these groups in the other NCDOT availability data sources.

Firms were asked thirteen questions, which were the same first thirteen questions as were asked firms in the online survey (See Appendix M). The resulting disparity analysis using Custom Census as a measure of availability is reflected below:

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<sup>1</sup> GSPC determined race/ethnicity and gender by using NCDOT's certifications lists and the State of North Carolina HUB list to determine if firms were MWBE or Non-MWBES.



Table G-1

Disparity Results, Relevant Market Area

Business Ownership Classification by Fiscal Year, Construction (Prime plus Subcontractor)

Using Purchase Orders, Direct Payments, and Invoices from SAP, Custom Census Firms, FY 2014-2018

NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	0.92%	11.42%	8.03	Underutilization	*	
	Asian American	0.00%	0.00%	-	n/a		
	Hispanic American	0.15%	1.38%	10.83	Underutilization	*	
	American Indian	0.07%	0.41%	16.21	Underutilization	*	
	Subcontinent Asian American	0.03%	0.28%	11.16	Underutilization	*	
	<b>TOTAL MBE</b>	1.16%	13.48%	<b>8.64</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	2.75%	5.91%	46.50	Underutilization	*	
	<b>TOTAL MWBE</b>	3.92%	19.39%	<b>20.19</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	96.08%	80.61%	119.20	Overutilization			
2015	Black American	1.61%	11.42%	14.10	Underutilization	*	
	Asian American	0.02%	0.00%	-	n/a		
	Hispanic American	0.45%	1.38%	32.39	Underutilization	*	
	American Indian	0.20%	0.41%	48.39	Underutilization	*	
	Subcontinent Asian American	0.13%	0.28%	48.88	Underutilization	*	
	<b>TOTAL MBE</b>	2.41%	13.48%	<b>17.88</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	6.53%	5.91%	110.36	Overutilization		
	<b>TOTAL MWBE</b>	8.94%	19.39%	<b>46.08</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	91.06%	80.61%	112.97	Overutilization			
2016	Black American	1.74%	11.42%	15.27	Underutilization	*	
	Asian American	0.02%	0.00%	-	n/a		
	Hispanic American	0.43%	1.38%	31.19	Underutilization	*	
	American Indian	0.39%	0.41%	95.29	Underutilization	*	
	Subcontinent Asian American	0.11%	0.28%	38.97	Underutilization	*	
	<b>TOTAL MBE</b>	2.69%	13.48%	<b>19.98</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	7.80%	5.91%	131.92	Overutilization		
	<b>TOTAL MWBE</b>	10.50%	19.39%	<b>54.12</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	89.50%	80.61%	111.04	Overutilization			
2017	Black American	3.18%	11.42%	27.90	Underutilization	*	
	Asian American	0.06%	0.00%	-	n/a		
	Hispanic American	1.00%	1.38%	72.82	Underutilization	*	
	American Indian	0.91%	0.41%	219.97	Overutilization		
	Subcontinent Asian American	0.18%	0.28%	66.30	Underutilization	*	
	<b>TOTAL MBE</b>	5.34%	13.48%	<b>39.60</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	12.81%	5.91%	216.60	Overutilization		
	<b>TOTAL MWBE</b>	18.15%	19.39%	<b>93.58</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	81.85%	80.61%	101.55	Overutilization			
2018	Black American	6.16%	11.42%	53.97	Underutilization	*	
	Asian American	0.28%	0.00%	-	n/a		
	Hispanic American	2.73%	1.38%	198.77	Overutilization		
	American Indian	1.94%	0.41%	469.79	Overutilization		
	Subcontinent Asian American	0.60%	0.28%	217.97	Overutilization		
	<b>TOTAL MBE</b>	11.72%	13.48%	<b>86.92</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	24.63%	5.91%	416.40	Overutilization		
	<b>TOTAL MWBE</b>	36.35%	19.39%	<b>187.40</b>	<b>Overutilization</b>	<b>*</b>	
Non-MWBE	63.65%	80.61%	78.97	Underutilization	*		
Total	Black American	2.58%	11.42%	22.56	Underutilization	*	p <.05
	Asian American	0.07%	0.00%	-	n/a		Small Number
	Hispanic American	0.88%	1.38%	64.03	Underutilization	*	
	American Indian	0.65%	0.41%	157.12	Overutilization		
	Subcontinent Asian American	0.20%	0.28%	71.34	Underutilization	*	
	<b>TOTAL MBE</b>	4.37%	13.48%	<b>32.43</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Nonminority Female	10.32%	5.91%	174.42	Overutilization		
	<b>TOTAL MWBE</b>	14.69%	19.39%	<b>75.73</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
Non-MWBE	85.31%	80.61%	105.84	Overutilization			

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Table G-2

Disparity Results, Relevant Market Area

Business Ownership Classification by Fiscal Year, Architecture & Engineering (prime plus subcontractor)

Using Purchase Orders, Direct Payments, and Invoices from SAP, Custom Census Firms, FY 2014-2018

NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	3.41%	3.41%	100.16	Overutilization		
	Asian American	0.10%	1.14%	8.77	Underutilization	*	
	Hispanic American	0.74%	0.00%	-	n/a		
	American Indian	0.03%	0.00%	-	n/a		
	Subcontinent Asian American	0.75%	0.00%	-	n/a		
	<b>TOTAL MBE</b>	5.03%	4.55%	<b>110.73</b>	<b>Overutilization</b>		
	Nonminority Female	8.04%	6.82%	117.98	Overutilization		
	<b>TOTAL MWBE</b>	13.08%	11.36%	<b>115.08</b>	<b>Overutilization</b>		
Non-MWBE	86.92%	88.64%	98.07	Underutilization			
2015	Black American	2.25%	3.41%	66.14	Underutilization	*	
	Asian American	0.10%	1.14%	8.71	Underutilization	*	
	Hispanic American	0.53%	0.00%	-	n/a		
	American Indian	0.00%	0.00%	-	n/a		
	Subcontinent Asian American	0.22%	0.00%	-	n/a		
	<b>TOTAL MBE</b>	3.11%	4.55%	<b>68.36</b>	<b>Underutilization</b>	*	
	Nonminority Female	9.26%	6.82%	135.88	Overutilization		
	<b>TOTAL MWBE</b>	12.37%	11.36%	<b>108.87</b>	<b>Overutilization</b>		
Non-MWBE	87.63%	88.64%	98.86	Underutilization			
2016	Black American	2.86%	3.41%	83.91	Underutilization		
	Asian American	0.13%	1.14%	11.44	Underutilization	*	
	Hispanic American	0.89%	0.00%	-	n/a		
	American Indian	0.10%	0.00%	-	n/a		
	Subcontinent Asian American	0.82%	0.00%	-	n/a		
	<b>TOTAL MBE</b>	4.81%	4.55%	<b>105.79</b>	<b>Overutilization</b>		
	Nonminority Female	7.66%	6.82%	112.41	Overutilization		
	<b>TOTAL MWBE</b>	12.47%	11.36%	<b>109.76</b>	<b>Overutilization</b>		
Non-MWBE	87.53%	88.64%	98.75	Underutilization			
2017	Black American	2.07%	3.41%	60.68	Underutilization	*	
	Asian American	0.47%	1.14%	41.63	Underutilization	*	
	Hispanic American	2.21%	0.00%	-	n/a		
	American Indian	0.08%	0.00%	-	n/a		
	Subcontinent Asian American	0.36%	0.00%	-	n/a		
	<b>TOTAL MBE</b>	5.18%	4.55%	<b>114.06</b>	<b>Overutilization</b>		
	Nonminority Female	11.85%	6.82%	173.82	Overutilization		
	<b>TOTAL MWBE</b>	17.04%	11.36%	<b>149.91</b>	<b>Overutilization</b>		
Non-MWBE	82.96%	88.64%	93.60	Underutilization			
2018	Black American	1.99%	3.41%	58.43	Underutilization	*	
	Asian American	0.15%	1.14%	12.81	Underutilization	*	
	Hispanic American	1.61%	0.00%	-	n/a		
	American Indian	0.21%	0.00%	-	n/a		
	Subcontinent Asian American	0.47%	0.00%	-	n/a		
	<b>TOTAL MBE</b>	4.43%	4.55%	<b>97.44</b>	<b>Underutilization</b>		
	Nonminority Female	8.75%	6.82%	128.28	Overutilization		
	<b>TOTAL MWBE</b>	13.18%	11.36%	<b>115.95</b>	<b>Overutilization</b>		
Non-MWBE	86.82%	88.64%	97.96	Underutilization			
Total	Black American	2.38%	3.41%	69.84	Underutilization	*	p <.05
	Asian American	0.19%	1.14%	16.72	Underutilization	*	p <.05
	Hispanic American	1.25%	0.00%	-	n/a		Small Number
	American Indian	0.10%	0.00%	-	n/a		Small Number
	Subcontinent Asian American	0.48%	0.00%	-	n/a		Small Number
	<b>TOTAL MBE</b>	4.40%	4.55%	<b>96.79</b>	<b>Underutilization</b>		
	Nonminority Female	9.19%	6.82%	134.79	Overutilization		
	<b>TOTAL MWBE</b>	13.59%	11.36%	<b>119.59</b>	<b>Overutilization</b>		
Non-MWBE	86.41%	88.64%	97.49	Underutilization			

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APPENDIX H  
PRIME UTILIZATION ON LIMITED  
SERVICES AGREEMENTS

## APPENDIX H LIMITED SERVICES AGREEMENTS

The tables in Appendix H (Tables H-1 through H-3) present MWBE prime utilization on NCDOT Limited Services Agreements (LSAs) for Construction, Architecture & Engineering and Professional Services. LSAs are not an important form of Construction procurement (less than 0.6% of total Construction prime dollars in the relevant market) but are the dominant form of Architecture & Engineering procurement, over 88.42% of total Architecture & Engineering prime dollars in the relevant market (24.89% of Professional Services).

MBE and MWBE percentage utilization on prime Architecture & Engineering Service LSA projects was somewhat higher than on overall MBE and MWBE Architecture & Engineering Services prime utilization. Thus, MBEs won 4.26% of prime Architecture & Engineering Services LSA dollars and 4.05% of overall Architecture & Engineering Services prime dollars (Table 33, Quantitative Analysis Chapter); MWBEs won 12.62 % of prime Architecture & Engineering LSA dollars and 12.06% of overall Professional Services prime dollars (Table 33, Quantitative Analysis Chapter).

MBE and MWBE percentage utilization on prime Professional Service LSA projects was higher than on overall MBE and MWBE Professional Services prime utilization. Thus, MBEs won 13.39 percent of prime Professional Services LSA dollars and 4.86 % of overall Professional Services prime dollars (Table 35, Quantitative Analysis Chapter); MWBEs won 19.95 % of prime Professional Services LSA dollars and 11.08% of overall Professional Services prime dollars (Table 35, Quantitative Analysis Chapter).

Table H-1

Utilization of Limited Services Contracts in Relevant Market Area

Distribution of Dollars by Business Ownership and Fiscal Year, Prime Construction (Using Purchase Orders, Direct Payments, and Invoices from SAP, FY 2014-2018)

NCDOT Disparity Study

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 5,008,952	\$ 4,276,699	\$ 2,348,908	\$ 4,955,280	\$ 4,245,119	\$ 20,834,957
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
American Indian	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subcontinent Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL MINORITY</b>	<b>\$ 5,008,952</b>	<b>\$ 4,276,699</b>	<b>\$ 2,348,908</b>	<b>\$ 4,955,280</b>	<b>\$ 4,245,119</b>	<b>\$ 20,834,957</b>
Nonminority Female	\$ 3,409,799	\$ 3,298,442	\$ 2,421,167	\$ 2,571,709	\$ 2,530,476	\$ 14,231,594
<b>TOTAL MWBE</b>	<b>\$ 8,418,751</b>	<b>\$ 7,575,141</b>	<b>\$ 4,770,075</b>	<b>\$ 7,526,988</b>	<b>\$ 6,775,595</b>	<b>\$ 35,066,551</b>
NON-MWBE	\$ 3,357,548	\$ 4,746,914	\$ 2,729,418	\$ 2,752,733	\$ 2,169,914	\$ 15,756,526
<b>TOTAL FIRMS</b>	<b>\$ 11,776,299</b>	<b>\$ 12,322,055</b>	<b>\$ 7,499,493</b>	<b>\$ 10,279,721</b>	<b>\$ 8,945,509</b>	<b>\$ 50,823,077</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	42.53%	34.71%	31.32%	48.20%	47.46%	41.00%
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%
American Indian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Subcontinent Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>42.53%</b>	<b>34.71%</b>	<b>31.32%</b>	<b>48.20%</b>	<b>47.46%</b>	<b>41.00%</b>
Nonminority Female	28.95%	26.77%	32.28%	25.02%	28.29%	28.00%
<b>TOTAL MWBE</b>	<b>71.49%</b>	<b>61.48%</b>	<b>63.61%</b>	<b>73.22%</b>	<b>75.74%</b>	<b>69.00%</b>
NON-MWBE	28.51%	38.52%	36.39%	26.78%	24.26%	31.00%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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Table H-2

Utilization of Limited Services Contracts in Relevant Market Area

Distribution of Dollars by Business Ownership and Fiscal Year, Prime Architecture & Engineering

(Using Purchase Orders, Direct Payments, and Invoices from SAP, FY 2014-2018)

NCDOT Disparity Study

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 5,520,477	\$ 8,160,343	\$ 7,513,230	\$ 3,654,135	\$ 7,313,402	\$ 32,161,586
Asian American	\$ -	\$ 119,957	\$ 16,034	\$ 1,235,537	\$ 248,504	\$ 1,620,033
Hispanic American	\$ 1,168,881	\$ 1,876,248	\$ 2,604,548	\$ 7,297,413	\$ 5,400,527	\$ 18,347,618
American Indian	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subcontinent Asian American	\$ 1,129,757	\$ 503,915	\$ 2,537,140	\$ 755,783	\$ 1,159,370	\$ 6,085,964
<b>TOTAL MINORITY</b>	<b>\$ 7,819,115</b>	<b>\$ 10,660,464</b>	<b>\$ 12,670,952</b>	<b>\$ 12,942,868</b>	<b>\$ 14,121,803</b>	<b>\$ 58,215,201</b>
Nonminority Female	\$ 11,163,173	\$ 31,483,636	\$ 20,653,278	\$ 25,705,397	\$ 25,450,028	\$ 114,455,511
<b>TOTAL MWBE</b>	<b>\$ 18,982,288</b>	<b>\$ 42,144,100</b>	<b>\$ 33,324,230</b>	<b>\$ 38,648,265</b>	<b>\$ 39,571,831</b>	<b>\$ 172,670,712</b>
NON-MWBE	\$ 99,459,858	\$234,517,812	\$232,918,538	\$242,238,185	\$386,009,842	\$ 1,195,144,235
<b>TOTAL FIRMS</b>	<b>\$118,442,145</b>	<b>\$276,661,911</b>	<b>\$266,242,768</b>	<b>\$280,886,450</b>	<b>\$425,581,672</b>	<b>\$ 1,367,814,947</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	4.66%	2.95%	2.82%	1.30%	1.72%	2.35%
Asian American	0.00%	0.04%	0.01%	0.44%	0.06%	0.12%
Hispanic American	0.99%	0.68%	0.98%	2.60%	1.27%	1.34%
American Indian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Subcontinent Asian American	0.95%	0.18%	0.95%	0.27%	0.27%	0.44%
<b>TOTAL MINORITY</b>	<b>6.60%</b>	<b>3.85%</b>	<b>4.76%</b>	<b>4.61%</b>	<b>3.32%</b>	<b>4.26%</b>
Nonminority Female	9.43%	11.38%	7.76%	9.15%	5.98%	8.37%
<b>TOTAL MWBE</b>	<b>16.03%</b>	<b>15.23%</b>	<b>12.52%</b>	<b>13.76%</b>	<b>9.30%</b>	<b>12.62%</b>
NON-MWBE	83.97%	84.77%	87.48%	86.24%	90.70%	87.38%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
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Table H-3

Utilization of Limited Services Contracts in Relevant Market Area

Distribution of Dollars by Business Ownership and Fiscal Year, Prime Professional Services

(Using Purchase Orders, Direct Payments, and Invoices from SAP, FY 2014-2018)

NCDOT Disparity Study

Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Black American	\$ 2,524	\$ 72,899	\$ 12,286	\$ 194,136	\$ 568,281	\$ 850,126
Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic American	\$ 103,735	\$ 193,613	\$ 67,145	\$ 175,281	\$ 283,119	\$ 822,893
American Indian	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subcontinent Asian American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL MINORITY</b>	<b>\$ 106,259</b>	<b>\$ 266,512</b>	<b>\$ 79,431</b>	<b>\$ 369,417</b>	<b>\$ 851,400</b>	<b>\$ 1,673,019</b>
Nonminority Female	\$ 264,339	\$ -	\$ 55,633	\$ 36,511	\$ 431,674	\$ 788,158
<b>TOTAL MWBE</b>	<b>\$ 370,598</b>	<b>\$ 266,512</b>	<b>\$ 135,064</b>	<b>\$ 405,928</b>	<b>\$ 1,283,074</b>	<b>\$ 2,461,176</b>
NON-MWBE	\$ 640,564	\$ 327,905	\$ 697,354	\$ 5,191,008	\$ 3,271,436	\$ 10,128,267
<b>TOTAL FIRMS</b>	<b>\$ 1,011,162</b>	<b>\$ 594,418</b>	<b>\$ 832,417</b>	<b>\$ 5,596,936</b>	<b>\$ 4,554,510</b>	<b>\$ 12,589,443</b>
Business Ownership Classification	2014	2015	2016	2017	2018	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
Black American	0.25%	12.26%	1.48%	3.47%	12.48%	6.75%
Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic American	10.26%	32.57%	8.07%	3.13%	6.22%	6.54%
American Indian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Subcontinent Asian American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY</b>	<b>10.51%</b>	<b>44.84%</b>	<b>9.54%</b>	<b>6.60%</b>	<b>18.69%</b>	<b>13.29%</b>
Nonminority Female	26.14%	0.00%	6.68%	0.65%	9.48%	6.26%
<b>TOTAL MWBE</b>	<b>36.65%</b>	<b>44.84%</b>	<b>16.23%</b>	<b>7.25%</b>	<b>28.17%</b>	<b>19.55%</b>
NON-MWBE	63.35%	55.16%	83.77%	92.75%	71.83%	80.45%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
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APPENDIX I  
PRIME UTILIZATION BY NAICS CODES



## APPENDIX I – PRIME UTILIZATION BY NAICS CODE

Table I-1 shows MWBE prime utilization by NAICS code over the Study Period. The largest NAICS utilization in dollar terms for MBEs was Engineering (541330, \$61.2 million) and Highway (237310, \$27.9 million). The largest NAICS utilization in dollar terms for WBEs was also Highway (237310, \$112.1 million) and Engineering (541330, \$118.9 million). The largest NAICS utilization in percentage terms for MBEs was Other Support Activities for Road Transportation (488490, 26.4%). The largest NAICS utilization in percentage terms for WBEs was Remediation Services (562910, 76.1%).

Table I-1: Prime Utilization – NAICS Code by Dollars  
 Distribution of Dollars by Business Ownership  
 (Using Purchase Orders, Direct Payments,  
 and Invoices from SAP, FY 2014-2018)  
 NCDOT Disparity Study

NAICS Code and Description	Business Ownership	Utilization in the Relevant Market Area	
		\$	%
<b>236220 - General Construction</b>	Black American	\$ 12,033,402	1.57%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ 4,140	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 12,925,220	1.69%
	NON-MWBE	\$ 739,635,092	96.74%
	<b>TOTAL FIRMS</b>	<b>\$ 764,597,855</b>	<b>100.00%</b>
<b>237310 - Highway, Street, and Bridge Construction</b>	Black American	\$ 16,128,629	0.25%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 786,549	0.01%
	Native American	\$ 11,002,016	0.17%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 112,142,953	1.72%
	NON-MWBE	\$ 6,379,819,313	97.85%
	<b>TOTAL FIRMS</b>	<b>\$ 6,519,879,460</b>	<b>100.00%</b>
<b>237990 - Other Heavy and Civil Engineering Construction</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ -	0.00%
	NON-MWBE	\$ 3,523,016	100.00%
	<b>TOTAL FIRMS</b>	<b>\$ 3,523,016</b>	<b>100.00%</b>
<b>238160 - Roofing Contractors</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ -	0.00%
	NON-MWBE	\$ 43,510	100.00%
	<b>TOTAL FIRMS</b>	<b>\$ 43,510</b>	<b>100.00%</b>
<b>238210 - Electrical Contractors</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 3,144,460	2.31%
	NON-MWBE	\$ 133,185,680	97.69%
	<b>TOTAL FIRMS</b>	<b>\$ 136,330,140</b>	<b>100.00%</b>

Table I-1: Prime Utilization – NAICS Code by Dollars (cont.)

Distribution of Dollars by Business Ownership

(Using Purchase Orders, Direct Payments,  
and Invoices from SAP, FY 2014-2018)

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<b>238220 - Plumbing, Heating, and Air Conditioning</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ -	0.00%
	NON-MWBE	\$ 1,477,894	100.00%
	<b>TOTAL FIRMS</b>	<b>\$ 1,477,894</b>	<b>100.00%</b>
<b>238310 - Drywall and Insulation Contractors</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ -	0.00%
	NON-MWBE	\$ 142,046	100.00%
	<b>TOTAL FIRMS</b>	<b>\$ 142,046</b>	<b>100.00%</b>
<b>238320 - Painting and Wall Covering Contractors</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 37,210	0.43%
	NON-MWBE	\$ 8,640,590	99.57%
	<b>TOTAL FIRMS</b>	<b>\$ 8,677,800</b>	<b>100.00%</b>
<b>238330 - Flooring Contractors</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 1,619	0.18%
	NON-MWBE	\$ 880,941	99.82%
	<b>TOTAL FIRMS</b>	<b>\$ 882,560</b>	<b>100.00%</b>
<b>238910 - Site Preparation Equipment and Contractors</b>	Black American	\$ 1,088,586	0.12%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 196,345	0.02%
	Native American	\$ 33,073	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 28,378,199	3.20%
	NON-MWBE	\$ 856,083,638	96.65%
	<b>TOTAL FIRMS</b>	<b>\$ 885,779,840</b>	<b>100.00%</b>
<b>238990 - All Other Specialty Trade Contractors</b>	Black American	\$ 4,438,029	2.05%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 28,405,676	13.13%
	NON-MWBE	\$ 183,457,008	84.82%
	<b>TOTAL FIRMS</b>	<b>\$ 216,300,713</b>	<b>100.00%</b>

Table I-1: Prime Utilization – NAICS Code by Dollars (cont.)

Distribution of Dollars by Business Ownership

(Using Purchase Orders, Direct Payments,  
and Invoices from SAP, FY 2014-2018)

NCDOT Disparity Study

<b>321912 - Cut Stock, Resawing Lumber, and Planing</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ -	0.00%
	NON-MWBE	\$ 153,425	100.00%
	<b>TOTAL FIRMS</b>	<b>\$ 153,425</b>	<b>100.00%</b>
<b>333415 - Industrial Refrigeration Equipment</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ -	0.00%
	NON-MWBE	\$ 72,199	100.00%
	<b>TOTAL FIRMS</b>	<b>\$ 72,199</b>	<b>100.00%</b>
<b>423830 - Industrial Machinery and Equipment</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ 195	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 4,575	0.01%
	NON-MWBE	\$ 35,945,113	99.99%
	<b>TOTAL FIRMS</b>	<b>\$ 35,949,883</b>	<b>100.00%</b>
<b>452900 - Other General Merchandise</b>	Black American	\$ 54,701	0.25%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 144,858	0.67%
	NON-MWBE	\$ 21,574,204	99.08%
	<b>TOTAL FIRMS</b>	<b>\$ 21,773,763</b>	<b>100.00%</b>
<b>484110 - General Freight Trucking</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ -	0.00%
	NON-MWBE	\$ 2,344,423	100.00%
	<b>TOTAL FIRMS</b>	<b>\$ 2,344,423</b>	<b>100.00%</b>
<b>484230 - Transportation Related Services</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ -	0.00%
	NON-MWBE	\$ 1,232,499	100.00%
	<b>TOTAL FIRMS</b>	<b>\$ 1,232,499</b>	<b>100.00%</b>

Table I-1: Prime Utilization – NAICS Code by Dollars (cont.)  
 Distribution of Dollars by Business Ownership  
 (Using Award Dollars, FY 2014-2018)  
 NCDOT Disparity Study

<b>488490 - Other Support Activities for Road Transportation</b>	Black American	\$ 15,394,079	25.39%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 108,322	0.18%
	Native American	\$ 475,171	0.78%
	Subcontinent Asian American	\$ 54,015	0.09%
	Nonminority Female	\$ 9,655,045	15.92%
	NON-MWBE	\$ 34,954,754	57.64%
	<b>TOTAL FIRMS</b>	<b>\$ 60,641,387</b>	<b>100.00%</b>
<b>531320 - Offices of Real Estate Appraisers</b>	Black American	\$ 394,539	3.95%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ -	0.00%
	NON-MWBE	\$ 9,587,976	96.05%
	<b>TOTAL FIRMS</b>	<b>\$ 9,982,515</b>	<b>100.00%</b>
<b>532412 - Construction Machinery and Equipment Rental</b>	5148:15541620	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ -	0.00%
	NON-MWBE	\$ 149,674	100.00%
	<b>TOTAL FIRMS</b>	<b>\$ 149,674</b>	<b>100.00%</b>
<b>532490 - Other Commercial and Industrial Machinery and Equipment</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ -	0.00%
	NON-MWBE	\$ 5,885,201	100.00%
	<b>TOTAL FIRMS</b>	<b>\$ 5,885,201</b>	<b>100.00%</b>
<b>541310 - Architectural Services</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 1,862,250	1.62%
	NON-MWBE	\$ 112,908,339	98.38%
	<b>TOTAL FIRMS</b>	<b>\$ 114,770,590</b>	<b>100.00%</b>
<b>541320 - Landscape Architectural Services</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ -	0.00%
	NON-MWBE	\$ 1,282,367	100.00%
	<b>TOTAL FIRMS</b>	<b>\$ 1,282,367</b>	<b>100.00%</b>

Table I-1: Prime Utilization – NAICS Code by Dollars (cont.)  
 Distribution of Dollars by Business Ownership  
 (Using Award Dollars, FY 2014-2018)  
 NCDOT Disparity Study

<b>541330 - Engineering Services</b>	Black American	\$ 32,194,630	2.03%
	Asian American	\$ 1,679,433	0.11%
	Hispanic American	\$ 20,296,536	1.28%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ 6,085,964	0.38%
	Nonminority Female	\$ 118,912,373	7.49%
	NON-MWBE	\$ 1,408,134,108	88.71%
	<b>TOTAL FIRMS</b>	<b>\$ 1,587,303,043</b>	<b>100.00%</b>
<b>541370 - Surveying and Mapping Services</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 324,154	0.46%
	NON-MWBE	\$ 69,772,909	99.54%
	<b>TOTAL FIRMS</b>	<b>\$ 70,097,063</b>	<b>100.00%</b>
<b>541380 - Testing Laboratories</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ -	0.00%
	NON-MWBE	\$ 2,995,003	100.00%
	<b>TOTAL FIRMS</b>	<b>\$ 2,995,003</b>	<b>100.00%</b>
<b>541620 - Environmental Consulting Services</b>	Black American	\$ 6,552,002	17.53%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 8,932,138	23.89%
	NON-MWBE	\$ 21,898,352	58.58%
	<b>TOTAL FIRMS</b>	<b>\$ 37,382,493</b>	<b>100.00%</b>
<b>541690 - Other Scientific and Technical Consulting Services</b>	Black American	\$ 463,400	0.16%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 822,893	0.28%
	Native American	\$ 332,591	0.12%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 5,777,927	2.00%
	NON-MWBE	\$ 281,537,478	97.44%
	<b>TOTAL FIRMS</b>	<b>\$ 288,934,289</b>	<b>100.00%</b>
<b>541720 - Cleaning and Janitorial Services</b>	Black American	\$ 13,626	0.19%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 45,741	0.65%
	NON-MWBE	\$ 7,022,668	99.16%
	<b>TOTAL FIRMS</b>	<b>\$ 7,082,036</b>	<b>100.00%</b>

Table I-1: Prime Utilization – NAICS Code by Dollars (cont.)  
 Distribution of Dollars by Business Ownership  
 (Using Award Dollars, FY 2014-2018)  
 NCDOT Disparity Study

<b>561730 - Landscaping Serv+ B2+B236:E259</b>	Black American	\$ 2,454,730	1.20%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 2,246,131	1.10%
	Native American	\$ 386,267	0.19%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 4,618,713	2.25%
	NON-MWBE	\$ 195,417,614	95.27%
	<b>TOTAL FIRMS</b>	<b>\$ 205,123,456</b>	<b>100.00%</b>
<b>565419 - Waste Collection</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ 497,343	24.23%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 1,548,512	75.45%
	NON-MWBE	\$ 6,475	0.32%
	<b>TOTAL FIRMS</b>	<b>\$ 2,052,329</b>	<b>100.00%</b>
<b>562910 - Remediation Services</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	Native American	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	Nonminority Female	\$ 9,535,958	76.08%
	NON-MWBE	\$ 2,997,887	23.92%
	<b>TOTAL FIRMS</b>	<b>\$ 12,533,846</b>	<b>100.00%</b>
<b>Total</b>	Black American	\$ 91,210,355	0.83%
	Asian American	\$ 1,679,433	0.02%
	Hispanic American	\$ 24,456,775	0.22%
	Native American	\$ 12,730,795	0.12%
	Subcontinent Asian American	\$ 6,139,979	0.06%
	Nonminority Female	\$ 346,397,582	3.15%
	NON-MWBE	\$ 10,522,761,398	95.61%
	<b>TOTAL FIRMS</b>	<b>\$ 11,005,376,316</b>	<b>100.00%</b>
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APPENDIX J  
PRIME UTILIZATION BY FUNDING SOURCE



## APPENDIX J – PRIME UTILIZATION BY FUNDING SOURCE

Tables J-1 presents MWBE prime utilization on NCDOT projects by federal and State funding source and type of project. Transportation Improvement Program (TIP) Construction was by far the largest project category, and MBEs had the largest dollar amount in federally funded TIP projects, \$41,669,982, 1.04 % of federally funded TIP projects. WBEs had the largest dollar utilization in state funded Maintenance projects, \$111,620,634, 3.28 percent of state funded Maintenance projects. State funded General Construction had the largest percentage utilization for MWBEs, 13.46%.

Table K-1: Prime Utilization – By Funding Source  
 Distribution of Dollars by Business Ownership  
 (Using Purchase Orders, Direct Payments,  
 and Invoices from SAP, FY 2014-2018)  
 NCDOT Disparity Study

Funding Source	Business Ownership	FHWA Funding		State Funding	
		\$	%	\$	%
General Construction	Black American	\$ -	0.00%	\$ 1,862,490	1.55%
	Asian American	\$ -	0.00%	\$ -	0.00%
	Hispanic American	\$ 25,726	31.98%	\$ 48,220	0.04%
	American Indian	\$ -	0.00%	\$ -	0.00%
	Subcontinent Asian	\$ -	0.00%	\$ 92,109	0.08%
	Nonminority Female	\$ -	0.00%	\$ 14,148,605	11.79%
	NON-MWBE	\$ 54,709	68.02%	\$ 103,884,436	86.54%
	<b>TOTAL FIRMS</b>	\$ 80,435	100.00%	\$ 120,035,861	100.00%
TIP Constuction	Black American	\$ 32,730,106	0.82%	\$ 15,911,904	0.64%
	Asian American	\$ 96,366	0.00%	\$ 538,917	0.02%
	Hispanic American	\$ 4,943,635	0.12%	\$ 7,755,121	0.31%
	American Indian	\$ 1,089,057	0.03%	\$ -	0.00%
	Subcontinent Asian	\$ 2,810,818	0.07%	\$ 1,790,089	0.07%
	Nonminority Female	\$ 102,794,984	2.57%	\$ 50,940,227	2.05%
	NON-MWBE	\$ 3,847,953,340	96.38%	\$ 2,410,054,018	96.91%
	<b>TOTAL FIRMS</b>	\$ 3,992,418,307	100.00%	\$ 2,486,990,277	100.00%
Maintenance	Black American	\$ -	0.00%	\$ 14,189,856	0.42%
	Asian American	\$ -	0.00%	\$ -	0.00%
	Hispanic American	\$ -	0.00%	\$ 7,840,910	0.23%
	American Indian	\$ -	0.00%	\$ 3,535,276	0.10%
	Subcontinent Asian	\$ -	0.00%	\$ 986,377	0.03%
	Nonminority Female	\$ 200,255	9.79%	\$ 111,620,634	3.28%
	NON-MWBE	\$ 1,844,688	90.21%	\$ 3,269,211,742	95.94%
	<b>TOTAL FIRMS</b>	\$ 2,044,943	100.00%	\$ 3,407,384,795	100.00%
Bridge and Highway Improvement	Black American	\$ -	0.00%	\$ 546,652	0.36%
	Asian American	\$ -	0.00%	\$ -	0.00%
	Hispanic American	\$ -	0.00%	\$ 1,992,867	1.30%
	American Indian	\$ -	0.00%	\$ 2,222,410	1.45%
	Subcontinent Asian	\$ -	0.00%	\$ 404,487	0.26%
	Nonminority Female	\$ -	0.00%	\$ 9,540,174	6.24%
	NON-MWBE	\$ 1,473,714	100.00%	\$ 138,188,933	90.38%
	<b>TOTAL FIRMS</b>	\$ 1,473,714	100.00%	\$ 152,895,521	100.00%
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APPENDIX K  
STUDY DEFINITIONS

## APPENDIX K – STUDY DEFINITIONS

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

Availability – The measures of Availability utilized in this Study incorporate the following:

- The firm does business within an industry group from which NCDOT makes certain purchases.
- The firm's owner has taken steps (such as registration, bidding, certification, prequalification, etc.) to demonstrate interest in doing business with government.
- The firm is located within a relevant geographical area such that it can do business with NCDOT.

MWBE Availability is a percentage and is computed by dividing the number of firms in each MWBE group by the total number of businesses in the pool of firms for that purchasing category.

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

**Disadvantaged Business Enterprise (“DBE”)** as defined in 49 CFR Part 26.5—means a for-profit small business concern—

(1) That is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged or, in the case of a corporation, in which 51 percent of the stock is owned by one or more such individuals; and

(2) Whose management and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it.

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.

Federal DBE Program – is defined in 49 CFR Parts 23 and 26.

**Fiscal Year (“FY”)** – The business year for NCDOT for purchasing and accounting purposes. Measured by NCDOT from July 1 – June 30. The study period for this study is the five-year period of FY 2014-2018.

GFR – Good Faith Efforts – is defined in 49 CFR Part 26.53.

**Minority Business Enterprise (“MBE”)** – any for-profit business owned and controlled by an individual or group of individuals who have at least 51% stake in ownership and identify with one of the following ethnic minority groups:

- Black American
- Asian American
- Hispanic American
- American Indian
- Subcontinent Asian American

MWBE – For profit businesses owned and controlled by a person or group of individuals who have at least 51% stake in ownership and identify as minority or Nonminority Female.

NCDOT Disadvantaged Business Programs – In 2018 the NCDOT MWBE program for state-funded projects was retitled a DBE program. Since that time, MWBEs have had the same certification requirements **as the federal DBE program. Therefore, the term DBE is used throughout the text to refer to both NCDOT’s state and federal programs.** It is also used to firms certified as DBEs. Otherwise, minority and female owned firms are referred to as MWBEs.

Nonminority Female Owned Business– Any for profit business owned and controlled by an individual or group of individuals who have at least 51% stake in ownership and identify as Non-Hispanic Caucasian women.

Non-MWBE – Any for profit business owned and controlled by a person or group of individuals who have at least 51% stake in ownership and identify as either Caucasian Males or is Publicly Traded with no majority owner of which to attribute an ethnicity. Not-for-profit and governmental entities are not included as Non-MWBEs.

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 110 or more.

Parity – The absence of disparity, demonstrated by the Utilization percentage being equal to Availability percentage and the Disparity Index equaling 100.

Payments – For purposes of the Study, Payments are Purchase Orders, Direct Payments, and Invoices from SAP.

Prime Contractor – A business who has entered into direct contractual relationship with NCDOT, 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 NCDOT marketplace and whether but for these, they would have the capacity to provide services on a higher level than is currently utilized.

Relevant Market – A statistical measure, determined by where NCDOT has spent at least 75% of its prime Purchase Orders, Direct Payments, and Invoices from SAP. All aspects of the Availability, Utilization, and disparity analysis will encompass only firms located within the relevant market, by work category, to ensure that any resulting program is “narrowly tailored” per Croson standards.

H.B. Rowe Company, Inc. v. W. Lyndo Tippet, 615 F.3d 233 (4th Cir. 2010) – is the controlling case in North Carolina concerning disparity studies.

SMWDBE – Term for Small, minority, women, disadvantaged owned business enterprises utilized in the Private Sector Analysis. This analysis specifically includes small businesses to determine whether disparities may be caused by size and not race or gender or disadvantage.

Socially and economically disadvantaged individual - is defined in 49 CFR Part 26.5 means any individual who is a citizen (or lawfully admitted permanent resident) of the United States and who has been subjected to racial or ethnic prejudice or cultural bias within American society because of his or her identity as a members of groups and without regard to his or her individual qualities. The social disadvantage must stem from circumstances beyond the individual's control.

(1) Any individual who a recipient finds to be a socially and economically disadvantaged individual on a case-by-case basis. An individual must demonstrate that he or she has held himself or herself out, as a member of a designated group if you require it.

(2) Any individual in the following groups, members of which are rebuttably presumed to be socially and economically disadvantaged:

**(i) “Black Americans,” which includes persons having origins in any of the Black racial groups of Africa;**

**(ii) “Hispanic Americans,” which includes persons of Mexican, Puerto Rican, Cuban, Dominican, Central or South American, or other Spanish or Portuguese culture or origin, regardless of race;**

**(iii) “Native Americans,” which includes persons who are enrolled members of a federally or State recognized Indian tribe, Alaska Natives, or Native Hawaiians;**

**(iv) “Asian-Pacific Americans,” which includes persons whose origins are from Japan, China, Taiwan, Korea, Burma (Myanmar), Vietnam, Laos, Cambodia (Kampuchea), Thailand, Malaysia, Indonesia, the Philippines, Brunei, Samoa, Guam, the U.S. Trust Territories of the Pacific Islands (Republic of Palau), Republic of the Northern Marianas Islands, Samoa, Macao, Fiji, Tonga, Kirbati, Tuvalu, Nauru, Federated States of Micronesia, or Hong Kong. For purposes of this Study, Asian-Pacific American have been labeled as Asian Americans;**

**(v) “Subcontinent Asian Americans,” which includes persons whose origins are from India, Pakistan, Bangladesh, Bhutan, the Maldives Islands, Nepal or Sri Lanka. Where data identified Asian American owned firms as such, GSPC so identified those firms in the Study. However, data sources, like the State of North Carolina Historically Underutilized Business (HUB) list only identified firms as Asian American. Some of those firms are likely to also be Subcontinent Asian American owned firms.**

(vi) Women;

(vii) Any additional groups whose members are designated as socially and economically disadvantaged by the SBA, at such time as the SBA designation becomes effective.

(3) Being born in a particular country does not, standing alone, mean that a person is necessarily a member of one of the groups listed in this definition.

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

Study Period – The period between which all NCDOT Purchase Orders, Direct Payments, and Invoices from SAP are subject to study analysis. For this study it has been defined as July 1, 2014 – June 30, 2017 (FY14-FY18)

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.

Utilization – **A review of NCDOT's** Purchase Orders, Direct Payments, and Invoices from SAP to determine with whom NCDOT spent dollars during the Study Period.

Work Categories – The work categories for services which are purchased by NCDOT and are utilized by NCDOT (for primes) and NCDOT primes (for subcontractors). For the purpose of this study, contract data was collected and analyzed in the following business sectors.

- Construction
- Architecture & Engineering
- Professional Services
- Purchasing

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.

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APPENDIX L  
PRIME SPEND BY COUNTY



## APPENDIX L PRIME SPENDING BY COUNTY

The tables in Appendix L (Tables L-1 through L-4) present the dollar value of Purchase Orders, Direct Payments, and Invoices from SAP by county for all NCDOT prime spending, broken down by the four procurement categories. The counties are arranged from the highest dollar value to the lowest dollar value. The first percentage column is the percentage of NCDOT prime spending with firms in that county and the last column is the cumulative percentage of NCDOT spending with firms for that county and the counties above it.

Table L-1

NCDOT Disparity Study

Prime Construction by Counties and States

(Using Purchase Orders, Direct Payments, and Invoices from SAP, FY 2014-2018)

County and State	Amount	Percent	Cumulative Percent
MECKLENBURG COUNTY, NC	\$ 1,315,339,293	12.78%	12.78%
WAKE COUNTY, NC	\$ 1,303,293,722	12.66%	25.44%
NASH COUNTY, NC	\$ 982,240,841	9.54%	34.98%
WILSON COUNTY, NC	\$ 854,792,200	8.30%	43.28%
UNION COUNTY, NC	\$ 507,499,431	4.93%	48.21%
GUILFORD COUNTY, NC	\$ 488,466,048	4.74%	52.96%
IREDELL COUNTY, NC	\$ 429,657,651	4.17%	57.13%
HARNETT COUNTY, NC	\$ 344,065,668	3.34%	60.47%
BUNCOMBE COUNTY, NC	\$ 336,898,122	3.27%	63.74%
SURRY COUNTY, NC	\$ 299,808,555	2.91%	66.66%
NEW HANOVER COUNTY, NC	\$ 262,655,214	2.55%	69.21%
STANLY COUNTY, NC	\$ 196,371,683	1.91%	71.12%
ASHE COUNTY, NC	\$ 149,092,548	1.45%	72.56%
CUMBERLAND COUNTY, NC	\$ 122,163,657	1.19%	73.75%
MOORE COUNTY, NC	\$ 107,293,062	1.04%	74.79%
ALAMANCE COUNTY, NC	\$ 103,529,071	1.01%	75.80%
BERTIE COUNTY, NC	\$ 88,292,803	0.86%	76.66%
JOHNSTON COUNTY, NC	\$ 84,928,881	0.82%	77.48%
HAYWOOD COUNTY, NC	\$ 66,296,808	0.64%	78.13%
CATAWBA COUNTY, NC	\$ 65,486,716	0.64%	78.76%
ROBESON COUNTY, NC	\$ 63,392,289	0.62%	79.38%
FORSYTH COUNTY, NC	\$ 59,641,650	0.58%	79.96%
GRAHAM COUNTY, NC	\$ 57,387,060	0.56%	80.51%
HENDERSON COUNTY, NC	\$ 57,374,523	0.56%	81.07%
YANCEY COUNTY, NC	\$ 53,123,648	0.52%	81.59%
CLEVELAND COUNTY, NC	\$ 52,061,823	0.51%	82.09%
WAYNE COUNTY, NC	\$ 51,871,078	0.50%	82.60%
DARE COUNTY, NC	\$ 44,317,054	0.43%	83.03%
ORANGE COUNTY, NC	\$ 34,619,633	0.34%	83.36%
DAVIDSON COUNTY, NC	\$ 30,267,467	0.29%	83.66%
RUTHERFORD COUNTY, NC	\$ 27,634,627	0.27%	83.93%
STOKES COUNTY, NC	\$ 26,690,128	0.26%	84.19%
RANDOLPH COUNTY, NC	\$ 26,125,162	0.25%	84.44%

SAMPSON COUNTY, NC	\$ 25,503,650	0.25%	84.69%
ONslow COUNTY, NC	\$ 24,862,014	0.24%	84.93%
RICHMOND COUNTY, NC	\$ 24,857,376	0.24%	85.17%
MACON COUNTY, NC	\$ 24,619,270	0.24%	85.41%
LEE COUNTY, NC	\$ 23,485,346	0.23%	85.64%
JACKSON COUNTY, NC	\$ 22,729,561	0.22%	85.86%
PITT COUNTY, NC	\$ 22,296,473	0.22%	86.07%
DAVIE COUNTY, NC	\$ 17,460,524	0.17%	86.24%
ROCKINGHAM COUNTY, NC	\$ 15,942,030	0.15%	86.40%
CRAVEN COUNTY, NC	\$ 15,214,221	0.15%	86.55%
COLUMBUS COUNTY, NC	\$ 13,566,985	0.13%	86.68%
WATAUGA COUNTY, NC	\$ 13,474,803	0.13%	86.81%
MCDOWELL COUNTY, NC	\$ 12,890,255	0.13%	86.93%
ROWAN COUNTY, NC	\$ 8,455,246	0.08%	87.02%
CABARRUS COUNTY, NC	\$ 8,062,365	0.08%	87.09%
LENOIR COUNTY, NC	\$ 7,840,595	0.08%	87.17%
ANSON COUNTY, NC	\$ 7,367,976	0.07%	87.24%
SWAIN COUNTY, NC	\$ 6,820,732	0.07%	87.31%
BRUNSWICK COUNTY, NC	\$ 6,028,128	0.06%	87.37%
AVERY COUNTY, NC	\$ 5,599,520	0.05%	87.42%
DUPLIN COUNTY, NC	\$ 5,586,701	0.05%	87.48%
MARTIN COUNTY, NC	\$ 5,395,659	0.05%	87.53%
GREENE COUNTY, NC	\$ 5,379,496	0.05%	87.58%
PENDER COUNTY, NC	\$ 4,776,985	0.05%	87.63%
WILKES COUNTY, NC	\$ 4,602,199	0.04%	87.67%
GASTON COUNTY, NC	\$ 4,301,595	0.04%	87.71%
ALEXANDER COUNTY, NC	\$ 4,268,617	0.04%	87.76%
HERTFORD COUNTY, NC	\$ 4,076,483	0.04%	87.79%
CHATHAM COUNTY, NC	\$ 3,657,237	0.04%	87.83%
CURRITUCK COUNTY, NC	\$ 3,450,982	0.03%	87.86%
FRANKLIN COUNTY, NC	\$ 3,181,216	0.03%	87.89%
CLAY COUNTY, NC	\$ 3,024,238	0.03%	87.92%
BEAUFORT COUNTY, NC	\$ 2,536,601	0.02%	87.95%
HALIFAX COUNTY, NC	\$ 2,324,973	0.02%	87.97%
MADISON COUNTY, NC	\$ 2,312,651	0.02%	87.99%
BLADEN COUNTY, NC	\$ 2,271,249	0.02%	88.02%
CHEROKEE COUNTY, NC	\$ 2,165,950	0.02%	88.04%
JONES COUNTY, NC	\$ 1,848,859	0.02%	88.05%
CALDWELL COUNTY, NC	\$ 1,798,035	0.02%	88.07%
CARTERET COUNTY, NC	\$ 1,756,669	0.02%	88.09%
DURHAM COUNTY, NC	\$ 1,638,082	0.02%	88.11%
CHOWAN COUNTY, NC	\$ 1,631,977	0.02%	88.12%
EDGEcombe COUNTY, NC	\$ 1,604,381	0.02%	88.14%
YADKIN COUNTY, NC	\$ 1,437,854	0.01%	88.15%
LINCOLN COUNTY, NC	\$ 730,931	0.01%	88.16%

PASQUOTANK COUNTY, NC	\$ 629,691	0.01%	88.16%
MITCHELL COUNTY, NC	\$ 618,804	0.01%	88.17%
ALLEGHANY COUNTY, NC	\$ 457,365	0.00%	88.17%
GRANVILLE COUNTY, NC	\$ 424,535	0.00%	88.18%
TYRRELL COUNTY, NC	\$ 378,043	0.00%	88.18%
WARREN COUNTY, NC	\$ 302,920	0.00%	88.19%
CASWELL COUNTY, NC	\$ 286,194	0.00%	88.19%
TRANSYLVANIA COUNTY, NC	\$ 265,261	0.00%	88.19%
PAMLICO COUNTY, NC	\$ 250,945	0.00%	88.19%
VANCE COUNTY, NC	\$ 222,270	0.00%	88.20%
GATES COUNTY, NC	\$ 192,215	0.00%	88.20%
BURKE COUNTY, NC	\$ 114,950	0.00%	88.20%
PERSON COUNTY, NC	\$ 80,393	0.00%	88.20%
CAMDEN COUNTY, NC	\$ 77,940	0.00%	88.20%
PERQUIMANS COUNTY, NC	\$ 72,091	0.00%	88.20%
POLK COUNTY, NC	\$ 27,800	0.00%	88.20%
WASHINGTON COUNTY, NC	\$ 20,240	0.00%	88.20%
NORTHAMPTON COUNTY, NC	\$ 780	0.00%	88.20%
NEW YORK COUNTY, NY	\$ 244,746,683	2.38%	90.58%
RALEIGH COUNTY, WV	\$ 197,625,728	1.92%	92.50%
BRADLEY COUNTY, TN	\$ 66,081,500	0.64%	93.14%
LYNCHBURG CITY COUNTY, VA	\$ 55,912,680	0.54%	93.68%
CHESTERFIELD COUNTY, SC	\$ 47,982,939	0.47%	94.15%
SPARTANBURG COUNTY, SC	\$ 42,897,033	0.42%	94.57%
ROANOKE CITY COUNTY, VA	\$ 39,050,898	0.38%	94.95%
DALLAS COUNTY, TX	\$ 37,275,796	0.36%	95.31%
ROANOKE COUNTY, VA	\$ 30,379,485	0.30%	95.60%
MIAMI-DADE COUNTY, FL	\$ 27,756,685	0.27%	95.87%
ORANGEBURG COUNTY, SC	\$ 27,553,739	0.27%	96.14%
ADAMS COUNTY, CO	\$ 26,908,556	0.26%	96.40%
HURON COUNTY, OH	\$ 23,560,634	0.23%	96.63%
LOUDOUN COUNTY, VA	\$ 20,471,440	0.20%	96.83%
GREENVILLE COUNTY, SC	\$ 18,396,217	0.18%	97.01%
CLARK COUNTY, IN	\$ 17,568,606	0.17%	97.18%
LEHIGH COUNTY, PA	\$ 16,939,253	0.16%	97.34%
RICHMOND CITY COUNTY, VA	\$ 15,011,712	0.15%	97.49%
COBB COUNTY, GA	\$ 13,448,783	0.13%	97.62%
PINELLAS COUNTY, FL	\$ 12,872,743	0.13%	97.74%
ALPENA COUNTY, MI	\$ 12,483,961	0.12%	97.87%
WILLIAMSON COUNTY, TX	\$ 11,434,738	0.11%	97.98%
CENTRE COUNTY, PA	\$ 10,674,297	0.10%	98.08%
ANNE ARUNDEL COUNTY, MD	\$ 9,933,413	0.10%	98.18%
NORFOLK COUNTY, MA	\$ 9,649,076	0.09%	98.27%
FULTON COUNTY, GA	\$ 9,373,841	0.09%	98.36%
HORRY COUNTY, SC	\$ 9,004,784	0.09%	98.45%

HENNEPIN COUNTY, MN	\$ 8,712,914	0.08%	98.53%
BRUNSWICK COUNTY, VA	\$ 8,621,100	0.08%	98.62%
SEMINOLE COUNTY, FL	\$ 8,002,575	0.08%	98.69%
ST JOHN THE BAPTIST COUNTY	\$ 7,958,235	0.08%	98.77%
LAFOURCHE COUNTY, LA	\$ 7,367,460	0.07%	98.84%
YORK COUNTY, PA	\$ 7,362,871	0.07%	98.92%
UNION COUNTY, GA	\$ 7,324,747	0.07%	98.99%
POLK COUNTY, IA	\$ 7,010,552	0.07%	99.05%
CHEROKEE COUNTY, SC	\$ 6,878,061	0.07%	99.12%
MARICOPA COUNTY, AZ	\$ 6,841,323	0.07%	99.19%
TRAVIS COUNTY, TX	\$ 6,099,087	0.06%	99.25%
PITTSYLVANIA COUNTY, VA	\$ 5,803,777	0.06%	99.30%
RICE COUNTY, MN	\$ 5,801,599	0.06%	99.36%
SOLANO COUNTY, CA	\$ 5,148,904	0.05%	99.41%
CARTER COUNTY, TN	\$ 4,332,586	0.04%	99.45%
LEON COUNTY, FL	\$ 4,275,663	0.04%	99.49%
DAVIDSON COUNTY, TN	\$ 4,155,321	0.04%	99.53%
WAYNE COUNTY, MI	\$ 3,729,564	0.04%	99.57%
CLALLAM COUNTY, WA	\$ 3,668,701	0.04%	99.61%
CHESAPEAKE CITY COUNTY, VA	\$ 2,284,153	0.02%	99.63%
HERNANDO COUNTY, FL	\$ 2,272,579	0.02%	99.65%
APPOMATTOX COUNTY, VA	\$ 2,171,693	0.02%	99.67%
FAIRFAX COUNTY, VA	\$ 2,160,898	0.02%	99.69%
LAUDERDALE COUNTY, AL	\$ 2,156,859	0.02%	99.71%
HAMILTON COUNTY, TN	\$ 1,950,905	0.02%	99.73%
KANAWHA COUNTY, WV	\$ 1,945,142	0.02%	99.75%
SUSQUEHANNA COUNTY, PA	\$ 1,918,281	0.02%	99.77%
DARLINGTON COUNTY, SC	\$ 1,799,400	0.02%	99.79%
HARRIS COUNTY, TX	\$ 1,723,214	0.02%	99.80%
PEND OREILLE COUNTY, WA	\$ 1,615,453	0.02%	99.82%
WAUKESHA COUNTY, WI	\$ 1,602,519	0.02%	99.83%
CLERMONT COUNTY, OH	\$ 1,518,674	0.01%	99.85%
KNOX COUNTY, TN	\$ 1,502,313	0.01%	99.86%
HILLSBOROUGH COUNTY, FL	\$ 1,466,118	0.01%	99.88%
LUZERNE COUNTY, PA	\$ 1,238,528	0.01%	99.89%
SNOHOMISH COUNTY, WA	\$ 1,175,298	0.01%	99.90%
PORTSMOUTH CITY COUNTY, VA	\$ 1,063,300	0.01%	99.91%
FRANKLIN COUNTY, OH	\$ 1,035,568	0.01%	99.92%
TRUMBULL COUNTY, OH	\$ 910,870	0.01%	99.93%
FAYETTE COUNTY, KY	\$ 832,911	0.01%	99.94%
DUPAGE COUNTY, IL	\$ 634,730	0.01%	99.95%
DORCHESTER COUNTY, MD	\$ 633,793	0.01%	99.95%
MAHONING COUNTY, OH	\$ 566,304	0.01%	99.96%
CHARLESTON COUNTY, SC	\$ 561,180	0.01%	99.96%
ANDERSON COUNTY, SC	\$ 490,797	0.00%	99.97%

MACOMB COUNTY, MI	\$ 365,580	0.00%	99.97%
YORK COUNTY, SC	\$ 327,131	0.00%	99.97%
BULLITT COUNTY, KY	\$ 172,720	0.00%	99.98%
ERIE COUNTY, NY	\$ 153,781	0.00%	99.98%
LANE COUNTY, OR	\$ 152,664	0.00%	99.98%
JOHNSON COUNTY, TN	\$ 152,253	0.00%	99.98%
MECKLENBURG COUNTY, VA	\$ 139,385	0.00%	99.98%
PUTNAM COUNTY, FL	\$ 124,437	0.00%	99.98%
BUCKS COUNTY, PA	\$ 111,600	0.00%	99.98%
HARDIN COUNTY, KY	\$ 100,970	0.00%	99.98%
HOUSTON COUNTY, GA	\$ 90,000	0.00%	99.99%
WASHINGTON COUNTY, TN	\$ 88,586	0.00%	99.99%
NEW CASTLE COUNTY, DE	\$ 80,440	0.00%	99.99%
CAMPBELL COUNTY, TN	\$ 69,200	0.00%	99.99%
CHATHAM COUNTY, GA	\$ 55,642	0.00%	99.99%
SUFFOLK CITY COUNTY, VA	\$ 24,130	0.00%	99.99%
NORFOLK CITY COUNTY, VA	\$ 23,700	0.00%	99.99%
GLOUCESTER COUNTY, NJ	\$ 18,140	0.00%	99.99%
DEKALB COUNTY, GA	\$ 10,200	0.00%	99.99%
DAUPHIN COUNTY, PA	\$ 3,805	0.00%	99.99%
CANADA	\$ 1,103,871	0.01%	100.00%
<b>Total</b>	<b>\$ 10,294,627,211</b>	<b>100.00%</b>	
Griffin & Strong, P.C. 2021			

Table L-2

## NCDOT Disparity Study

## Prime Architecture &amp; Engineering Services by Counties and States

(Using Purchase Orders, Direct Payments, and Invoices from SAP, FY 2014-2018)

County and State	Amount	Percent	Cumulative Percent
WAKE COUNTY, NC	\$ 1,170,234,384	71.09%	71.09%
MECKLENBURG COUNTY, NC	\$ 126,351,373	7.68%	78.77%
ORANGE COUNTY, NC	\$ 91,085,649	5.53%	84.30%
BUNCOMBE COUNTY, NC	\$ 57,489,344	3.49%	87.80%
CLEVELAND COUNTY, NC	\$ 32,879,905	2.00%	89.79%
CABARRUS COUNTY, NC	\$ 17,367,044	1.06%	90.85%
FORSYTH COUNTY, NC	\$ 8,510,023	0.52%	91.37%
NEW HANOVER COUNTY, NC	\$ 8,112,193	0.49%	91.86%
NASH COUNTY, NC	\$ 7,273,412	0.44%	92.30%
GUILFORD COUNTY, NC	\$ 6,720,487	0.41%	92.71%
DURHAM COUNTY, NC	\$ 5,778,147	0.35%	93.06%
CUMBERLAND COUNTY, NC	\$ 4,544,156	0.28%	93.34%
JOHNSTON COUNTY, NC	\$ 3,415,796	0.21%	93.54%
WATAUGA COUNTY, NC	\$ 2,425,575	0.15%	93.69%
MOORE COUNTY, NC	\$ 1,310,183	0.08%	93.77%
IREDELL COUNTY, NC	\$ 1,219,682	0.07%	93.85%
PITT COUNTY, NC	\$ 883,669	0.05%	93.90%
ONSLOW COUNTY, NC	\$ 812,160	0.05%	93.95%
PENDER COUNTY, NC	\$ 203,356	0.01%	93.96%
HARNETT COUNTY, NC	\$ 143,529	0.01%	93.97%
HAYWOOD COUNTY, NC	\$ 76,615	0.00%	93.97%
GASTON COUNTY, NC	\$ 69,549	0.00%	93.98%
CURRITUCK COUNTY, NC	\$ 52,627	0.00%	93.98%
LENOIR COUNTY, NC	\$ 35,483	0.00%	93.98%
HENDERSON COUNTY, NC	\$ 26,052	0.00%	93.99%
ALAMANCE COUNTY, NC	\$ 12,634	0.00%	93.99%
FULTON COUNTY, GA	\$ 17,447,569	1.06%	95.05%
CHARLESTON COUNTY, SC	\$ 11,103,188	0.67%	95.72%
NEW YORK COUNTY, NY	\$ 7,381,331	0.45%	96.17%
BURLINGTON COUNTY, NJ	\$ 6,798,871	0.41%	96.58%
TULSA COUNTY, OK	\$ 6,473,453	0.39%	96.98%
BALTIMORE COUNTY, MD	\$ 4,497,384	0.27%	97.25%
PRINCE WILLIAM COUNTY, VA	\$ 4,264,594	0.26%	97.51%



HENRICO COUNTY, VA	\$ 3,985,612	0.24%	97.75%
MIDDLESEX COUNTY, MA	\$ 3,942,808	0.24%	97.99%
PHILADELPHIA COUNTY, PA	\$ 3,097,175	0.19%	98.18%
JEFFERSON COUNTY, CO	\$ 2,853,834	0.17%	98.35%
DUTCHESS COUNTY, NY	\$ 2,361,289	0.14%	98.49%
HILLSBOROUGH COUNTY, FL	\$ 2,345,425	0.14%	98.64%
KING COUNTY, WA	\$ 2,071,558	0.13%	98.76%
DOUGLAS COUNTY, CO	\$ 2,030,366	0.12%	98.89%
CUMBERLAND COUNTY, PA	\$ 1,810,629	0.11%	99.00%
MAHONING COUNTY, OH	\$ 1,685,596	0.10%	99.10%
MONTGOMERY COUNTY, MD	\$ 1,592,288	0.10%	99.20%
PALM BEACH COUNTY, FL	\$ 1,546,065	0.09%	99.29%
COOK COUNTY, IL	\$ 1,527,386	0.09%	99.38%
DEKALB COUNTY, GA	\$ 1,412,766	0.09%	99.47%
RICHMOND CITY COUNTY, VA	\$ 1,124,574	0.07%	99.54%
CRAWFORD COUNTY, PA	\$ 1,058,238	0.06%	99.60%
CHESTER COUNTY, PA	\$ 1,009,774	0.06%	99.66%
SPOTSYLVANIA COUNTY, VA	\$ 842,650	0.05%	99.71%
GARRARD COUNTY, KY	\$ 823,394	0.05%	99.76%
WASHTENAW COUNTY, MI	\$ 609,476	0.04%	99.80%
RICHLAND COUNTY, SC	\$ 594,427	0.04%	99.84%
VIRGINIA BEACH CITY COUNTY	\$ 418,589	0.03%	99.86%
BERKELEY COUNTY, SC	\$ 390,824	0.02%	99.89%
FAYETTE COUNTY, KY	\$ 301,644	0.02%	99.90%
WISE COUNTY, VA	\$ 214,867	0.01%	99.92%
ADAMS COUNTY, IN	\$ 188,840	0.01%	99.93%
DUVAL COUNTY, FL	\$ 167,357	0.01%	99.94%
SAINT LOUIS COUNTY, MO	\$ 166,244	0.01%	99.95%
FAIRFAX COUNTY, VA	\$ 155,312	0.01%	99.96%
ALLEGHENY COUNTY, PA	\$ 138,780	0.01%	99.97%
HOUGHTON COUNTY, MI	\$ 105,186	0.01%	99.97%
BALTIMORE CITY COUNTY, MD	\$ 99,619	0.01%	99.98%
FAYETTE COUNTY, GA	\$ 90,076	0.01%	99.98%
DENVER COUNTY, CO	\$ 86,391	0.01%	99.99%
CLAY COUNTY, FL	\$ 57,234	0.00%	99.99%
NORFOLK COUNTY, MA	\$ 52,869	0.00%	100.00%
AIKEN COUNTY, SC	\$ 31,279	0.00%	100.00%
TRAVIS COUNTY, TX	\$ 19,898	0.00%	100.00%
YORK COUNTY, SC	\$ 4,120	0.00%	100.00%
GREENVILLE COUNTY, SC	\$ 3,000	0.00%	100.00%
<b>Total</b>	<b>\$ 1,646,016,872</b>	<b>100.00%</b>	
Griffin & Strong, P.C. 2021			



Table L-3

NCDOT Disparity Study

Prime Professional Services by Counties and States

(Using Purchase Orders, Direct Payments, and Invoices from SAP, FY 2014-2018)

County and State	Amount	Percent	Cumulative Percent
MECKLENBURG COUNTY, NC	\$ 21,285,482	34.62%	34.62%
FORSYTH COUNTY, NC	\$ 7,220,774	11.74%	46.36%
GUILFORD COUNTY, NC	\$ 5,898,146	9.59%	55.96%
NEW HANOVER COUNTY, NC	\$ 3,379,795	5.50%	61.45%
WAKE COUNTY, NC	\$ 2,981,648	4.85%	66.30%
ROBESON COUNTY, NC	\$ 2,057,941	3.35%	69.65%
PITT COUNTY, NC	\$ 1,175,169	1.91%	71.56%
BUNCOMBE COUNTY, NC	\$ 842,925	1.37%	72.93%
CATAWBA COUNTY, NC	\$ 634,844	1.03%	73.96%
CUMBERLAND COUNTY, NC	\$ 536,938	0.87%	74.84%
RANDOLPH COUNTY, NC	\$ 504,300	0.82%	75.66%
BRUNSWICK COUNTY, NC	\$ 418,552	0.68%	76.34%
JOHNSTON COUNTY, NC	\$ 412,725	0.67%	77.01%
DAVIE COUNTY, NC	\$ 365,546	0.59%	77.61%
DAVIDSON COUNTY, NC	\$ 346,745	0.56%	78.17%
VANCE COUNTY, NC	\$ 297,050	0.48%	78.65%
UNION COUNTY, NC	\$ 287,375	0.47%	79.12%
STANLY COUNTY, NC	\$ 243,436	0.40%	79.52%
SURRY COUNTY, NC	\$ 228,615	0.37%	79.89%
HENDERSON COUNTY, NC	\$ 209,729	0.34%	80.23%
MCDOWELL COUNTY, NC	\$ 196,901	0.32%	80.55%
CRAVEN COUNTY, NC	\$ 189,485	0.31%	80.86%
ALEXANDER COUNTY, NC	\$ 185,600	0.30%	81.16%
MOORE COUNTY, NC	\$ 170,500	0.28%	81.44%
GASTON COUNTY, NC	\$ 133,803	0.22%	81.65%
GRAHAM COUNTY, NC	\$ 82,475	0.13%	81.79%
DURHAM COUNTY, NC	\$ 82,034	0.13%	81.92%
ORANGE COUNTY, NC	\$ 49,981	0.08%	82.00%
CURRITUCK COUNTY, NC	\$ 37,995	0.06%	82.06%
IREDELL COUNTY, NC	\$ 34,700	0.06%	82.12%
ALAMANCE COUNTY, NC	\$ 22,700	0.04%	82.16%
WATAUGA COUNTY, NC	\$ 21,650	0.04%	82.19%
NASH COUNTY, NC	\$ 7,203	0.01%	82.20%

MACON COUNTY, NC	\$ 6,150	0.01%	82.21%
ONslow COUNTY, NC	\$ 5,360	0.01%	82.22%
WAYNE COUNTY, NC	\$ 3,800	0.01%	82.23%
DARE COUNTY, NC	\$ 3,750	0.01%	82.24%
CABARRUS COUNTY, NC	\$ 3,250	0.01%	82.24%
CALDWELL COUNTY, NC	\$ 2,923	0.00%	82.25%
LENOIR COUNTY, NC	\$ 2,200	0.00%	82.25%
EDGEcombe COUNTY, NC	\$ 950	0.00%	82.25%
ASHE COUNTY, NC	\$ 400	0.00%	82.25%
GWINNETT COUNTY, GA	\$ 2,596,580	4.22%	86.47%
SAN DIEGO COUNTY, CA	\$ 2,567,653	4.18%	90.65%
BERGEN COUNTY, NJ	\$ 2,538,423	4.13%	94.78%
BALTIMORE CITY COUNTY, MD	\$ 1,489,236	2.42%	97.20%
ALLEGHENY COUNTY, PA	\$ 666,780	1.08%	98.29%
SUFFOLK COUNTY, MA	\$ 358,376	0.58%	98.87%
WASHINGTON COUNTY, MN	\$ 257,572	0.42%	99.29%
SUFFOLK CITY COUNTY, VA	\$ 115,000	0.19%	99.47%
MONTGOMERY COUNTY, OH	\$ 94,764	0.15%	99.63%
MONROE COUNTY, NY	\$ 82,512	0.13%	99.76%
FULTON COUNTY, GA	\$ 53,692	0.09%	99.85%
PASCO COUNTY, FL	\$ 49,551	0.08%	99.93%
ARLINGTON COUNTY, VA	\$ 23,140	0.04%	99.97%
GREENVILLE COUNTY, SC	\$ 12,000	0.02%	99.99%
WOODFORD COUNTY, KY	\$ 6,740	0.01%	100.00%
WASHINGTON COUNTY, OR	\$ 580	0.00%	100.00%
<b>Total</b>	<b>\$ 61,484,139</b>	<b>100.00%</b>	

Griffin & Strong, P.C. 2021

Table L-4

## NCDOT Disparity Study

## Prime Goods and Services by Counties and States

(Using Purchase Orders, Direct Payments, and Invoices from SAP, FY 2014-2018)

County and State	Amount	Percent	Cumulative Percent
CLEVELAND COUNTY, NC	\$ 45,671,443	11.28%	11.28%
WAKE COUNTY, NC	\$ 44,763,537	11.05%	22.33%
PITT COUNTY, NC	\$ 38,817,340	9.58%	31.91%
MECKLENBURG COUNTY, NC	\$ 25,031,948	6.18%	38.10%
YADKIN COUNTY, NC	\$ 20,786,328	5.13%	43.23%
GRAHAM COUNTY, NC	\$ 15,980,013	3.95%	47.17%
HARNETT COUNTY, NC	\$ 14,472,760	3.57%	50.75%
GUILFORD COUNTY, NC	\$ 11,577,598	2.86%	53.61%
BLADEN COUNTY, NC	\$ 8,301,167	2.05%	55.66%
HENDERSON COUNTY, NC	\$ 7,242,780	1.79%	57.44%
EDGECOMBE COUNTY, NC	\$ 6,631,575	1.64%	59.08%
CUMBERLAND COUNTY, NC	\$ 5,950,845	1.47%	60.55%
WILKES COUNTY, NC	\$ 5,449,790	1.35%	61.90%
LENOIR COUNTY, NC	\$ 5,188,091	1.28%	63.18%
PERQUIMANS COUNTY, NC	\$ 4,873,194	1.20%	64.38%
HAYWOOD COUNTY, NC	\$ 4,077,870	1.01%	65.39%
RANDOLPH COUNTY, NC	\$ 4,056,186	1.00%	66.39%
RUTHERFORD COUNTY, NC	\$ 3,761,145	0.93%	67.32%
ROWAN COUNTY, NC	\$ 3,692,516	0.91%	68.23%
DAVIE COUNTY, NC	\$ 3,435,612	0.85%	69.08%
ASHE COUNTY, NC	\$ 3,229,131	0.80%	69.87%
CHEROKEE COUNTY, NC	\$ 3,186,334	0.79%	70.66%
COLUMBUS COUNTY, NC	\$ 2,551,510	0.63%	71.29%
ROBESON COUNTY, NC	\$ 2,485,602	0.61%	71.91%
BUNCOMBE COUNTY, NC	\$ 2,452,201	0.61%	72.51%
JOHNSTON COUNTY, NC	\$ 2,432,298	0.60%	73.11%
SAMPSON COUNTY, NC	\$ 2,225,500	0.55%	73.66%
BERTIE COUNTY, NC	\$ 1,809,040	0.45%	74.11%
CALDWELL COUNTY, NC	\$ 1,766,878	0.44%	74.54%
FORSYTH COUNTY, NC	\$ 1,667,935	0.41%	74.96%
PENDER COUNTY, NC	\$ 1,615,296	0.40%	75.35%
JACKSON COUNTY, NC	\$ 1,579,542	0.39%	75.74%
CATAWBA COUNTY, NC	\$ 1,473,121	0.36%	76.11%

CABARRUS COUNTY, NC	\$ 1,387,919	0.34%	76.45%
GREENE COUNTY, NC	\$ 1,326,300	0.33%	76.78%
FRANKLIN COUNTY, NC	\$ 1,304,576	0.32%	77.10%
NEW HANOVER COUNTY, NC	\$ 1,255,816	0.31%	77.41%
PASQUOTANK COUNTY, NC	\$ 1,160,794	0.29%	77.70%
PERSON COUNTY, NC	\$ 1,149,594	0.28%	77.98%
CRAVEN COUNTY, NC	\$ 947,674	0.23%	78.21%
DAVIDSON COUNTY, NC	\$ 911,111	0.22%	78.44%
CASWELL COUNTY, NC	\$ 906,098	0.22%	78.66%
WILSON COUNTY, NC	\$ 807,391	0.20%	78.86%
NASH COUNTY, NC	\$ 754,518	0.19%	79.05%
ROCKINGHAM COUNTY, NC	\$ 683,318	0.17%	79.22%
DURHAM COUNTY, NC	\$ 655,759	0.16%	79.38%
IREDELL COUNTY, NC	\$ 653,591	0.16%	79.54%
BURKE COUNTY, NC	\$ 648,265	0.16%	79.70%
ALAMANCE COUNTY, NC	\$ 560,203	0.14%	79.84%
GRANVILLE COUNTY, NC	\$ 481,015	0.12%	79.96%
MONTGOMERY COUNTY, NC	\$ 410,364	0.10%	80.06%
MADISON COUNTY, NC	\$ 367,783	0.09%	80.15%
CHATHAM COUNTY, NC	\$ 356,034	0.09%	80.24%
WASHINGTON COUNTY, NC	\$ 345,760	0.09%	80.32%
STOKES COUNTY, NC	\$ 318,886	0.08%	80.40%
WATAUGA COUNTY, NC	\$ 310,723	0.08%	80.48%
BEAUFORT COUNTY, NC	\$ 212,934	0.05%	80.53%
SURRY COUNTY, NC	\$ 189,198	0.05%	80.58%
HALIFAX COUNTY, NC	\$ 148,497	0.04%	80.62%
SWAIN COUNTY, NC	\$ 147,610	0.04%	80.65%
UNION COUNTY, NC	\$ 129,629	0.03%	80.68%
GASTON COUNTY, NC	\$ 125,366	0.03%	80.71%
CARTERET COUNTY, NC	\$ 108,112	0.03%	80.74%
HERTFORD COUNTY, NC	\$ 103,027	0.03%	80.77%
HYDE COUNTY, NC	\$ 95,271	0.02%	80.79%
CURRITUCK COUNTY, NC	\$ 75,122	0.02%	80.81%
CHOWAN COUNTY, NC	\$ 60,175	0.01%	80.82%
MCDOWELL COUNTY, NC	\$ 58,639	0.01%	80.84%
LEE COUNTY, NC	\$ 56,297	0.01%	80.85%
ONSLOW COUNTY, NC	\$ 49,322	0.01%	80.86%
NORTHAMPTON COUNTY, NC	\$ 48,137	0.01%	80.88%
RICHMOND COUNTY, NC	\$ 46,928	0.01%	80.89%
ALEXANDER COUNTY, NC	\$ 44,550	0.01%	80.90%
LINCOLN COUNTY, NC	\$ 26,432	0.01%	80.91%
MARTIN COUNTY, NC	\$ 26,295	0.01%	80.91%
DARE COUNTY, NC	\$ 25,079	0.01%	80.92%
WAYNE COUNTY, NC	\$ 23,176	0.01%	80.92%
CLAY COUNTY, NC	\$ 19,000	0.00%	80.93%

POLK COUNTY, NC	\$ 18,900	0.00%	80.93%
BRUNSWICK COUNTY, NC	\$ 15,500	0.00%	80.94%
MITCHELL COUNTY, NC	\$ 12,785	0.00%	80.94%
VANCE COUNTY, NC	\$ 8,913	0.00%	80.94%
PAMLICO COUNTY, NC	\$ 5,308	0.00%	80.94%
MACON COUNTY, NC	\$ 3,959	0.00%	80.94%
ALLEGHANY COUNTY, NC	\$ 3,390	0.00%	80.95%
MOORE COUNTY, NC	\$ 2,960	0.00%	80.95%
TYRRELL COUNTY, NC	\$ 1,975	0.00%	80.95%
DUPLIN COUNTY, NC	\$ 1,463	0.00%	80.95%
GATES COUNTY, NC	\$ 945	0.00%	80.95%
DUVAL COUNTY, FL	\$ 52,526,416	12.97%	93.92%
FRANKLIN COUNTY, VA	\$ 7,306,771	1.80%	95.72%
WILLIAMSON COUNTY, TX	\$ 2,718,342	0.67%	96.39%
CRAWFORD COUNTY, KS	\$ 2,324,778	0.57%	96.97%
MILWAUKEE COUNTY, WI	\$ 2,306,672	0.57%	97.54%
BEDFORD COUNTY, VA	\$ 2,247,426	0.55%	98.09%
PINELLAS COUNTY, FL	\$ 2,122,022	0.52%	98.61%
YORK COUNTY, PA	\$ 1,067,390	0.26%	98.88%
RANKIN COUNTY, MS	\$ 788,550	0.19%	99.07%
CULPEPER COUNTY, VA	\$ 734,079	0.18%	99.25%
MADISON COUNTY, IL	\$ 486,895	0.12%	99.37%
YORK COUNTY, SC	\$ 445,337	0.11%	99.48%
MIAMI-DADE COUNTY, FL	\$ 319,635	0.08%	99.56%
SUMTER COUNTY, SC	\$ 232,100	0.06%	99.62%
VOLUSIA COUNTY, FL	\$ 221,477	0.05%	99.68%
VIRGINIA BEACH CITY COUNTY	\$ 213,813	0.05%	99.73%
HANOVER COUNTY, VA	\$ 163,569	0.04%	99.77%
DEKALB COUNTY, GA	\$ 141,676	0.03%	99.80%
CLARK COUNTY, NV	\$ 74,475	0.02%	99.82%
ALLEGHENY COUNTY, PA	\$ 71,356	0.02%	99.84%
LEXINGTON COUNTY, SC	\$ 67,896	0.02%	99.86%
ALLEN COUNTY, IN	\$ 65,300	0.02%	99.87%
SAINT JOHNS COUNTY, FL	\$ 43,213	0.01%	99.88%
DALLAS COUNTY, TX	\$ 43,049	0.01%	99.89%
HOWARD COUNTY, MD	\$ 35,457	0.01%	99.90%
GWINNETT COUNTY, GA	\$ 33,740	0.01%	99.91%
SUFFOLK COUNTY, MA	\$ 32,337	0.01%	99.92%
HARRIS COUNTY, TX	\$ 27,976	0.01%	99.93%
BROOKINGS COUNTY, SD	\$ 26,425	0.01%	99.93%
PORTSMOUTH CITY COUNTY, VA	\$ 26,058	0.01%	99.94%
CLAYTON COUNTY, GA	\$ 24,750	0.01%	99.94%
OKLAHOMA COUNTY, OK	\$ 24,573	0.01%	99.95%
FLORENCE COUNTY, SC	\$ 24,299	0.01%	99.96%
DELAWARE COUNTY, OH	\$ 21,585	0.01%	99.96%

LAKE COUNTY, OH	\$ 21,465	0.01%	99.97%
SHELBY COUNTY, AL	\$ 20,000	0.00%	99.97%
GREENVILLE COUNTY, SC	\$ 15,733	0.00%	99.98%
SULLIVAN COUNTY, TN	\$ 13,907	0.00%	99.98%
SURRY COUNTY, VA	\$ 12,897	0.00%	99.98%
ORANGE COUNTY, CA	\$ 8,704	0.00%	99.98%
NORFOLK CITY COUNTY, VA	\$ 6,655	0.00%	99.99%
TERREBONNE COUNTY, LA	\$ 6,560	0.00%	99.99%
COOK COUNTY, IL	\$ 5,950	0.00%	99.99%
CHESAPEAKE CITY COUNTY, VA	\$ 4,947	0.00%	99.99%
SAN DIEGO COUNTY, CA	\$ 4,158	0.00%	99.99%
MONTGOMERY COUNTY, OH	\$ 3,750	0.00%	99.99%
HALIFAX COUNTY, VA	\$ 3,600	0.00%	99.99%
ARAPAHOE COUNTY, CO	\$ 2,706	0.00%	99.99%
WORCESTER COUNTY, MA	\$ 2,638	0.00%	99.99%
RICHLAND COUNTY, SC	\$ 2,107	0.00%	100.00%
CANADA	\$ 18,918	0.00%	100.00%
<b>Total</b>	<b>\$ 404,998,643</b>	<b>100.00%</b>	
Griffin & Strong, P.C. 2021			

North Carolina  
Department of Transportation Disparity Study

APPENDIX M  
SURVEY OF BUSINESS OWNERS RESULTS

APPENDIX M – RESULTS OF SURVEY OF BUSINESS OWNERS

NCDOT 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											
<b><i>Is your company a not for profit organization or a government entity? If Yes, please submit now and do not complete the remainder of this survey.</i></b>	<b><i>Owners' Minority Status</i></b>										<b><i>Total</i></b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
<b>No</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %



Table 2

<b>Is your firm ready, willing and able to do business as a prime contractor with NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	73 83.9 %	70 76.9 %	61 66.3 %	4 80 %	3 75 %	9 69.2 %	7 87.5 %	2 100 %	5 83.3 %	3 100 %	237 76.2 %
<b>No</b>	14 16.1 %	21 23.1 %	31 33.7 %	1 20 %	1 25 %	4 30.8 %	1 12.5 %	0 0 %	1 16.7 %	0 0 %	74 23.8 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 3

<b>Is your firm ready, willing and able to do business as a subcontractor with NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	85 97.7 %	90 98.9 %	92 100 %	5 100 %	4 100 %	13 100 %	7 87.5 %	2 100 %	6 100 %	3 100 %	307 98.7 %
<b>No</b>	2 2.3 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	1 12.5 %	0 0 %	0 0 %	0 0 %	4 1.3 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 4

<b>Which one of the following is your company's primary line of business?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Construction</b>	36 41.4 %	25 27.5 %	15 16.7 %	1 20 %	1 25 %	8 61.5 %	3 42.9 %	0 0 %	5 83.3 %	2 66.7 %	96 31.2 %
<b>Construction Related Professional Services</b>	13 14.9 %	13 14.3 %	15 16.7 %	1 20 %	2 50 %	1 7.7 %	2 28.6 %	0 0 %	0 0 %	1 33.3 %	48 15.6 %
<b>Other Professional Services</b>	26 29.9 %	30 33 %	36 40 %	3 60 %	1 25 %	4 30.8 %	1 14.3 %	2 100 %	1 16.7 %	0 0 %	104 33.8 %
<b>Other Services and Goods</b>	12 13.8 %	23 25.3 %	24 26.7 %	0 0 %	0 0 %	0 0 %	1 14.3 %	0 0 %	0 0 %	0 0 %	60 19.5 %
<b>Total</b>	87 100 %	91 100 %	90 100 %	5 100 %	4 100 %	13 100 %	7 100 %	2 100 %	6 100 %	3 100 %	308 100 %

Table 5

<b>How long has your company been in operation?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Under 1 year</b>	0 0 %	0 0 %	3 3.3 %	0 0 %	1 25 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	4 1.3 %
<b>1-5 years</b>	8 9.3 %	9 9.9 %	43 46.7 %	1 20 %	0 0 %	1 7.7 %	0 0 %	2 100 %	0 0 %	0 0 %	64 20.6 %
<b>6-10 years</b>	6 7 %	13 14.3 %	19 20.7 %	1 20 %	1 25 %	5 38.5 %	3 37.5 %	0 0 %	0 0 %	0 0 %	48 15.5 %
<b>11-15 years</b>	5 5.8 %	15 16.5 %	6 6.5 %	2 40 %	1 25 %	5 38.5 %	2 25 %	0 0 %	0 0 %	1 33.3 %	37 11.9 %
<b>15-20 years</b>	12 14 %	16 17.6 %	12 13 %	1 20 %	0 0 %	1 7.7 %	2 25 %	0 0 %	0 0 %	0 0 %	44 14.2 %
<b>Over 20 years</b>	55 64 %	38 41.8 %	9 9.8 %	0 0 %	1 25 %	1 7.7 %	1 12.5 %	0 0 %	6 100 %	2 66.7 %	113 36.5 %
<b>Total</b>	86 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	310 100 %

Table 6

<b><i>Is at least 51% percent of your company owned and controlled by a woman or women?</i></b>	<b><i>Owners' Minority Status</i></b>										<b><i>Total</i></b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	0 0 %	91 100 %	37 40.2 %	3 60 %	2 50 %	6 46.2 %	3 37.5 %	2 100 %	0 0 %	0 0 %	144 46.3 %
<b>No</b>	87 100 %	0 0 %	55 59.8 %	2 40 %	2 50 %	7 53.8 %	5 62.5 %	0 0 %	6 100 %	3 100 %	167 53.7 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

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:	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Caucasian	87 100 %	90 98.9 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	177 56.9 %
Black	0 0 %	0 0 %	92 100 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	92 29.6 %
Subcontinent Asian	0 0 %	0 0 %	0 0 %	4 80 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	4 1.3 %
Asian Pacific Islander	0 0 %	0 0 %	0 0 %	0 0 %	4 100 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	4 1.3 %
Hispanic	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	12 92.3 %	0 0 %	0 0 %	0 0 %	0 0 %	12 3.9 %
American Indian	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	8 100 %	0 0 %	0 0 %	0 0 %	8 2.6 %
Bi-Racial or Multi-Racial	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	2 100 %	0 0 %	0 0 %	2 0.6 %
Publicly Traded Company	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	5 83.3 %	0 0 %	5 1.6 %
Other	0 0 %	1 1.1 %	0 0 %	1 20 %	0 0 %	1 7.7 %	0 0 %	0 0 %	1 16.7 %	3 100 %	7 2.3 %
Total	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 8

What is your current single project bonding limit?	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
\$100,000 or less	4 4.6 %	7 7.8 %	16 17.4 %	0 0 %	0 0 %	4 30.8 %	1 12.5 %	0 0 %	0 0 %	0 0 %	32 10.3 %
\$100,001 - \$250,000	3 3.4 %	2 2.2 %	7 7.6 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	12 3.9 %
\$250,001 - \$500,000	3 3.4 %	6 6.7 %	5 5.4 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	14 4.5 %
\$500,001 - \$750,000	2 2.3 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	3 1 %
\$750,000 - \$1,000,000	3 3.4 %	4 4.4 %	3 3.3 %	0 0 %	1 25 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	11 3.5 %
\$1,000,001 - \$1,250,000	1 1.1 %	2 2.2 %	3 3.3 %	0 0 %	1 25 %	1 7.7 %	2 25 %	0 0 %	0 0 %	0 0 %	10 3.2 %
\$1,250,001 - \$1,500,000	3 3.4 %	0 0 %	2 2.2 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	5 1.6 %
\$1,500,001 - \$5,000,000	6 6.9 %	6 6.7 %	3 3.3 %	0 0 %	0 0 %	1 7.7 %	1 12.5 %	0 0 %	0 0 %	0 0 %	17 5.5 %
\$5,000,001 to \$10,000,000	1 1.1 %	3 3.3 %	0 0 %	0 0 %	0 0 %	1 7.7 %	1 12.5 %	0 0 %	1 16.7 %	0 0 %	7 2.3 %
Over \$10 million	19 21.8 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 12.5 %	0 0 %	5 83.3 %	2 66.7 %	27 8.7 %
Don't Know	13 14.9 %	22 24.4 %	15 16.3 %	2 40 %	1 25 %	3 23.1 %	0 0 %	1 50 %	0 0 %	0 0 %	57 18.4 %
Not Applicable	29 33.3 %	37 41.1 %	38 41.3 %	3 60 %	1 25 %	3 23.1 %	2 25 %	1 50 %	0 0 %	1 33.3 %	115 37.1 %
Total	87 100 %	90 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	310 100 %

Table 9

What is the largest single contract your firm has been awarded since July 1, 2013?	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
\$100,000 or less	19 22.1 %	25 28.1 %	34 37.4 %	1 20 %	0 0 %	3 23.1 %	2 25 %	0 0 %	0 0 %	1 33.3 %	85 27.7 %
\$100,001 - \$250,000	11 12.8 %	8 9 %	8 8.8 %	2 40 %	0 0 %	2 15.4 %	1 12.5 %	0 0 %	0 0 %	0 0 %	32 10.4 %
\$250,001 - \$500,000	8 9.3 %	12 13.5 %	9 9.9 %	0 0 %	1 25 %	1 7.7 %	0 0 %	1 50 %	0 0 %	0 0 %	32 10.4 %
\$500,001 - \$750,000	7 8.1 %	4 4.5 %	2 2.2 %	0 0 %	1 25 %	1 7.7 %	1 12.5 %	0 0 %	0 0 %	0 0 %	16 5.2 %
\$750,000 - \$1,000,000	5 5.8 %	5 5.6 %	5 5.5 %	0 0 %	1 25 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	17 5.5 %
\$1,000,001 - \$1,250,000	1 1.2 %	5 5.6 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 16.7 %	0 0 %	7 2.3 %
\$1,250,001 - \$1,500,000	2 2.3 %	2 2.2 %	3 3.3 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	8 2.6 %
\$1,500,001 - \$5,000,000	6 7 %	14 15.7 %	3 3.3 %	0 0 %	0 0 %	1 7.7 %	3 37.5 %	0 0 %	0 0 %	0 0 %	27 8.8 %
\$5,000,001 to \$10,000,000	6 7 %	1 1.1 %	1 1.1 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	1 16.7 %	1 33.3 %	11 3.6 %
Over \$10 million	15 17.4 %	0 0 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	4 66.7 %	1 33.3 %	21 6.8 %
Don't Know	1 1.2 %	2 2.2 %	2 2.2 %	0 0 %	0 0 %	1 7.7 %	1 12.5 %	0 0 %	0 0 %	0 0 %	7 2.3 %
Not Applicable	5 5.8 %	11 12.4 %	23 25.3 %	2 40 %	1 25 %	1 7.7 %	0 0 %	1 50 %	0 0 %	0 0 %	44 14.3 %
Total	86 100 %	89 100 %	91 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	307 100 %

Table 10

<b>Indicate what you have performed as on any public or private contract since July 1, 2013.</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Prime Contractor and Subcontractor</b>	48 57.1 %	37 41.1 %	28 30.4 %	3 60 %	2 50 %	7 53.8 %	4 50 %	1 50 %	5 83.3 %	2 66.7 %	137 44.6 %
<b>Prime Contractor</b>	10 11.9 %	13 14.4 %	10 10.9 %	2 40 %	0 0 %	0 0 %	2 25 %	0 0 %	1 16.7 %	0 0 %	38 12.4 %
<b>Subcontractor</b>	24 28.6 %	24 26.7 %	25 27.2 %	0 0 %	1 25 %	5 38.5 %	1 12.5 %	0 0 %	0 0 %	1 33.3 %	81 26.4 %
<b>Neither</b>	2 2.4 %	16 17.8 %	29 31.5 %	0 0 %	1 25 %	1 7.7 %	1 12.5 %	1 50 %	0 0 %	0 0 %	51 16.6 %
<b>Total</b>	84 100 %	90 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	307 100 %



Table 11

<b><i>On average, what is the number of employees and regular independent contractors (including full-time and part-time staff) your company keeps on payroll? (Number of Employees)</i></b>	<b><i>Owners' Minority Status</i></b>										<b><i>Total</i></b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>None</b>	0 0 %	5 5.6 %	17 18.5 %	0 0 %	0 0 %	0 0 %	1 12.5 %	0 0 %	0 0 %	0 0 %	23 7.4 %
<b>1-10</b>	34 39.5 %	48 53.3 %	61 66.3 %	2 40 %	3 75 %	9 69.2 %	4 50 %	2 100 %	0 0 %	1 33.3 %	164 53.1 %
<b>11-30</b>	25 29.1 %	26 28.9 %	9 9.8 %	3 60 %	1 25 %	2 15.4 %	2 25 %	0 0 %	0 0 %	0 0 %	68 22 %
<b>31-50</b>	5 5.8 %	5 5.6 %	2 2.2 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	1 33.3 %	14 4.5 %
<b>51-75</b>	8 9.3 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	1 12.5 %	0 0 %	0 0 %	0 0 %	10 3.2 %
<b>76-100</b>	2 2.3 %	0 0 %	1 1.1 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	2 33.3 %	0 0 %	6 1.9 %
<b>101-300</b>	6 7 %	4 4.4 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 16.7 %	1 33.3 %	13 4.2 %
<b>Over 300</b>	6 7 %	1 1.1 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	3 50 %	0 0 %	11 3.6 %
<b>Total</b>	86 100 %	90 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	309 100 %

Table 12

<b>What is the highest level of education completed by the owner of your company? Would you say:</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Some High School</b>	0 0 %	1 1.1 %	0 0 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	2 0.6 %
<b>High School graduate</b>	6 6.9 %	12 13.3 %	6 6.5 %	0 0 %	1 25 %	1 7.7 %	2 25 %	0 0 %	0 0 %	0 0 %	28 9 %
<b>Some College</b>	22 25.3 %	21 23.3 %	14 15.2 %	1 20 %	1 25 %	3 23.1 %	1 12.5 %	0 0 %	0 0 %	0 0 %	63 20.3 %
<b>College Graduate</b>	41 47.1 %	38 42.2 %	35 38 %	2 40 %	1 25 %	2 15.4 %	3 37.5 %	0 0 %	2 33.3 %	3 100 %	127 41 %
<b>Post Graduate Degree</b>	13 14.9 %	10 11.1 %	27 29.3 %	2 40 %	1 25 %	6 46.2 %	2 25 %	2 100 %	1 16.7 %	0 0 %	64 20.6 %
<b>Trade or Technical Certificate</b>	4 4.6 %	8 8.9 %	9 9.8 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	21 6.8 %
<b>Don't Know</b>	1 1.1 %	0 0 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	3 50 %	0 0 %	5 1.6 %
<b>Total</b>	87 100 %	90 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	310 100 %

Table 13

<b>How many years of experience in your company's line of business does the primary owner of your company have?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>None</b>	0 0 %	0 0 %	2 2.2 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	2 0.6 %
<b>1-5</b>	0 0 %	5 5.6 %	13 14.1 %	1 20 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	19 6.1 %
<b>6-10</b>	4 4.6 %	6 6.7 %	9 9.8 %	0 0 %	0 0 %	2 15.4 %	1 12.5 %	1 50 %	0 0 %	0 0 %	23 7.4 %
<b>11-15</b>	6 6.9 %	16 17.8 %	11 12 %	1 20 %	1 25 %	2 15.4 %	2 25 %	1 50 %	0 0 %	1 33.3 %	41 13.2 %
<b>16-20</b>	5 5.7 %	14 15.6 %	10 10.9 %	2 40 %	1 25 %	3 23.1 %	1 12.5 %	0 0 %	0 0 %	0 0 %	36 11.6 %
<b>More than 20</b>	72 82.8 %	49 54.4 %	47 51.1 %	1 20 %	2 50 %	6 46.2 %	4 50 %	0 0 %	6 100 %	2 66.7 %	189 61 %
<b>Total</b>	87 100 %	90 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	310 100 %

Table 14

<i>Which of the following categories best approximates your company's gross revenues for calendar year 2018. Your best estimate will suffice.</i>	<i>Owners' Minority Status</i>										<i>Total</i>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>\$100,000 or less</b>	3 3.4 %	11 12.4 %	46 50.5 %	1 20 %	1 25 %	2 15.4 %	1 12.5 %	1 50 %	0 0 %	1 33.3 %	67 21.8 %
<b>\$100,001 - \$250,000</b>	7 8 %	9 10.1 %	9 9.9 %	0 0 %	1 25 %	1 7.7 %	1 12.5 %	1 50 %	0 0 %	0 0 %	29 9.4 %
<b>\$250,001 - \$500,000</b>	13 14.9 %	14 15.7 %	15 16.5 %	0 0 %	0 0 %	4 30.8 %	1 12.5 %	0 0 %	0 0 %	0 0 %	47 15.3 %
<b>\$500,001 - \$750,000</b>	5 5.7 %	9 10.1 %	5 5.5 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	20 6.5 %
<b>\$750,000 - \$1,000,000</b>	6 6.9 %	9 10.1 %	2 2.2 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	18 5.8 %
<b>\$1,000,001 - \$1,320,000</b>	5 5.7 %	5 5.6 %	0 0 %	1 20 %	2 50 %	0 0 %	1 12.5 %	0 0 %	0 0 %	0 0 %	14 4.5 %
<b>\$1,320,001 - \$1,500,000</b>	0 0 %	5 5.6 %	3 3.3 %	1 20 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	9 2.9 %
<b>\$1,500,001 - \$5,000,000</b>	19 21.8 %	21 23.6 %	4 4.4 %	2 40 %	0 0 %	2 15.4 %	1 12.5 %	0 0 %	0 0 %	0 0 %	49 15.9 %
<b>\$5,000,001 to \$10,000,000</b>	9 10.3 %	2 2.2 %	0 0 %	0 0 %	0 0 %	1 7.7 %	2 25 %	0 0 %	0 0 %	0 0 %	14 4.5 %
<b>Over \$10 million</b>	20 23 %	4 4.5 %	2 2.2 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	6 100 %	2 66.7 %	35 11.4 %
<b>Don't Know</b>	0 0 %	0 0 %	5 5.5 %	0 0 %	0 0 %	0 0 %	1 12.5 %	0 0 %	0 0 %	0 0 %	6 1.9 %
<b>Total</b>	87 100 %	89 100 %	91 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	308 100 %

Table 15											
<b>Is your business qualified to do business with NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	82 94.3 %	77 84.6 %	78 84.8 %	4 80 %	3 75 %	9 69.2 %	6 75 %	1 50 %	6 100 %	3 100 %	269 86.5 %
<b>No</b>	1 1.1 %	2 2.2 %	6 6.5 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	9 2.9 %
<b>Not sure</b>	4 4.6 %	12 13.2 %	8 8.7 %	1 20 %	1 25 %	4 30.8 %	2 25 %	1 50 %	0 0 %	0 0 %	33 10.6 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 16											
<b>Is your company registered to do business with NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	79 90.8 %	68 74.7 %	68 73.9 %	5 100 %	3 75 %	8 61.5 %	7 87.5 %	2 100 %	6 100 %	3 100 %	249 80.1 %
<b>No</b>	8 9.2 %	23 25.3 %	24 26.1 %	0 0 %	1 25 %	5 38.5 %	1 12.5 %	0 0 %	0 0 %	0 0 %	62 19.9 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 17

Is your company registered to do business with any other government entity (including but not limited to: State of North Carolina (including the HUB Office) or any City, County, or other public agency in North Carolina)?	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	68 81 %	78 87.6 %	87 96.7 %	5 100 %	4 100 %	10 76.9 %	7 87.5 %	2 100 %	6 100 %	2 66.7 %	269 88.5 %
No	16 19 %	11 12.4 %	3 3.3 %	0 0 %	0 0 %	3 23.1 %	1 12.5 %	0 0 %	0 0 %	1 33.3 %	35 11.5 %
Total	84 100 %	89 100 %	90 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	304 100 %

Table 18

[Do not know how to register.] Why is your company not registered to do business with NCDOT? Indicate all that apply.	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	5 62.5 %	10 43.5 %	8 33.3 %	0 0 %	0 0 %	1 20 %	0 0 %	0 0 %	0 0 %	0 0 %	24 38.7 %
Not selected	3 37.5 %	13 56.5 %	16 66.7 %	0 0 %	1 100 %	4 80 %	1 100 %	0 0 %	0 0 %	0 0 %	38 61.3 %
Total	8 100 %	23 100 %	24 100 %	0 100 %	1 100 %	5 100 %	1 100 %	0 100 %	0 100 %	0 100 %	62 100 %

Table 19

<b>[Did not know there was a registry.] Why is your company not registered to do business with NCDOT? Indicate all that apply.</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	3 37.5 %	12 52.2 %	7 29.2 %	0 0 %	1 100 %	1 20 %	1 100 %	0 0 %	0 0 %	0 0 %	25 40.3 %
<b>Not selected</b>	5 62.5 %	11 47.8 %	17 70.8 %	0 0 %	0 0 %	4 80 %	0 0 %	0 0 %	0 0 %	0 0 %	37 59.7 %
<b>Total</b>	8 100 %	23 100 %	24 100 %	0 100 %	1 100 %	5 100 %	1 100 %	0 100 %	0 100 %	0 100 %	62 100 %



Table 20

[Do not see any benefit in registering.] Why is your company not registered to do business with NCDOT? Indicate all that apply.	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	1 12.5 %	1 4.3 %	5 20.8 %	0 0 %	0 0 %	1 20 %	0 0 %	0 0 %	0 0 %	0 0 %	8 12.9 %
Not selected	7 87.5 %	22 95.7 %	19 79.2 %	0 0 %	1 100 %	4 80 %	1 100 %	0 0 %	0 0 %	0 0 %	54 87.1 %
Total	8 100 %	23 100 %	24 100 %	0 100 %	1 100 %	5 100 %	1 100 %	0 100 %	0 100 %	0 100 %	62 100 %

Table 21

<b>[Do not want to do business with government.] Why is your company not registered to do business with NCDOT? Indicate all that apply.</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 100 %	0 0 %	0 0 %	0 0 %	1 1.6 %
<b>Not selected</b>	8 100 %	23 100 %	24 100 %	0 0 %	1 100 %	5 100 %	0 0 %	0 0 %	0 0 %	0 0 %	61 98.4 %
<b>Total</b>	8 100 %	23 100 %	24 100 %	0 100 %	1 100 %	5 100 %	1 100 %	0 100 %	0 100 %	0 100 %	62 100 %

Table 22

[Do not want to do business with NCDOT.] Why is your company not registered to do business with NCDOT? Indicate all that apply.	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
Not selected	8 100 %	23 100 %	24 100 %	0 0 %	1 100 %	5 100 %	1 100 %	0 0 %	0 0 %	0 0 %	62 100 %
Total	8 100 %	23 100 %	24 100 %	0 100 %	1 100 %	5 100 %	1 100 %	0 100 %	0 100 %	0 100 %	62 100 %

Table 23

[Do not see opportunities in my field of work.] Why is your company not registered to do business with NCDOT? Indicate all that apply.	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	0 0 %	7 30.4 %	7 29.2 %	0 0 %	0 0 %	2 40 %	0 0 %	0 0 %	0 0 %	0 0 %	16 25.8 %
Not selected	8 100 %	16 69.6 %	17 70.8 %	0 0 %	1 100 %	3 60 %	1 100 %	0 0 %	0 0 %	0 0 %	46 74.2 %
Total	8 100 %	23 100 %	24 100 %	0 100 %	1 100 %	5 100 %	1 100 %	0 100 %	0 100 %	0 100 %	62 100 %

Table 24

[Do not believe firm would be awarded contract.] Why is your company not registered to do business with NCDOT? Indicate all that apply.	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	1 12.5 %	7 30.4 %	11 45.8 %	0 0 %	0 0 %	1 20 %	0 0 %	0 0 %	0 0 %	0 0 %	20 32.3 %
Not selected	7 87.5 %	16 69.6 %	13 54.2 %	0 0 %	1 100 %	4 80 %	1 100 %	0 0 %	0 0 %	0 0 %	42 67.7 %
Total	8 100 %	23 100 %	24 100 %	0 100 %	1 100 %	5 100 %	1 100 %	0 100 %	0 100 %	0 100 %	62 100 %

Table 25

[NCDOT Public Projects] From July 1, 2013 through June 30, 2018, how many times has your company submitted bids or proposals for projects as prime contractor on:	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
None	35 40.2 %	58 63.7 %	62 67.4 %	3 60 %	2 50 %	9 69.2 %	4 50 %	1 50 %	1 16.7 %	2 66.7 %	177 56.9 %
1-10	22 25.3 %	15 16.5 %	23 25 %	2 40 %	2 50 %	3 23.1 %	2 25 %	1 50 %	0 0 %	1 33.3 %	71 22.8 %
11-25	9 10.3 %	5 5.5 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	2 33.3 %	0 0 %	17 5.5 %
26-50	4 4.6 %	4 4.4 %	1 1.1 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	10 3.2 %
51-100	3 3.4 %	0 0 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	4 1.3 %
Over 100	8 9.2 %	2 2.2 %	2 2.2 %	0 0 %	0 0 %	0 0 %	1 12.5 %	0 0 %	3 50 %	0 0 %	16 5.1 %
Don't Know/NA	6 6.9 %	7 7.7 %	2 2.2 %	0 0 %	0 0 %	0 0 %	1 12.5 %	0 0 %	0 0 %	0 0 %	16 5.1 %
Total	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 26

[Private Sector Projects] From July 1, 2013 through June 30, 2018, how many times has your company submitted bids or proposals for projects as prime contractor on:	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
None	11 12.6 %	32 35.2 %	38 41.3 %	0 0 %	1 25 %	6 46.2 %	2 25 %	2 100 %	0 0 %	1 33.3 %	93 29.9 %
1-10	27 31 %	19 20.9 %	31 33.7 %	3 60 %	1 25 %	2 15.4 %	2 25 %	0 0 %	2 33.3 %	0 0 %	87 28 %
11-25	8 9.2 %	8 8.8 %	11 12 %	0 0 %	1 25 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	28 9 %
26-50	10 11.5 %	7 7.7 %	3 3.3 %	1 20 %	0 0 %	1 7.7 %	2 25 %	0 0 %	0 0 %	0 0 %	24 7.7 %
51-100	6 6.9 %	4 4.4 %	1 1.1 %	0 0 %	0 0 %	3 23.1 %	1 12.5 %	0 0 %	0 0 %	0 0 %	15 4.8 %
Over 100	17 19.5 %	12 13.2 %	4 4.3 %	0 0 %	1 25 %	1 7.7 %	1 12.5 %	0 0 %	4 66.7 %	2 66.7 %	42 13.5 %
Don't Know/NA	8 9.2 %	9 9.9 %	4 4.3 %	1 20 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	22 7.1 %
Total	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 27

[Other Public Sector (non-NCDOT Projects) ] From July 1, 2013 through June 30, 2018, how many times has your company submitted bids or proposals for projects as prime contractor on:	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
None	13 14.9 %	33 36.3 %	34 37 %	0 0 %	1 25 %	6 46.2 %	2 25 %	1 50 %	0 0 %	1 33.3 %	91 29.3 %
1-10	22 25.3 %	24 26.4 %	35 38 %	3 60 %	3 75 %	3 23.1 %	2 25 %	1 50 %	0 0 %	1 33.3 %	94 30.2 %
11-25	13 14.9 %	9 9.9 %	7 7.6 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	1 16.7 %	0 0 %	31 10 %
26-50	6 6.9 %	5 5.5 %	6 6.5 %	0 0 %	0 0 %	0 0 %	1 12.5 %	0 0 %	1 16.7 %	0 0 %	19 6.1 %
51-100	11 12.6 %	8 8.8 %	3 3.3 %	0 0 %	0 0 %	3 23.1 %	2 25 %	0 0 %	0 0 %	0 0 %	27 8.7 %
Over 100	14 16.1 %	5 5.5 %	4 4.3 %	0 0 %	0 0 %	0 0 %	1 12.5 %	0 0 %	4 66.7 %	1 33.3 %	29 9.3 %
Don't Know/NA	8 9.2 %	7 7.7 %	3 3.3 %	2 40 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	20 6.4 %
<b>Total</b>	<b>87</b> 100 %	<b>91</b> 100 %	<b>92</b> 100 %	<b>5</b> 100 %	<b>4</b> 100 %	<b>13</b> 100 %	<b>8</b> 100 %	<b>2</b> 100 %	<b>6</b> 100 %	<b>3</b> 100 %	<b>311</b> 100 %



Table 28

[NCDOT Public Projects] From July 1, 2013 through June 30, 2018, how many times has your company been awarded contracts to perform as a prime contractor:	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
None	42 48.3 %	64 70.3 %	78 84.8 %	4 80 %	3 75 %	10 76.9 %	6 75 %	1 50 %	1 16.7 %	2 66.7 %	211 67.8 %
1-10	25 28.7 %	13 14.3 %	8 8.7 %	1 20 %	1 25 %	3 23.1 %	2 25 %	1 50 %	1 16.7 %	1 33.3 %	56 18 %
11-25	5 5.7 %	4 4.4 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 16.7 %	0 0 %	11 3.5 %
26-50	5 5.7 %	1 1.1 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 16.7 %	0 0 %	8 2.6 %
51-100	4 4.6 %	0 0 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	5 1.6 %
Over 100	3 3.4 %	2 2.2 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	2 33.3 %	0 0 %	8 2.6 %
Don't Know/NA	3 3.4 %	7 7.7 %	2 2.2 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	12 3.9 %
Total	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 29

[Private Sector Projects] From July 1, 2013 through June 30, 2018, how many times has your company been awarded contracts to perform as a prime contractor:	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
None	20 23 %	38 41.8 %	56 60.9 %	1 20 %	1 25 %	6 46.2 %	2 25 %	2 100 %	1 16.7 %	1 33.3 %	128 41.2 %
1-10	27 31 %	18 19.8 %	20 21.7 %	2 40 %	1 25 %	3 23.1 %	2 25 %	0 0 %	1 16.7 %	0 0 %	74 23.8 %
11-25	8 9.2 %	11 12.1 %	6 6.5 %	0 0 %	1 25 %	4 30.8 %	2 25 %	0 0 %	1 16.7 %	0 0 %	33 10.6 %
26-50	5 5.7 %	5 5.5 %	1 1.1 %	1 20 %	0 0 %	0 0 %	2 25 %	0 0 %	0 0 %	1 33.3 %	15 4.8 %
51-100	8 9.2 %	6 6.6 %	2 2.2 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	16 5.1 %
Over 100	12 13.8 %	5 5.5 %	3 3.3 %	0 0 %	1 25 %	0 0 %	0 0 %	0 0 %	3 50 %	1 33.3 %	25 8 %
Don't Know/NA	7 8 %	8 8.8 %	4 4.3 %	1 20 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	20 6.4 %
Total	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 30

<b>[Other Public Sector (non-NCDOT Projects) ] From July 1, 2013 through June 30, 2018, how many times has your company been awarded contracts to perform as a prime contractor:</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>None</b>	20 23 %	43 47.3 %	51 55.4 %	2 40 %	1 25 %	5 38.5 %	3 37.5 %	1 50 %	0 0 %	1 33.3 %	127 40.8 %
<b>1-10</b>	24 27.6 %	24 26.4 %	25 27.2 %	1 20 %	3 75 %	5 38.5 %	1 12.5 %	1 50 %	1 16.7 %	1 33.3 %	86 27.7 %
<b>11-25</b>	17 19.5 %	4 4.4 %	7 7.6 %	0 0 %	0 0 %	2 15.4 %	1 12.5 %	0 0 %	1 16.7 %	0 0 %	32 10.3 %
<b>26-50</b>	5 5.7 %	6 6.6 %	1 1.1 %	0 0 %	0 0 %	0 0 %	3 37.5 %	0 0 %	2 33.3 %	0 0 %	17 5.5 %
<b>51-100</b>	8 9.2 %	4 4.4 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	13 4.2 %
<b>Over 100</b>	7 8 %	2 2.2 %	3 3.3 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	2 33.3 %	1 33.3 %	15 4.8 %
<b>Don't Know/NA</b>	6 6.9 %	8 8.8 %	4 4.3 %	2 40 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	21 6.8 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 31

[Aviation] Has your company attempted to obtain work from any of the following divisions of NCDOT?	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi- Racial or Multi- Racial	Publicly Traded Company	Other	
<b>Yes</b>	9 10.3 %	6 6.6 %	11 12 %	1 20 %	0 0 %	1 7.7 %	1 12.5 %	0 0 %	3 50 %	2 66.7 %	34 10.9 %
<b>Not selected</b>	78 89.7 %	85 93.4 %	81 88 %	4 80 %	4 100 %	12 92.3 %	7 87.5 %	2 100 %	3 50 %	1 33.3 %	277 89.1 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 32

<b>[Bicycle &amp; Pedestrian] Has your company attempted to obtain work from any of the following divisions of NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	8 9.2 %	5 5.5 %	1 1.1 %	0 0 %	1 25 %	0 0 %	0 0 %	0 0 %	1 16.7 %	0 0 %	16 5.1 %
<b>Not selected</b>	79 90.8 %	86 94.5 %	91 98.9 %	5 100 %	3 75 %	13 100 %	8 100 %	2 100 %	5 83.3 %	3 100 %	295 94.9 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 33

<b>[Ferry] Has your company attempted to obtain work from any of the following divisions of NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	3 3.4 %	2 2.2 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 16.7 %	0 0 %	7 2.3 %
<b>Not selected</b>	84 96.6 %	89 97.8 %	91 98.9 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	5 83.3 %	3 100 %	304 97.7 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 34

<b>[Global TransPark] Has your company attempted to obtain work from any of the following divisions of NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	3 3.4 %	1 1.1 %	3 3.3 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 33.3 %	8 2.6 %
<b>Not selected</b>	84 96.6 %	90 98.9 %	89 96.7 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	2 66.7 %	303 97.4 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 35

<b>[Governor's Highway Safety] Has your company attempted to obtain work from any of the following divisions of NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	0 0 %	1 1.1 %	1 1.1 %	0 0 %	0 0 %	1 7.7 %	1 12.5 %	0 0 %	0 0 %	0 0 %	4 1.3 %
<b>Not selected</b>	87 100 %	90 98.9 %	91 98.9 %	5 100 %	4 100 %	12 92.3 %	7 87.5 %	2 100 %	6 100 %	3 100 %	307 98.7 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 36

<b>[Highway] Has your company attempted to obtain work from any of the following divisions of NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	58 66.7 %	37 40.7 %	30 32.6 %	2 40 %	0 0 %	4 30.8 %	5 62.5 %	1 50 %	6 100 %	2 66.7 %	145 46.6 %
<b>Not selected</b>	29 33.3 %	54 59.3 %	62 67.4 %	3 60 %	4 100 %	9 69.2 %	3 37.5 %	1 50 %	0 0 %	1 33.3 %	166 53.4 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 37

<b>[Motor Vehicles] Has your company attempted to obtain work from any of the following divisions of NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi- Racial or Multi- Racial	Publicly Traded Company	Other	
<b>Yes</b>	3 3.4 %	2 2.2 %	8 8.7 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	14 4.5 %
<b>Not selected</b>	84 96.6 %	89 97.8 %	84 91.3 %	5 100 %	4 100 %	12 92.3 %	8 100 %	2 100 %	6 100 %	3 100 %	297 95.5 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 38

<b>[Ports Authority] Has your company attempted to obtain work from any of the following divisions of NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi- Racial or Multi- Racial	Publicly Traded Company	Other	
<b>Yes</b>	4 4.6 %	6 6.6 %	4 4.3 %	0 0 %	0 0 %	0 0 %	1 12.5 %	0 0 %	1 16.7 %	0 0 %	16 5.1 %
<b>Not selected</b>	83 95.4 %	85 93.4 %	88 95.7 %	5 100 %	4 100 %	13 100 %	7 87.5 %	2 100 %	5 83.3 %	3 100 %	295 94.9 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %



Table 39

<b>[Public Transportation] Has your company attempted to obtain work from any of the following divisions of NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	12 13.8 %	5 5.5 %	17 18.5 %	1 20 %	1 25 %	2 15.4 %	0 0 %	0 0 %	1 16.7 %	0 0 %	39 12.5 %
<b>Not selected</b>	75 86.2 %	86 94.5 %	75 81.5 %	4 80 %	3 75 %	11 84.6 %	8 100 %	2 100 %	5 83.3 %	3 100 %	272 87.5 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 40

<b>[Rail] Has your company attempted to obtain work from any of the following divisions of NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	9 10.3 %	4 4.4 %	6 6.5 %	0 0 %	0 0 %	0 0 %	0 0 %	1 50 %	3 50 %	0 0 %	23 7.4 %
<b>Not selected</b>	78 89.7 %	87 95.6 %	86 93.5 %	5 100 %	4 100 %	13 100 %	8 100 %	1 50 %	3 50 %	3 100 %	288 92.6 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 41

[Turnpike Authority] Has your company attempted to obtain work from any of the following divisions of NCDOT?	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	7 8 %	3 3.3 %	3 3.3 %	1 20 %	1 25 %	1 7.7 %	0 0 %	0 0 %	4 66.7 %	0 0 %	20 6.4 %
Not selected	80 92 %	88 96.7 %	89 96.7 %	4 80 %	3 75 %	12 92.3 %	8 100 %	2 100 %	2 33.3 %	3 100 %	291 93.6 %
Total	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 42

<b>Approximately how many times did you serve as a subcontractor on a NCDOT project from July 1, 2013 through June 30, 2018?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>None</b>	26 29.9 %	44 48.4 %	75 81.5 %	2 40 %	2 50 %	6 46.2 %	5 62.5 %	1 50 %	1 16.7 %	2 66.7 %	164 52.7 %
<b>1-10</b>	31 35.6 %	24 26.4 %	14 15.2 %	2 40 %	2 50 %	2 15.4 %	2 25 %	1 50 %	0 0 %	1 33.3 %	79 25.4 %
<b>11-25</b>	13 14.9 %	8 8.8 %	0 0 %	1 20 %	0 0 %	2 15.4 %	0 0 %	0 0 %	2 33.3 %	0 0 %	26 8.4 %
<b>26-50</b>	8 9.2 %	4 4.4 %	1 1.1 %	0 0 %	0 0 %	2 15.4 %	0 0 %	0 0 %	1 16.7 %	0 0 %	16 5.1 %
<b>51-100</b>	3 3.4 %	3 3.3 %	0 0 %	0 0 %	0 0 %	0 0 %	1 12.5 %	0 0 %	0 0 %	0 0 %	7 2.3 %
<b>Over 100</b>	2 2.3 %	4 4.4 %	2 2.2 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	2 33.3 %	0 0 %	11 3.5 %
<b>Don't Know</b>	4 4.6 %	4 4.4 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	8 2.6 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 43

<b>[Pre-qualification requirements] The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	14 16.1 %	18 19.8 %	26 28.3 %	1 20 %	1 25 %	3 23.1 %	2 25 %	0 0 %	0 0 %	0 0 %	65 20.9 %
<b>Not selected</b>	73 83.9 %	73 80.2 %	66 71.7 %	4 80 %	3 75 %	10 76.9 %	6 75 %	2 100 %	6 100 %	3 100 %	246 79.1 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 44

<b>[Performance bond requirements] The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	9 10.3 %	17 18.7 %	21 22.8 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	47 15.1 %
<b>Not selected</b>	78 89.7 %	74 81.3 %	71 77.2 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	264 84.9 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 45

<b>[Excessive paperwork] The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	19 21.8 %	25 27.5 %	22 23.9 %	1 20 %	1 25 %	6 46.2 %	1 12.5 %	0 0 %	0 0 %	1 33.3 %	76 24.4 %
<b>Not selected</b>	68 78.2 %	66 72.5 %	70 76.1 %	4 80 %	3 75 %	7 53.8 %	7 87.5 %	2 100 %	6 100 %	2 66.7 %	235 75.6 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 46

<b>[Bid bond requirements]</b> <b>The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	8 9.2 %	24 26.4 %	24 26.1 %	1 20 %	0 0 %	2 15.4 %	2 25 %	0 0 %	0 0 %	0 0 %	61 19.6 %
<b>Not selected</b>	79 90.8 %	67 73.6 %	68 73.9 %	4 80 %	4 100 %	11 84.6 %	6 75 %	2 100 %	6 100 %	3 100 %	250 80.4 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 47

<b>[Financing] The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	6 6.9 %	13 14.3 %	29 31.5 %	1 20 %	0 0 %	2 15.4 %	2 25 %	0 0 %	0 0 %	0 0 %	53 17 %
<b>Not selected</b>	81 93.1 %	78 85.7 %	63 68.5 %	4 80 %	4 100 %	11 84.6 %	6 75 %	2 100 %	6 100 %	3 100 %	258 83 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %



Table 48

<b>[Insurance requirements]</b> <b>The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	3 3.4 %	7 7.7 %	12 13 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	22 7.1 %
<b>Not selected</b>	84 96.6 %	84 92.3 %	80 87 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	289 92.9 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 49

<b>[Bid specifications] The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	13 14.9 %	14 15.4 %	15 16.3 %	0 0 %	0 0 %	0 0 %	1 12.5 %	0 0 %	1 16.7 %	1 33.3 %	45 14.5 %
<b>Not selected</b>	74 85.1 %	77 84.6 %	77 83.7 %	5 100 %	4 100 %	13 100 %	7 87.5 %	2 100 %	5 83.3 %	2 66.7 %	266 85.5 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 50

<p><b>[Lack of access to competitive supplier pricing] The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b></p>	<p><b>Owners' Minority Status</b></p>										<p><b>Total</b></p>
	<p>Non-Minority</p>	<p>Woman</p>	<p>Black</p>	<p>Subcontinent Asian</p>	<p>Asian Pacific Islander</p>	<p>Hispanic</p>	<p>American Indian</p>	<p>Bi-Racial or Multi-Racial</p>	<p>Publicly Traded Company</p>	<p>Other</p>	
<p><b>Yes</b></p>	<p>2 2.3 %</p>	<p>16 17.6 %</p>	<p>21 22.8 %</p>	<p>1 20 %</p>	<p>0 0 %</p>	<p>1 7.7 %</p>	<p>4 50 %</p>	<p>0 0 %</p>	<p>0 0 %</p>	<p>0 0 %</p>	<p>45 14.5 %</p>
<p><b>Not selected</b></p>	<p>85 97.7 %</p>	<p>75 82.4 %</p>	<p>71 77.2 %</p>	<p>4 80 %</p>	<p>4 100 %</p>	<p>12 92.3 %</p>	<p>4 50 %</p>	<p>2 100 %</p>	<p>6 100 %</p>	<p>3 100 %</p>	<p>266 85.5 %</p>
<p><b>Total</b></p>	<p>87 100 %</p>	<p>91 100 %</p>	<p>92 100 %</p>	<p>5 100 %</p>	<p>4 100 %</p>	<p>13 100 %</p>	<p>8 100 %</p>	<p>2 100 %</p>	<p>6 100 %</p>	<p>3 100 %</p>	<p>311 100 %</p>

Table 51

[Limited time given to prepare bid package or quote] The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	11 12.6 %	13 14.3 %	24 26.1 %	1 20 %	0 0 %	2 15.4 %	1 12.5 %	0 0 %	1 16.7 %	1 33.3 %	54 17.4 %
<b>Not selected</b>	76 87.4 %	78 85.7 %	68 73.9 %	4 80 %	4 100 %	11 84.6 %	7 87.5 %	2 100 %	5 83.3 %	2 66.7 %	257 82.6 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 52

<p><b>[Limited knowledge of purchasing /contracting policies and procedures] The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b></p>	<p><b>Owners' Minority Status</b></p>										<p><b>Total</b></p>
	<p>Non-Minority</p>	<p>Woman</p>	<p>Black</p>	<p>Subcontinent Asian</p>	<p>Asian Pacific Islander</p>	<p>Hispanic</p>	<p>American Indian</p>	<p>Bi-Racial or Multi-Racial</p>	<p>Publicly Traded Company</p>	<p>Other</p>	
<p><b>Yes</b></p>	<p>6 6.9 %</p>	<p>24 26.4 %</p>	<p>22 23.9 %</p>	<p>0 0 %</p>	<p>0 0 %</p>	<p>4 30.8 %</p>	<p>3 37.5 %</p>	<p>0 0 %</p>	<p>0 0 %</p>	<p>0 0 %</p>	<p>59 19 %</p>
<p><b>Not selected</b></p>	<p>81 93.1 %</p>	<p>67 73.6 %</p>	<p>70 76.1 %</p>	<p>5 100 %</p>	<p>4 100 %</p>	<p>9 69.2 %</p>	<p>5 62.5 %</p>	<p>2 100 %</p>	<p>6 100 %</p>	<p>3 100 %</p>	<p>252 81 %</p>
<p><b>Total</b></p>	<p>87 100 %</p>	<p>91 100 %</p>	<p>92 100 %</p>	<p>5 100 %</p>	<p>4 100 %</p>	<p>13 100 %</p>	<p>8 100 %</p>	<p>2 100 %</p>	<p>6 100 %</p>	<p>3 100 %</p>	<p>311 100 %</p>

Table 53

<b>[Language barriers]</b> <b>The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	0 0 %	0 0 %	3 3.3 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	3 1 %
<b>Not selected</b>	87 100 %	91 100 %	89 96.7 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	308 99 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 54

<b>[Lack of experience]                      The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	7 8 %	4 4.4 %	17 18.5 %	1 20 %	0 0 %	1 7.7 %	1 12.5 %	0 0 %	0 0 %	0 0 %	31 10 %
<b>Not selected</b>	80 92 %	87 95.6 %	75 81.5 %	4 80 %	4 100 %	12 92.3 %	7 87.5 %	2 100 %	6 100 %	3 100 %	280 90 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 55

[Lack of personnel] The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	9 10.3 %	8 8.8 %	11 12 %	1 20 %	0 0 %	2 15.4 %	3 37.5 %	0 0 %	0 0 %	1 33.3 %	35 11.3 %
Not selected	78 89.7 %	83 91.2 %	81 88 %	4 80 %	4 100 %	11 84.6 %	5 62.5 %	2 100 %	6 100 %	2 66.7 %	276 88.7 %
Total	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %



Table 56

<p><b>[Contract too large]</b>  <b>The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b></p>	<p><b>Owners' Minority Status</b></p>										<p><b>Total</b></p>
	<p>Non-Minority</p>	<p>Woman</p>	<p>Black</p>	<p>Subcontinent Asian</p>	<p>Asian Pacific Islander</p>	<p>Hispanic</p>	<p>American Indian</p>	<p>Bi-Racial or Multi-Racial</p>	<p>Publicly Traded Company</p>	<p>Other</p>	
<p><b>Yes</b></p>	<p>17 19.5 %</p>	<p>19 20.9 %</p>	<p>15 16.3 %</p>	<p>3 60 %</p>	<p>0 0 %</p>	<p>4 30.8 %</p>	<p>2 25 %</p>	<p>0 0 %</p>	<p>0 0 %</p>	<p>2 66.7 %</p>	<p>62 19.9 %</p>
<p><b>Not selected</b></p>	<p>70 80.5 %</p>	<p>72 79.1 %</p>	<p>77 83.7 %</p>	<p>2 40 %</p>	<p>4 100 %</p>	<p>9 69.2 %</p>	<p>6 75 %</p>	<p>2 100 %</p>	<p>6 100 %</p>	<p>1 33.3 %</p>	<p>249 80.1 %</p>
<p><b>Total</b></p>	<p>87 100 %</p>	<p>91 100 %</p>	<p>92 100 %</p>	<p>5 100 %</p>	<p>4 100 %</p>	<p>13 100 %</p>	<p>8 100 %</p>	<p>2 100 %</p>	<p>6 100 %</p>	<p>3 100 %</p>	<p>311 100 %</p>

Table 57

<b>[Contract too expensive to bid]                      The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	8 9.2 %	15 16.5 %	9 9.8 %	2 40 %	0 0 %	4 30.8 %	1 12.5 %	0 0 %	0 0 %	0 0 %	39 12.5 %
<b>Not selected</b>	79 90.8 %	76 83.5 %	83 90.2 %	3 60 %	4 100 %	9 69.2 %	7 87.5 %	2 100 %	6 100 %	3 100 %	272 87.5 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 58

<b>[Informal networks]</b> <b>The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	8 9.2 %	6 6.6 %	16 17.4 %	0 0 %	1 25 %	2 15.4 %	0 0 %	0 0 %	0 0 %	0 0 %	33 10.6 %
<b>Not selected</b>	79 90.8 %	85 93.4 %	76 82.6 %	5 100 %	3 75 %	11 84.6 %	8 100 %	2 100 %	6 100 %	3 100 %	278 89.4 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 59

[Selection process] The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	20 23 %	15 16.5 %	22 23.9 %	1 20 %	1 25 %	0 0 %	0 0 %	0 0 %	0 0 %	1 33.3 %	60 19.3 %
Not selected	67 77 %	76 83.5 %	70 76.1 %	4 80 %	3 75 %	13 100 %	8 100 %	2 100 %	6 100 %	2 66.7 %	251 80.7 %
Total	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 60

<b>[Not certified] The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	3 3.4 %	5 5.5 %	6 6.5 %	0 0 %	0 0 %	1 7.7 %	2 25 %	0 0 %	0 0 %	0 0 %	17 5.5 %
<b>Not selected</b>	84 96.6 %	86 94.5 %	86 93.5 %	5 100 %	4 100 %	12 92.3 %	6 75 %	2 100 %	6 100 %	3 100 %	294 94.5 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 61

[Unfair competition with large firms] The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	17 19.5 %	35 38.5 %	41 44.6 %	3 60 %	1 25 %	5 38.5 %	3 37.5 %	0 0 %	0 0 %	0 0 %	105 33.8 %
Not selected	70 80.5 %	56 61.5 %	51 55.4 %	2 40 %	3 75 %	8 61.5 %	5 62.5 %	2 100 %	6 100 %	3 100 %	206 66.2 %
Total	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 62

<p><b>[None of the above]</b>  <b>The following is a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to your firm obtaining work on projects for the NCDOT? (check all that apply)</b></p>	<p><b>Owners' Minority Status</b></p>										<p><b>Total</b></p>
	<p>Non-Minority</p>	<p>Woman</p>	<p>Black</p>	<p>Subcontinent Asian</p>	<p>Asian Pacific Islander</p>	<p>Hispanic</p>	<p>American Indian</p>	<p>Bi-Racial or Multi-Racial</p>	<p>Publicly Traded Company</p>	<p>Other</p>	
<p><b>Yes</b></p>	<p>32 36.8 %</p>	<p>23 25.3 %</p>	<p>13 14.1 %</p>	<p>0 0 %</p>	<p>0 0 %</p>	<p>1 7.7 %</p>	<p>3 37.5 %</p>	<p>2 100 %</p>	<p>5 83.3 %</p>	<p>0 0 %</p>	<p>79 25.4 %</p>
<p><b>Not selected</b></p>	<p>55 63.2 %</p>	<p>68 74.7 %</p>	<p>79 85.9 %</p>	<p>5 100 %</p>	<p>4 100 %</p>	<p>12 92.3 %</p>	<p>5 62.5 %</p>	<p>0 0 %</p>	<p>1 16.7 %</p>	<p>3 100 %</p>	<p>232 74.6 %</p>
<p><b>Total</b></p>	<p>87 100 %</p>	<p>91 100 %</p>	<p>92 100 %</p>	<p>5 100 %</p>	<p>4 100 %</p>	<p>13 100 %</p>	<p>8 100 %</p>	<p>2 100 %</p>	<p>6 100 %</p>	<p>3 100 %</p>	<p>311 100 %</p>

Table 63

<b>What is the amount of time that it typically takes to receive payment from NCDOT for your services on NCDOT projects?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Less than 30 days</b>	20 47.6 %	3 15 %	2 16.7 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 20 %	0 0 %	26 29.5 %
<b>30-60 days</b>	18 42.9 %	13 65 %	6 50 %	1 100 %	1 100 %	1 33.3 %	1 50 %	0 0 %	4 80 %	1 100 %	46 52.3 %
<b>60-90 days</b>	1 2.4 %	3 15 %	1 8.3 %	0 0 %	0 0 %	0 0 %	0 0 %	1 100 %	0 0 %	0 0 %	6 6.8 %
<b>90-120 days</b>	1 2.4 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 1.1 %
<b>Over 120 days</b>	0 0 %	0 0 %	1 8.3 %	0 0 %	0 0 %	1 33.3 %	0 0 %	0 0 %	0 0 %	0 0 %	2 2.3 %
<b>Don't Know/NA</b>	2 4.8 %	1 5 %	2 16.7 %	0 0 %	0 0 %	1 33.3 %	1 50 %	0 0 %	0 0 %	0 0 %	7 8 %
<b>Total</b>	42 100 %	20 100 %	12 100 %	1 100 %	1 100 %	3 100 %	2 100 %	1 100 %	5 100 %	1 100 %	88 100 %



Table 64

<b>Is your company a certified Small, Minority, Woman or Disadvantaged Business Enterprise? (collectively, "S/M/W/DBE")</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	31 35.6 %	76 83.5 %	85 92.4 %	4 80 %	4 100 %	11 84.6 %	8 100 %	2 100 %	0 0 %	1 33.3 %	222 71.4 %
<b>No</b>	56 64.4 %	15 16.5 %	7 7.6 %	1 20 %	0 0 %	2 15.4 %	0 0 %	0 0 %	6 100 %	2 66.7 %	89 28.6 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 65

<b>[MBE (Minority Business Enterprise) ] What is your certification? (Check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	0 0 %	9 11.8 %	75 88.2 %	3 75 %	3 75 %	7 63.6 %	6 75 %	2 100 %	0 0 %	0 0 %	105 47.3 %
<b>No</b>	22 71 %	43 56.6 %	8 9.4 %	1 25 %	1 25 %	4 36.4 %	2 25 %	0 0 %	0 0 %	0 0 %	81 36.5 %
<b>Not Applicable</b>	9 29 %	24 31.6 %	2 2.4 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 100 %	36 16.2 %
<b>Total</b>	31 100 %	76 100 %	85 100 %	4 100 %	4 100 %	11 100 %	8 100 %	2 100 %	0 100 %	1 100 %	222 100 %

Table 66											
[WBE (Women Business Enterprise) ] What is your certification? (Check all that apply)	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	0 0 %	66 86.8 %	22 25.9 %	1 25 %	1 25 %	3 27.3 %	1 12.5 %	1 50 %	0 0 %	0 0 %	95 42.8 %
No	22 71 %	9 11.8 %	46 54.1 %	2 50 %	1 25 %	5 45.5 %	6 75 %	1 50 %	0 0 %	0 0 %	92 41.4 %
Not Applicable	9 29 %	1 1.3 %	17 20 %	1 25 %	2 50 %	3 27.3 %	1 12.5 %	0 0 %	0 0 %	1 100 %	35 15.8 %
Total	31 100 %	76 100 %	85 100 %	4 100 %	4 100 %	11 100 %	8 100 %	2 100 %	0 100 %	1 100 %	222 100 %

Table 67											
[DBE (Disadvantaged Business Enterprise) ] What is your certification? (Check all that apply)	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	1 3.2 %	38 50 %	51 60 %	0 0 %	1 25 %	8 72.7 %	4 50 %	1 50 %	0 0 %	0 0 %	104 46.8 %
No	22 71 %	26 34.2 %	29 34.1 %	3 75 %	2 50 %	2 18.2 %	3 37.5 %	1 50 %	0 0 %	0 0 %	88 39.6 %
Not Applicable	8 25.8 %	12 15.8 %	5 5.9 %	1 25 %	1 25 %	1 9.1 %	1 12.5 %	0 0 %	0 0 %	1 100 %	30 13.5 %
Total	31 100 %	76 100 %	85 100 %	4 100 %	4 100 %	11 100 %	8 100 %	2 100 %	0 100 %	1 100 %	222 100 %

Table 68

<b>[SBE (Small Business Enterprise) certification] What is your certification? (Check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	30 96.8 %	41 53.9 %	56 65.9 %	2 50 %	1 25 %	6 54.5 %	6 75 %	1 50 %	0 0 %	1 100 %	144 64.9 %
<b>No</b>	0 0 %	30 39.5 %	25 29.4 %	1 25 %	2 50 %	3 27.3 %	1 12.5 %	1 50 %	0 0 %	0 0 %	63 28.4 %
<b>Not Applicable</b>	1 3.2 %	5 6.6 %	4 4.7 %	1 25 %	1 25 %	2 18.2 %	1 12.5 %	0 0 %	0 0 %	0 0 %	15 6.8 %
<b>Total</b>	31 100 %	76 100 %	85 100 %	4 100 %	4 100 %	11 100 %	8 100 %	2 100 %	0 100 %	1 100 %	222 100 %

Table 69

<b>[I do not understand the certification process] Why is your company not certified as a Small, Minority, Woman or Disadvantaged Business Enterprise? (Check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	12 21.4 %	5 33.3 %	4 57.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	21 23.6 %
<b>Not selected</b>	44 78.6 %	10 66.7 %	3 42.9 %	1 100 %	0 0 %	2 100 %	0 0 %	0 0 %	6 100 %	2 100 %	68 76.4 %
<b>Total</b>	56 100 %	15 100 %	7 100 %	1 100 %	0 100 %	2 100 %	0 100 %	0 100 %	6 100 %	2 100 %	89 100 %

Table 70

<b>[We do not meet one or more of the requirements for certification] Why is your company not certified as a Small, Minority, Woman or Disadvantaged Business Enterprise? (Check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	36 64.3 %	2 13.3 %	2 28.6 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	6 100 %	2 100 %	48 53.9 %
<b>Not selected</b>	20 35.7 %	13 86.7 %	5 71.4 %	1 100 %	0 0 %	2 100 %	0 0 %	0 0 %	0 0 %	0 0 %	41 46.1 %
<b>Total</b>	56 100 %	15 100 %	7 100 %	1 100 %	0 100 %	2 100 %	0 100 %	0 100 %	6 100 %	2 100 %	89 100 %

Table 71

[Certification is too expensive] Why is your company not certified as a Small, Minority, Woman or Disadvantaged Business Enterprise? (Check all that apply)	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	0 0 %	2 13.3 %	1 14.3 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	3 3.4 %
Not selected	56 100 %	13 86.7 %	6 85.7 %	1 100 %	0 0 %	2 100 %	0 0 %	0 0 %	6 100 %	2 100 %	86 96.6 %
Total	56 100 %	15 100 %	7 100 %	1 100 %	0 100 %	2 100 %	0 100 %	0 100 %	6 100 %	2 100 %	89 100 %

Table 72

<b>[I do not want NCDOT to have information about my company] Why is your company not certified as a Small, Minority, Woman or Disadvantaged Business Enterprise? (Check all that apply)</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
<b>Not selected</b>	56 100 %	15 100 %	7 100 %	1 100 %	0 0 %	2 100 %	0 0 %	0 0 %	6 100 %	2 100 %	89 100 %
<b>Total</b>	56 100 %	15 100 %	7 100 %	1 100 %	0 100 %	2 100 %	0 100 %	0 100 %	6 100 %	2 100 %	89 100 %

Table 73

[I have not had time to get certified/the process is too time-consuming] Why is your company not certified as a Small, Minority, Woman or Disadvantaged Business Enterprise? (Check all that apply)	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	7 12.5 %	6 40 %	3 42.9 %	0 0 %	0 0 %	2 100 %	0 0 %	0 0 %	0 0 %	0 0 %	18 20.2 %
<b>Not selected</b>	49 87.5 %	9 60 %	4 57.1 %	1 100 %	0 0 %	0 0 %	0 0 %	0 0 %	6 100 %	2 100 %	71 79.8 %
<b>Total</b>	56 100 %	15 100 %	7 100 %	1 100 %	0 100 %	2 100 %	0 100 %	0 100 %	6 100 %	2 100 %	89 100 %

Table 74

[Certification does not benefit and/or will negatively impact my company] Why is your company not certified as a Small, Minority, Woman or Disadvantaged Business Enterprise? (Check all that apply)	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	2 3.6 %	1 6.7 %	2 28.6 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	5 5.6 %
Not selected	54 96.4 %	14 93.3 %	5 71.4 %	1 100 %	0 0 %	2 100 %	0 0 %	0 0 %	6 100 %	2 100 %	84 94.4 %
Total	56 100 %	15 100 %	7 100 %	1 100 %	0 100 %	2 100 %	0 100 %	0 100 %	6 100 %	2 100 %	89 100 %



Table 75

[Do not understand how certification can benefit my firm.] Why is your company not certified as a Small, Minority, Woman or Disadvantaged Business Enterprise? (Check all that apply)	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Yes	10 17.9 %	4 26.7 %	1 14.3 %	1 100 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	16 18 %
Not selected	46 82.1 %	11 73.3 %	6 85.7 %	0 0 %	0 0 %	2 100 %	0 0 %	0 0 %	6 100 %	2 100 %	73 82 %
Total	56 100 %	15 100 %	7 100 %	1 100 %	0 100 %	2 100 %	0 100 %	0 100 %	6 100 %	2 100 %	89 100 %

Table 76

[Business start-up loan? ] Between July 1, 2013 through June 30, 2018, did your company apply and receive any of the following?	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Never Applied	87 100 %	88 96.7 %	81 88 %	5 100 %	4 100 %	12 92.3 %	8 100 %	2 100 %	6 100 %	3 100 %	296 95.2 %
Applied, Never Approved	0 0 %	1 1.1 %	11 12 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	12 3.9 %
Applied, Some Approved	0 0 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 0.3 %
Applied, All Approved	0 0 %	1 1.1 %	0 0 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	2 0.6 %
Total	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 77

[Operating capital loan? ] Between July 1, 2013 through June 30, 2018, did your company apply and receive any of the following?	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Never Applied	65 74.7 %	60 65.9 %	67 72.8 %	5 100 %	3 75 %	7 53.8 %	7 87.5 %	2 100 %	5 83.3 %	2 66.7 %	223 71.7 %
Applied, Never Approved	3 3.4 %	3 3.3 %	14 15.2 %	0 0 %	0 0 %	2 15.4 %	0 0 %	0 0 %	0 0 %	0 0 %	22 7.1 %
Applied, Some Approved	2 2.3 %	7 7.7 %	6 6.5 %	0 0 %	0 0 %	2 15.4 %	0 0 %	0 0 %	0 0 %	0 0 %	17 5.5 %
Applied, All Approved	17 19.5 %	21 23.1 %	5 5.4 %	0 0 %	1 25 %	2 15.4 %	1 12.5 %	0 0 %	1 16.7 %	1 33.3 %	49 15.8 %
Total	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 78

[Equipment loan? ] Between July 1, 2013 through June 30, 2018, did your company apply and receive any of the following?	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Never Applied	37 42.5 %	51 56 %	67 72.8 %	3 60 %	4 100 %	9 69.2 %	8 100 %	2 100 %	4 66.7 %	1 33.3 %	186 59.8 %
Applied, Never Approved	0 0 %	1 1.1 %	9 9.8 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	10 3.2 %
Applied, Some Approved	5 5.7 %	5 5.5 %	5 5.4 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	16 5.1 %
Applied, All Approved	45 51.7 %	34 37.4 %	11 12 %	2 40 %	0 0 %	3 23.1 %	0 0 %	0 0 %	2 33.3 %	2 66.7 %	99 31.8 %
Total	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 79

[Commercial/Professional liability insurance?] Between July 1, 2013 through June 30, 2018, did your company apply and receive any of the following?	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Never Applied	15 17.2 %	20 22 %	31 33.7 %	1 20 %	1 25 %	3 23.1 %	3 37.5 %	0 0 %	3 50 %	1 33.3 %	78 25.1 %
Applied, Never Approved	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	1 0.3 %
Applied, Some Approved	1 1.1 %	2 2.2 %	8 8.7 %	1 20 %	0 0 %	1 7.7 %	1 12.5 %	0 0 %	0 0 %	0 0 %	14 4.5 %
Applied, All Approved	71 81.6 %	69 75.8 %	53 57.6 %	3 60 %	3 75 %	8 61.5 %	4 50 %	2 100 %	3 50 %	2 66.7 %	218 70.1 %
Total	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 80

<b>What was the largest commercial loan you received from July 1, 2013 through June 30, 2018?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>\$50,000 or less</b>	25 29.8 %	21 23.3 %	22 24.4 %	1 20 %	1 33.3 %	2 15.4 %	1 12.5 %	0 0 %	0 0 %	1 33.3 %	74 24.3 %
<b>\$50,001 - \$100,000</b>	5 6 %	6 6.7 %	4 4.4 %	2 40 %	1 33.3 %	1 7.7 %	1 12.5 %	0 0 %	1 16.7 %	0 0 %	21 6.9 %
<b>\$100,001 - \$300,000</b>	11 13.1 %	16 17.8 %	3 3.3 %	0 0 %	0 0 %	0 0 %	1 12.5 %	0 0 %	0 0 %	0 0 %	31 10.2 %
<b>\$300,001 - \$500,000</b>	7 8.3 %	6 6.7 %	3 3.3 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	17 5.6 %
<b>\$500,001 - \$1,000,000</b>	3 3.6 %	7 7.8 %	1 1.1 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	1 33.3 %	13 4.3 %
<b>\$1,000,001 - \$3,000,000</b>	5 6 %	2 2.2 %	0 0 %	0 0 %	0 0 %	1 7.7 %	1 12.5 %	0 0 %	0 0 %	0 0 %	9 3 %
<b>\$3,000,001 - \$5,000,000</b>	2 2.4 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	2 0.7 %
<b>\$5,000,001 to \$10,000,000</b>	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
<b>over \$10,000,000</b>	2 2.4 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 16.7 %	0 0 %	3 1 %
<b>Don't Know/NA</b>	24 28.6 %	32 35.6 %	57 63.3 %	2 40 %	1 33.3 %	7 53.8 %	4 50 %	2 100 %	4 66.7 %	1 33.3 %	134 44.1 %
<b>Total</b>	84 100 %	90 100 %	90 100 %	5 100 %	3 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	304 100 %

Table 81

<i>How many times have you been denied a commercial (business) bank loan from July 1, 2013 through June 30, 2018?</i>	<i>Owners' Minority Status</i>										<i>Total</i>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>None</b>	74 85.1 %	67 73.6 %	44 48.4 %	4 80 %	4 100 %	5 41.7 %	4 50 %	1 50 %	3 50 %	3 100 %	209 67.6 %
<b>1-10</b>	9 10.3 %	14 15.4 %	27 29.7 %	0 0 %	0 0 %	4 33.3 %	2 25 %	0 0 %	0 0 %	0 0 %	56 18.1 %
<b>11-25</b>	0 0 %	1 1.1 %	3 3.3 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	4 1.3 %
<b>26-50</b>	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
<b>51-100</b>	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
<b>Over 100</b>	0 0 %	0 0 %	1 1.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 0.3 %
<b>Don't Know/NA</b>	4 4.6 %	9 9.9 %	16 17.6 %	1 20 %	0 0 %	3 25 %	2 25 %	1 50 %	3 50 %	0 0 %	39 12.6 %
<b>Total</b>	87 100 %	91 100 %	91 100 %	5 100 %	4 100 %	12 100 %	8 100 %	2 100 %	6 100 %	3 100 %	309 100 %

Table 82

<b>[Business start-up loan? ] Of the items your company was denied, what was the denial reason?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Insufficient Documentation</b>	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
<b>Insufficient Business History</b>	0 0 %	0 0 %	4 36.4 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	4 30.8 %
<b>Confusion about Process</b>	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
<b>Credit History</b>	0 0 %	0 0 %	7 63.6 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	7 53.8 %
<b>Don't Know</b>	0 0 %	1 50 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 7.7 %
<b>N/A</b>	0 0 %	1 50 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 7.7 %
<b>Total</b>	0 100 %	2 100 %	11 100 %	0 100 %	0 100 %	0 100 %	0 100 %	0 100 %	0 100 %	0 100 %	13 100 %



Table 83

[Operating capital loan? ] Of the items your company was denied, what was the denial reason?	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Insufficient Documentation	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
Insufficient Business History	1 20 %	1 10 %	5 25 %	0 0 %	0 0 %	1 25 %	0 0 %	0 0 %	0 0 %	0 0 %	8 20.5 %
Confusion about Process	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
Credit History	1 20 %	6 60 %	11 55 %	0 0 %	0 0 %	2 50 %	0 0 %	0 0 %	0 0 %	0 0 %	20 51.3 %
Don't Know	0 0 %	1 10 %	1 5 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	2 5.1 %
N/A	3 60 %	2 20 %	3 15 %	0 0 %	0 0 %	1 25 %	0 0 %	0 0 %	0 0 %	0 0 %	9 23.1 %
Total	5 100 %	10 100 %	20 100 %	0 100 %	0 100 %	4 100 %	0 100 %	0 100 %	0 100 %	0 100 %	39 100 %

Table 84

[Equipment loan? ] Of the items your company was denied, what was the denial reason?	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Insufficient Documentation	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
Insufficient Business History	1 20 %	0 0 %	5 35.7 %	0 0 %	0 0 %	1 100 %	0 0 %	0 0 %	0 0 %	0 0 %	7 26.9 %
Confusion about Process	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
Credit History	2 40 %	4 66.7 %	7 50 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	13 50 %
Don't Know	1 20 %	1 16.7 %	1 7.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	3 11.5 %
N/A	1 20 %	1 16.7 %	1 7.1 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	3 11.5 %
Total	5 100 %	6 100 %	14 100 %	0 100 %	0 100 %	1 100 %	0 100 %	0 100 %	0 100 %	0 100 %	26 100 %

Table 85

[Commercial/Professional liability insurance?] Of the items your company was denied, what was the denial reason?	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
Insufficient Documentation	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %
Insufficient Business History	0 0 %	0 0 %	2 25 %	0 0 %	0 0 %	1 50 %	0 0 %	0 0 %	0 0 %	0 0 %	3 20 %
Confusion about Process	0 0 %	0 0 %	1 12.5 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	1 6.7 %
Credit History	1 100 %	0 0 %	2 25 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	3 20 %
Don't Know	0 0 %	2 100 %	1 12.5 %	1 100 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	4 26.7 %
N/A	0 0 %	0 0 %	2 25 %	0 0 %	0 0 %	1 50 %	1 100 %	0 0 %	0 0 %	0 0 %	4 26.7 %
Total	1 100 %	2 100 %	8 100 %	1 100 %	0 100 %	2 100 %	1 100 %	0 100 %	0 100 %	0 100 %	15 100 %

Table 86

<b>Do you feel as though you experienced discriminatory behavior from the private sector (i.e., non-governmental entities) from July 1, 2013 through June 30, 2018?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	6 7 %	11 12.1 %	42 45.7 %	0 0 %	1 25 %	3 23.1 %	4 50 %	0 0 %	0 0 %	0 0 %	67 21.6 %
<b>No</b>	69 80.2 %	59 64.8 %	29 31.5 %	5 100 %	1 25 %	8 61.5 %	3 37.5 %	1 50 %	6 100 %	2 66.7 %	183 59 %
<b>Don't Know</b>	11 12.8 %	21 23.1 %	21 22.8 %	0 0 %	2 50 %	2 15.4 %	1 12.5 %	1 50 %	0 0 %	1 33.3 %	60 19.4 %
<b>Total</b>	86 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	310 100 %

Table 87

<b>From July 1, 2013 through June 30, 2018, how often has your company experienced any racial, gender, or ethnicity discriminatory behavior from the NCDOT?</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Never</b>	71 81.6 %	63 70 %	48 52.2 %	4 80 %	2 50 %	10 76.9 %	4 50 %	2 100 %	6 100 %	2 66.7 %	212 68.4 %
<b>Seldom</b>	5 5.7 %	5 5.6 %	9 9.8 %	0 0 %	0 0 %	1 7.7 %	3 37.5 %	0 0 %	0 0 %	0 0 %	23 7.4 %
<b>Often</b>	0 0 %	0 0 %	6 6.5 %	0 0 %	1 25 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	8 2.6 %
<b>Very Often</b>	3 3.4 %	1 1.1 %	6 6.5 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	0 0 %	11 3.5 %
<b>Don't Know</b>	8 9.2 %	21 23.3 %	23 25 %	1 20 %	1 25 %	0 0 %	1 12.5 %	0 0 %	0 0 %	1 33.3 %	56 18.1 %
<b>Total</b>	87 100 %	90 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	310 100 %

Table 88

<b><i>Do you believe there is an informal network of prime and subcontractors doing business with NCDOT that monopolize the public contracting process?</i></b>	<b><i>Owners' Minority Status</i></b>										<b><i>Total</i></b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Yes</b>	33 37.9 %	55 60.4 %	76 82.6 %	4 80 %	2 50 %	7 53.8 %	7 87.5 %	1 50 %	0 0 %	1 33.3 %	186 59.8 %
<b>No</b>	54 62.1 %	36 39.6 %	16 17.4 %	1 20 %	2 50 %	6 46.2 %	1 12.5 %	1 50 %	6 100 %	2 66.7 %	125 40.2 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %

Table 89

[My company's exclusion from this informal network has prevented us from winning contracts with NCDOT.] Please tell us if you strongly agree, agree, neither agree or disagree, disagree or strongly disagree with each of the following statements:	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Strongly Disagree</b>	1 3 %	3 5.5 %	5 6.6 %	0 0 %	0 0 %	0 0 %	2 28.6 %	0 0 %	0 0 %	0 0 %	11 5.9 %
<b>Disagree</b>	1 3 %	6 10.9 %	4 5.3 %	0 0 %	0 0 %	0 0 %	0 0 %	1 100 %	0 0 %	0 0 %	12 6.5 %
<b>Neither Agree nor Disagree</b>	15 45.5 %	27 49.1 %	22 28.9 %	2 50 %	1 50 %	2 28.6 %	1 14.3 %	0 0 %	0 0 %	0 0 %	70 37.6 %
<b>Agree</b>	10 30.3 %	14 25.5 %	26 34.2 %	1 25 %	1 50 %	4 57.1 %	3 42.9 %	0 0 %	0 0 %	1 100 %	60 32.3 %
<b>Strongly Agree</b>	6 18.2 %	5 9.1 %	19 25 %	1 25 %	0 0 %	1 14.3 %	1 14.3 %	0 0 %	0 0 %	0 0 %	33 17.7 %
<b>Total</b>	33 100 %	55 100 %	76 100 %	4 100 %	2 100 %	7 100 %	7 100 %	1 100 %	0 100 %	1 100 %	186 100 %

Table 90

<b>[Double standards in qualifications and work performance make it more difficult for small, disadvantaged, minority, and women-owned businesses to win bids or contracts.] Please tell us if you strongly agree, agree, neither agree or disagree, disagree or strongly disagree with each of the following statements:</b>	<b>Owners' Minority Status</b>										<b>Total</b>
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Strongly Disagree</b>	24 27.6 %	5 5.5 %	4 4.3 %	1 20 %	0 0 %	1 7.7 %	1 12.5 %	0 0 %	5 83.3 %	1 33.3 %	42 13.5 %
<b>Disagree</b>	17 19.5 %	13 14.3 %	2 2.2 %	0 0 %	0 0 %	2 15.4 %	1 12.5 %	0 0 %	1 16.7 %	0 0 %	36 11.6 %
<b>Neither Agree nor Disagree</b>	29 33.3 %	40 44 %	24 26.1 %	2 40 %	1 25 %	2 15.4 %	0 0 %	0 0 %	0 0 %	0 0 %	98 31.5 %
<b>Agree</b>	12 13.8 %	24 26.4 %	32 34.8 %	1 20 %	2 50 %	5 38.5 %	4 50 %	2 100 %	0 0 %	2 66.7 %	84 27 %
<b>Strongly Agree</b>	5 5.7 %	9 9.9 %	30 32.6 %	1 20 %	1 25 %	3 23.1 %	2 25 %	0 0 %	0 0 %	0 0 %	51 16.4 %
<b>Total</b>	87 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	311 100 %



Table 91

[ The NCDOT is generally accommodating to the language needs of its vendor community. ] Please tell us if you strongly agree, agree, neither agree or disagree, disagree or strongly disagree with each of the following statements:	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Strongly Disagree</b>	3 3.5 %	1 1.1 %	4 4.3 %	1 20 %	0 0 %	1 7.7 %	1 12.5 %	0 0 %	0 0 %	0 0 %	11 3.5 %
<b>Disagree</b>	2 2.3 %	2 2.2 %	6 6.5 %	0 0 %	1 25 %	0 0 %	1 12.5 %	0 0 %	0 0 %	0 0 %	12 3.9 %
<b>Neither Agree nor Disagree</b>	50 58.1 %	61 67 %	55 59.8 %	4 80 %	2 50 %	5 38.5 %	2 25 %	2 100 %	1 16.7 %	2 66.7 %	184 59.4 %
<b>Agree</b>	22 25.6 %	20 22 %	20 21.7 %	0 0 %	1 25 %	7 53.8 %	4 50 %	0 0 %	3 50 %	0 0 %	77 24.8 %
<b>Strongly Agree</b>	9 10.5 %	7 7.7 %	7 7.6 %	0 0 %	0 0 %	0 0 %	0 0 %	0 0 %	2 33.3 %	1 33.3 %	26 8.4 %
<b>Total</b>	86 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	310 100 %

Table 92

[Sometimes, a prime contractor will contact a small, minority, woman or disadvantaged business to ask for quotes but never give the proposal sufficient review to consider giving that firm the award.] Please tell us if you strongly agree, agree, neither agree or disagree, disagree or strongly disagree with each of the following statements:	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Strongly Disagree</b>	16 18.6 %	3 3.3 %	7 7.6 %	1 20 %	0 0 %	0 0 %	0 0 %	0 0 %	4 66.7 %	1 33.3 %	32 10.3 %
<b>Disagree</b>	11 12.8 %	8 8.8 %	0 0 %	0 0 %	0 0 %	1 7.7 %	0 0 %	1 50 %	0 0 %	1 33.3 %	22 7.1 %
<b>Neither Agree nor Disagree</b>	47 54.7 %	41 45.1 %	30 32.6 %	1 20 %	3 75 %	5 38.5 %	3 37.5 %	1 50 %	2 33.3 %	1 33.3 %	134 43.2 %
<b>Agree</b>	9 10.5 %	19 20.9 %	26 28.3 %	1 20 %	0 0 %	2 15.4 %	4 50 %	0 0 %	0 0 %	0 0 %	61 19.7 %
<b>Strongly Agree</b>	3 3.5 %	20 22 %	29 31.5 %	2 40 %	1 25 %	5 38.5 %	1 12.5 %	0 0 %	0 0 %	0 0 %	61 19.7 %
<b>Total</b>	86 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	310 100 %

Table 93

[Sometimes, a prime contractor will include a small, minority, woman, or disadvantaged subcontractor on a bid to meet participation goals, then drop the company as a subcontractor after winning the award.] Please tell us if you strongly agree, agree, neither agree or disagree, disagree or strongly disagree with each of the following statements:	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Strongly Disagree</b>	16 18.6 %	3 3.3 %	7 7.6 %	1 20 %	0 0 %	0 0 %	0 0 %	0 0 %	5 83.3 %	0 0 %	32 10.3 %
<b>Disagree</b>	9 10.5 %	8 8.8 %	6 6.5 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	0 0 %	1 33.3 %	25 8.1 %
<b>Neither Agree nor Disagree</b>	43 50 %	48 52.7 %	31 33.7 %	2 40 %	4 100 %	6 46.2 %	3 37.5 %	1 50 %	1 16.7 %	2 66.7 %	141 45.5 %
<b>Agree</b>	13 15.1 %	21 23.1 %	21 22.8 %	2 40 %	0 0 %	2 15.4 %	5 62.5 %	1 50 %	0 0 %	0 0 %	65 21 %
<b>Strongly Agree</b>	5 5.8 %	11 12.1 %	27 29.3 %	0 0 %	0 0 %	4 30.8 %	0 0 %	0 0 %	0 0 %	0 0 %	47 15.2 %
<b>Total</b>	86 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	310 100 %

Table 94

[In general, S/M/W/DBE's tend to be viewed by Non-S/M/W/DBE businesses as less competent than non-minority male-owned businesses.] Please tell us if you strongly agree, agree, neither agree or disagree, disagree or strongly disagree with each of the following statements:	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Strongly Disagree</b>	12 14 %	3 3.3 %	5 5.4 %	1 20 %	0 0 %	0 0 %	0 0 %	0 0 %	3 50 %	0 0 %	24 7.7 %
<b>Disagree</b>	15 17.4 %	10 11 %	4 4.3 %	0 0 %	0 0 %	2 15.4 %	1 12.5 %	1 50 %	2 33.3 %	1 33.3 %	36 11.6 %
<b>Neither Agree nor Disagree</b>	42 48.8 %	41 45.1 %	22 23.9 %	2 40 %	2 50 %	6 46.2 %	2 25 %	1 50 %	1 16.7 %	0 0 %	119 38.4 %
<b>Agree</b>	13 15.1 %	24 26.4 %	29 31.5 %	1 20 %	1 25 %	3 23.1 %	4 50 %	0 0 %	0 0 %	2 66.7 %	77 24.8 %
<b>Strongly Agree</b>	4 4.7 %	13 14.3 %	32 34.8 %	1 20 %	1 25 %	2 15.4 %	1 12.5 %	0 0 %	0 0 %	0 0 %	54 17.4 %
<b>Total</b>	86 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	310 100 %

Table 95

[I believe that some non-minority prime contractors only utilize S/M/W/DBE companies when required to do so by the NCDOT.] Please tell us if you strongly agree, agree, neither agree or disagree, disagree or strongly disagree with each of the following statements:	Owners' Minority Status										Total
	Non-Minority	Woman	Black	Subcontinent Asian	Asian Pacific Islander	Hispanic	American Indian	Bi-Racial or Multi-Racial	Publicly Traded Company	Other	
<b>Strongly Disagree</b>	7 8.1 %	1 1.1 %	5 5.4 %	1 20 %	0 0 %	0 0 %	1 12.5 %	0 0 %	1 16.7 %	0 0 %	16 5.2 %
<b>Disagree</b>	6 7 %	6 6.6 %	0 0 %	0 0 %	0 0 %	1 7.7 %	0 0 %	0 0 %	2 33.3 %	0 0 %	15 4.8 %
<b>Neither Agree nor Disagree</b>	44 51.2 %	29 31.9 %	14 15.2 %	2 40 %	1 25 %	3 23.1 %	1 12.5 %	1 50 %	1 16.7 %	0 0 %	96 31 %
<b>Agree</b>	18 20.9 %	29 31.9 %	26 28.3 %	2 40 %	1 25 %	6 46.2 %	4 50 %	1 50 %	2 33.3 %	3 100 %	92 29.7 %
<b>Strongly Agree</b>	11 12.8 %	26 28.6 %	47 51.1 %	0 0 %	2 50 %	3 23.1 %	2 25 %	0 0 %	0 0 %	0 0 %	91 29.4 %
<b>Total</b>	86 100 %	91 100 %	92 100 %	5 100 %	4 100 %	13 100 %	8 100 %	2 100 %	6 100 %	3 100 %	310 100 %



North Carolina  
Department of Transportation Disparity Study

APPENDIX N  
OCR ADVISORY COUNCIL MEMBERS

## APPENDIX N

### List of OCR Advisory Council Members (as of December, 2019)

#### Internal Transportation Partners/Key Stakeholders:

Member	Office
David Howard	Chief Deputy Secretary – Chair
Shelby Scales	OCR- Director – Co-Chair
<b>Dene' Alexander</b>	OCR- Legal/ Advisory Council Facilitator
Al Austin	Director of HBCU/MIHES
Dr. Curtis Bradley	Research Implementation Manager, Research & Development
JoHanna Cockburn	Director, Integrated Mobility Division
Tim Little	Chief Engineer, Division of Highways
Tonya Marriott	OCR- Business and Finance
Jason Orthner	Director, Rail Division
Joni Robbins	Director, Purchasing
Benny Sloan	DBE Certification Manager
Lamar Sylvester	State Construction Engineer
Christy Thaxton	OCR - BOWD Manager
Dr. Ayanna Hamilton-Wallace	OCR - OJT Manager
Bobby Walston	Director of Aviation
Mark Whisenant	ADA & Title VI Manager
Pamela Taylor-Shaw	EEO Manager
Benny Sloan	Utilization Manager

#### External Transportation Partners/Key Stakeholders (alphabetical order):

Member	Agency/ Company
Matty Lazo- Chadderton	Deputy Director Public Engagement, Office of the Governor
Jeremy Collins	Director of Public Engagement, Office of the Governor
Lynise DeVance	Civil Rights Program Manager, FHWA
Denise Gatling	The Gatling Agency
Jeannie Gilchrist	Barnhill Construction
Tammie Hall	Director of HUB, NCDOA
Andrea Harris	Self Help, The Institute
Nancy Huggins	Balfour Beatty Construction
Dr. Henry McKoy	NCCU School of Business
Wes Peace	Procurement Manager, Lane Construction
Dr. Freda Porter	Porter Scientific, Inc.
Mariah Agsten	SEPI, Inc., Human Resources Manager
TBD	City of Charlotte



North Carolina  
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APPENDIX O  
SMALL BUSINESS ENTERPRISE (SBE) PRIME  
UTILIZATION

## APPENDIX O – SMALL BUSINESS ENTERPRISE (SBE) PRIME UTILIZATION

The table in Appendix O presents SBE prime utilization on NCDOT projects by race, ethnicity and gender. SBE projects are let at the NCDOT division level, primarily in Construction Maintenance. Overall, SBEs won \$108,061,731. WBEs won 6.26 % of SBE prime utilization (\$6,767,401). MBEs won \$7,609,311 in SBE prime utilization, 7.04% of SBE prime utilization. MWBEs won 13.30% of SBE prime contracts.

Table O: SBE Prime Utilization – General Construction and Construction Maintenance  
 Distribution of Dollars by Business Ownership  
 (Using Purchase Orders, Direct Payments,  
 and Invoices from SAP, FY 2014-2018)  
 NCDOT Disparity Study

Fiscal Year	Firm Ownership	SBE Contracts	
		\$	%
2014	Black American	\$ 1,728,764	7.71%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 160,759	0.72%
	American Indian	\$ 151,347	0.67%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	\$ 2,040,869	9.10%
	Nonminority Female	\$ 2,554,182	11.39%
	<b>TOTAL MWBE</b>	\$ 4,595,051	20.49%
	NON-MWBE	\$ 17,833,878	79.51%
	<b>TOTAL FIRMS</b>	\$ 22,428,929	100.00%
2015	Black American	\$ 853,070	4.21%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	\$ 853,070	4.21%
	Nonminority Female	\$ 950,160	4.68%
	<b>TOTAL MWBE</b>	\$ 1,803,231	8.89%
	NON-MWBE	\$ 18,480,465	91.11%
	<b>TOTAL FIRMS</b>	\$ 20,283,696	100.00%
2016	Black American	\$ 2,369,771	9.47%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ 198,865	0.79%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	\$ 2,568,636	10.26%
	Nonminority Female	\$ 631,423	2.52%
	<b>TOTAL MWBE</b>	\$ 3,200,059	12.79%
	NON-MWBE	\$ 21,825,185	87.21%
	<b>TOTAL FIRMS</b>	\$ 25,025,244	100.00%
2017	Black American	\$ 1,462,676	7.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	\$ 1,462,676	7.00%
	Nonminority Female	\$ 900,113	4.31%
	<b>TOTAL MWBE</b>	\$ 2,362,789	11.31%
	NON-MWBE	\$ 18,532,166	88.69%
	<b>TOTAL FIRMS</b>	\$ 20,894,955	100.00%
2018	Black American	\$ 684,059	3.65%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	\$ -	3.65%
	Nonminority Female	\$ 1,731,522	9.24%
	<b>TOTAL MWBE</b>	\$ 1,731,522	12.89%
	NON-MWBE	\$ 17,013,325	90.76%
	<b>TOTAL FIRMS</b>	\$ 18,744,847	103.65%
Total	Black American	\$ 7,098,341	6.57%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 160,759	0.15%
	American Indian	\$ 350,211	0.32%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	\$ 7,609,311	7.04%
	Nonminority Female	\$ 6,767,401	6.26%
	<b>TOTAL MWBE</b>	\$ 14,376,712	13.30%
	NON-MWBE	\$ 93,685,019	86.70%
	<b>TOTAL FIRMS</b>	\$ 108,061,731	100.00%

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North Carolina Department of Transportation  
Disparity Study

APPENDIX P  
DETAILED DISPARITY INDICES BY YEAR  
(PRIME AND TOTAL UTILIZATION)

## APPENDIX P – DETAILED DISPARITY INDICES BY YEAR (PRIME AND TOTAL UTILIZATION)

The tables in Appendix P (Tables P-1 through P-8) present prime contractors disparity ratios overall and for total utilization (prime and subcontractor). The disparity ratios are by year and over the Study Period. Tables P-1 through P-4 are the underlying data for Table 42 in the Quantitative Analysis chapter above. Tables P-5 through P-8- are for Table 44.

MWBEs were underutilized except for Hispanic American, American Indians and Nonminority Females in Professional Services Total Utilization (Table P-7). Non-MWBEs were always overutilized.

Disparity was not statistically significant for Hispanics and Subcontinent Asians in Prime Professional Services (Table P-3), Subcontinent Asians in Total Construction Utilization (Table P-5) and Total Professional Services Utilization (Table P-7).

Table P-1: Disparity Indices – Construction (Prime)

In the Relevant Market  
NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	0.50%	16.33%	3.09	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.01%	3.72%	0.40	Underutilization	*	
	American Indian	0.01%	2.25%	0.59	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.15	Underutilization	*	
	<b>TOTAL MBE</b>	0.53%	23.13%	<b>2.30</b>	<b>Underutilization</b>	*	
	Nonminority Female	1.40%	13.54%	10.34	Underutilization	*	
	<b>TOTAL MWBE</b>	1.93%	36.68%	<b>5.27</b>	<b>Underutilization</b>	*	
	Non-MWBE	98.07%	63.32%	154.87	Overutilization		
2015	Black American	0.47%	16.33%	2.86	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.02%	3.72%	0.45	Underutilization	*	
	American Indian	0.02%	2.25%	1.01	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	0.51%	23.13%	<b>2.19</b>	<b>Underutilization</b>	*	
	Nonminority Female	2.12%	13.54%	15.68	Underutilization	*	
	<b>TOTAL MWBE</b>	2.63%	36.68%	<b>7.17</b>	<b>Underutilization</b>	*	
	Non-MWBE	97.37%	63.32%	153.77	Overutilization		
2016	Black American	0.28%	16.33%	1.70	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.72%	0.00	Underutilization	*	
	American Indian	0.06%	2.25%	2.52	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	0.33%	23.13%	<b>1.44</b>	<b>Underutilization</b>	*	
	Nonminority Female	1.94%	13.54%	14.34	Underutilization	*	
	<b>TOTAL MWBE</b>	2.28%	36.68%	<b>6.21</b>	<b>Underutilization</b>	*	
	Non-MWBE	97.72%	63.32%	154.32	Overutilization		
2017	Black American	0.65%	16.33%	4.00	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.02%	3.72%	0.52	Underutilization	*	
	American Indian	0.09%	2.25%	4.10	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	1.39	Underutilization	*	
	<b>TOTAL MBE</b>	0.77%	23.13%	<b>3.32</b>	<b>Underutilization</b>	*	
	Nonminority Female	2.47%	13.54%	18.21	Underutilization	*	
	<b>TOTAL MWBE</b>	3.23%	36.68%	<b>8.82</b>	<b>Underutilization</b>	*	
	Non-MWBE	96.77%	63.32%	152.81	Overutilization		
2018	Black American	0.79%	16.33%	4.83	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	0.01%	3.72%	0.29	Underutilization	*	
	American Indian	0.51%	2.25%	22.82	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	1.31%	23.13%	<b>5.68</b>	<b>Underutilization</b>	*	
	Nonminority Female	4.25%	13.54%	31.36	Underutilization	*	
	<b>TOTAL MWBE</b>	5.56%	36.68%	<b>15.16</b>	<b>Underutilization</b>	*	
	Non-MWBE	94.44%	63.32%	149.14	Overutilization		
Total	Black American	0.52%	16.33%	3.21	Underutilization	*	p <.05
	Asian American	0.00%	0.62%	0.00	Underutilization	*	p <.05
	Hispanic American	0.01%	3.72%	0.32	Underutilization	*	p <.05
	American Indian	0.13%	2.25%	5.64	Underutilization	*	p <.05
	Subcontinent Asian American	0.00%	0.21%	0.29	Underutilization	*	Small Number
	<b>TOTAL MBE</b>	0.66%	23.13%	<b>2.87</b>	<b>Underutilization</b>	*	p <.05
	Nonminority Female	2.36%	13.54%	17.44	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	3.02%	36.68%	<b>8.25</b>	<b>Underutilization</b>	*	p <.05
	Non-MWBE	96.98%	63.32%	153.14	Overutilization		

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Table P-2: Disparity Indices – A&E Services (Prime)

In the Relevant Market  
NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	3.37%	7.43%	45.42	Underutilization	*	
	Asian American	0.03%	2.08%	1.43	Underutilization	*	
	Hispanic American	0.77%	2.67%	28.74	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.69%	1.04%	66.39	Underutilization	*	
	<b>TOTAL MBE</b>	4.86%	13.82%	<b>35.19</b>	<b>Underutilization</b>	*	
	Nonminority Female	7.71%	14.71%	52.39	Underutilization	*	
	<b>TOTAL MWBE</b>	12.57%	28.53%	<b>44.06</b>	<b>Underutilization</b>	*	
2015	Non-MWBE	87.43%	71.47%	122.33	Overutilization		
	Black American	2.26%	7.43%	30.40	Underutilization	*	
	Asian American	0.03%	2.08%	1.59	Underutilization	*	
	Hispanic American	0.52%	2.67%	19.34	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.14%	1.04%	13.36	Underutilization	*	
	<b>TOTAL MBE</b>	2.95%	13.82%	<b>21.33</b>	<b>Underutilization</b>	*	
	Nonminority Female	8.89%	14.71%	60.41	Underutilization	*	
2016	<b>TOTAL MWBE</b>	11.83%	28.53%	<b>41.48</b>	<b>Underutilization</b>	*	
	Non-MWBE	88.17%	71.47%	123.36	Overutilization		
	Black American	2.78%	7.43%	37.44	Underutilization	*	
	Asian American	0.01%	2.08%	0.45	Underutilization	*	
	Hispanic American	0.90%	2.67%	33.74	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.88%	1.04%	84.51	Underutilization	*	
	<b>TOTAL MBE</b>	4.57%	13.82%	<b>33.09</b>	<b>Underutilization</b>	*	
2017	Nonminority Female	7.16%	14.71%	48.64	Underutilization	*	
	<b>TOTAL MWBE</b>	11.73%	28.53%	<b>41.11</b>	<b>Underutilization</b>	*	
	Non-MWBE	88.27%	71.47%	123.51	Overutilization		
	Black American	1.88%	7.43%	25.31	Underutilization	*	
	Asian American	0.41%	2.08%	19.91	Underutilization	*	
	Hispanic American	2.45%	2.67%	91.45	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.25%	1.04%	24.35	Underutilization	*	
2018	<b>TOTAL MBE</b>	4.99%	13.82%	<b>36.13</b>	<b>Underutilization</b>	*	
	Nonminority Female	10.81%	14.71%	73.52	Underutilization	*	
	<b>TOTAL MWBE</b>	15.81%	28.53%	<b>55.41</b>	<b>Underutilization</b>	*	
	Non-MWBE	84.19%	71.47%	117.80	Overutilization		
	Black American	1.69%	7.43%	22.69	Underutilization	*	
	Asian American	0.06%	2.08%	2.75	Underutilization	*	
	Hispanic American	1.67%	2.67%	62.59	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
Total	Subcontinent Asian American	0.27%	1.04%	25.70	Underutilization	*	
	<b>TOTAL MBE</b>	3.68%	13.82%	<b>26.66</b>	<b>Underutilization</b>	*	
	Nonminority Female	6.03%	14.71%	40.96	Underutilization	*	
	<b>TOTAL MWBE</b>	9.71%	28.53%	<b>34.03</b>	<b>Underutilization</b>	*	
	Non-MWBE	90.29%	71.47%	126.33	Overutilization		
	Black American	2.24%	7.43%	30.16	Underutilization	*	p <.05
	Asian American	0.11%	2.08%	5.22	Underutilization	*	p <.05
	Hispanic American	1.31%	2.67%	49.05	Underutilization	*	p <.05
Total	American Indian	0.00%	0.59%	0.00	Underutilization	*	p <.05
	Subcontinent Asian American	0.39%	1.04%	37.82	Underutilization	*	p <.05
	<b>TOTAL MBE</b>	4.05%	13.82%	<b>29.34</b>	<b>Underutilization</b>	*	p <.05
	Nonminority Female	8.01%	14.71%	54.44	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	12.06%	28.53%	<b>42.28</b>	<b>Underutilization</b>	*	p <.05
	Non-MWBE	87.94%	71.47%	123.04	Overutilization		0

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Table P-3: Disparity Indices – Professional Services (Prime)

In the Relevant Market  
NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	1.43%	24.73%	5.78	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	1.33%	1.92%	69.25	Underutilization	*	
	American Indian	0.12%	2.13%	5.64	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization		
	<b>TOTAL MBE</b>	<b>2.88%</b>	<b>31.77%</b>	<b>9.06</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	8.81%	16.42%	53.65	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>11.69%</b>	<b>48.19%</b>	<b>24.25</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	88.31%	51.81%	170.45	Overutilization			
2015	Black American	2.57%	24.73%	10.37	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	2.42%	1.92%	125.91	Overutilization		
	American Indian	1.64%	2.13%	76.80	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>6.62%</b>	<b>31.77%</b>	<b>20.83</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	9.05%	16.42%	55.10	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>15.67%</b>	<b>48.19%</b>	<b>32.51</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	84.33%	51.81%	162.77	Overutilization			
2016	Black American	0.97%	24.73%	3.92	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	1.07%	1.92%	55.58	Underutilization	*	
	American Indian	0.00%	2.13%	0.00	Underutilization	*	
	Subcontinent Asian American	1.25%	0.43%	292.75	Overutilization		
	<b>TOTAL MBE</b>	<b>3.28%</b>	<b>31.77%</b>	<b>10.34</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	3.40%	16.42%	20.72	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>6.69%</b>	<b>48.19%</b>	<b>13.88</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	93.31%	51.81%	180.10	Overutilization			
2017	Black American	2.02%	24.73%	8.17	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	1.74%	1.92%	90.74	Underutilization		
	American Indian	0.00%	2.13%	0.00	Underutilization	*	
	Subcontinent Asian American	0.04%	0.43%	9.18	Underutilization	*	
	<b>TOTAL MBE</b>	<b>3.80%</b>	<b>31.77%</b>	<b>11.96</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	3.81%	16.42%	23.18	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>7.61%</b>	<b>48.19%</b>	<b>15.79</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	92.39%	51.81%	178.32	Overutilization			
2018	Black American	3.89%	24.73%	15.73	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	1.54%	1.92%	80.22	Underutilization		
	American Indian	0.00%	2.13%	0.00	Underutilization	*	
	Subcontinent Asian American	0.60%	0.43%	139.57	Overutilization		
	<b>TOTAL MBE</b>	<b>6.03%</b>	<b>31.77%</b>	<b>18.97</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	6.20%	16.42%	37.79	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>12.23%</b>	<b>48.19%</b>	<b>25.38</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	87.77%	51.81%	169.40	Overutilization			
Total	Black American	2.57%	24.73%	10.37	Underutilization	*	p <.05
	Asian American	0.00%	2.56%	0.00	Underutilization	*	p <.05
	Hispanic American	1.63%	1.92%	84.79	Underutilization		
	American Indian	0.28%	2.13%	13.04	Underutilization	*	p <.05
	Subcontinent Asian American	0.38%	0.43%	89.03	Underutilization		
	<b>TOTAL MBE</b>	<b>4.85%</b>	<b>31.77%</b>	<b>15.27</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Nonminority Female	6.23%	16.42%	37.95	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>11.08%</b>	<b>48.19%</b>	<b>22.99</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
Non-MWBE	88.92%	51.81%	171.62	Overutilization			

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Table P-4: Disparity Indices – Goods and Other Services (Prime)

In the Relevant Market  
NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	3.01%	21.95%	13.71	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.05%	0.00	Underutilization	*	
	American Indian	0.44%	1.61%	27.23	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>3.45%</b>	<b>29.16%</b>	<b>11.82</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	1.76%	17.56%	10.05	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>5.21%</b>	<b>46.73%</b>	<b>11.15</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	94.79%	53.27%	177.93	Overutilization			
2015	Black American	3.98%	21.95%	18.14	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	2.96%	3.05%	96.98	Underutilization	*	
	American Indian	0.02%	1.61%	1.50	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>6.97%</b>	<b>29.16%</b>	<b>23.88</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	0.10%	17.56%	0.55	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>7.06%</b>	<b>46.73%</b>	<b>15.11</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	92.94%	53.27%	174.45	Overutilization			
2016	Black American	2.74%	21.95%	12.49	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	0.65%	3.05%	21.43	Underutilization	*	
	American Indian	0.55%	1.61%	34.11	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>3.94%</b>	<b>29.16%</b>	<b>13.52</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	1.33%	17.56%	7.60	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>5.28%</b>	<b>46.73%</b>	<b>11.30</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	94.72%	53.27%	177.80	Overutilization			
2017	Black American	2.51%	21.95%	11.44	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	0.10%	3.05%	3.15	Underutilization	*	
	American Indian	0.38%	1.61%	23.54	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>2.99%</b>	<b>29.16%</b>	<b>10.24</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	3.19%	17.56%	18.15	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>6.17%</b>	<b>46.73%</b>	<b>13.21</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	93.83%	53.27%	176.12	Overutilization			
2018	Black American	0.47%	21.95%	2.14	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	0.14%	3.05%	4.68	Underutilization	*	
	American Indian	0.00%	1.61%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>0.61%</b>	<b>29.16%</b>	<b>2.10</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	0.92%	17.56%	5.21	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>1.53%</b>	<b>46.73%</b>	<b>3.27</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	98.47%	53.27%	184.84	Overutilization			
Total	Black American	2.35%	21.95%	10.69	Underutilization	*	p <.05
	Asian American	0.00%	2.30%	0.00	Underutilization	*	p <.05
	Hispanic American	0.69%	3.05%	22.45	Underutilization	*	p <.05
	American Indian	0.27%	1.61%	16.75	Underutilization	*	p <.05
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	Small Number
	<b>TOTAL MBE</b>	<b>3.30%</b>	<b>29.16%</b>	<b>11.32</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Nonminority Female	1.50%	17.56%	8.54	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>4.80%</b>	<b>46.73%</b>	<b>10.27</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
Non-MWBE	95.20%	53.27%	178.70	Overutilization			

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Table P-5: Disparity Indices – Construction (Prime and Subcontractor)

Business Ownership Classification by Fiscal Year  
NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	0.92%	16.33%	5.61	Underutilization	*	
	Asian American	0.00%	0.62%	0.16	Underutilization	*	
	Hispanic American	0.15%	3.72%	4.00	Underutilization	*	
	American Indian	0.07%	2.25%	2.97	Underutilization	*	
	Subcontinent Asian American	0.03%	0.21%	14.84	Underutilization	*	
	<b>TOTAL MBE</b>	<b>1.16%</b>	<b>23.13%</b>	<b>5.03</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	2.75%	13.54%	20.31	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>3.92%</b>	<b>36.68%</b>	<b>10.67</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	96.08%	63.32%	151.74	Overutilization			
2015	Black American	1.61%	16.33%	9.86	Underutilization	*	
	Asian American	0.02%	0.62%	3.22	Underutilization	*	
	Hispanic American	0.45%	3.72%	11.97	Underutilization	*	
	American Indian	0.20%	2.25%	8.88	Underutilization	*	
	Subcontinent Asian American	0.13%	0.21%	65.03	Underutilization	*	
	<b>TOTAL MBE</b>	<b>2.41%</b>	<b>23.13%</b>	<b>10.42</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	6.53%	13.54%	48.20	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>8.94%</b>	<b>36.68%</b>	<b>24.37</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	91.06%	63.32%	143.80	Overutilization			
2016	Black American	1.74%	16.33%	10.68	Underutilization	*	
	Asian American	0.02%	0.62%	3.31	Underutilization	*	
	Hispanic American	0.43%	3.72%	11.53	Underutilization	*	
	American Indian	0.39%	2.25%	17.49	Underutilization	*	
	Subcontinent Asian American	0.11%	0.21%	51.85	Underutilization	*	
	<b>TOTAL MBE</b>	<b>2.69%</b>	<b>23.13%</b>	<b>11.64</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	7.80%	13.54%	57.61	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>10.50%</b>	<b>36.68%</b>	<b>28.62</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	89.50%	63.32%	141.34	Overutilization			
2017	Black American	3.18%	16.33%	19.50	Underutilization	*	
	Asian American	0.06%	0.62%	9.91	Underutilization	*	
	Hispanic American	1.00%	3.72%	26.91	Underutilization	*	
	American Indian	0.91%	2.25%	40.37	Underutilization	*	
	Subcontinent Asian American	0.18%	0.21%	88.21	Underutilization	*	
	<b>TOTAL MBE</b>	<b>5.34%</b>	<b>23.13%</b>	<b>23.08</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	12.81%	13.54%	94.59	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>18.15%</b>	<b>36.68%</b>	<b>49.48</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	81.85%	63.32%	129.26	Overutilization			
2018	Black American	6.16%	16.33%	37.72	Underutilization	*	
	Asian American	0.28%	0.62%	45.71	Underutilization	*	
	Hispanic American	2.73%	3.72%	73.46	Underutilization	*	
	American Indian	1.94%	2.25%	86.21	Underutilization	*	
	Subcontinent Asian American	0.60%	0.21%	290.00	Overutilization		
	<b>TOTAL MBE</b>	<b>11.72%</b>	<b>23.13%</b>	<b>50.65</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	24.63%	13.54%	181.85	Overutilization		
	<b>TOTAL MWBE</b>	<b>36.35%</b>	<b>36.68%</b>	<b>99.10</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	63.65%	63.32%	100.52	Overutilization			
Total	Black American	2.58%	16.33%	15.77	Underutilization	*	p <.05
	Asian American	0.07%	0.62%	11.25	Underutilization	*	p <.05
	Hispanic American	0.88%	3.72%	23.66	Underutilization	*	p <.05
	American Indian	0.65%	2.25%	28.83	Underutilization	*	p <.05
	Subcontinent Asian American	0.20%	0.21%	94.91	Underutilization	*	
	<b>TOTAL MBE</b>	<b>4.37%</b>	<b>23.13%</b>	<b>18.90</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Nonminority Female	10.32%	13.54%	76.17	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>14.69%</b>	<b>36.68%</b>	<b>40.05</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
Non-MWBE	85.31%	63.32%	134.72	Overutilization			

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Table P-6: Disparity Indices – A&E Services (Prime and Subcontractor)

Business Ownership Classification by Fiscal Year  
 NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	3.41%	7.43%	45.96	Underutilization	*	
	Asian American	0.10%	2.08%	4.79	Underutilization	*	
	Hispanic American	0.74%	2.67%	27.69	Underutilization	*	
	American Indian	0.03%	0.59%	4.71	Underutilization	*	
	Subcontinent Asian American	0.75%	1.04%	72.12	Underutilization	*	
	<b>TOTAL MBE</b>	5.03%	13.82%	<b>36.42</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	8.04%	14.71%	54.68	Underutilization	*	
	<b>TOTAL MWBE</b>	13.08%	28.53%	<b>45.84</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	86.92%	71.47%	121.62	Overutilization			
2015	Black American	2.25%	7.43%	30.35	Underutilization	*	
	Asian American	0.10%	2.08%	4.76	Underutilization	*	
	Hispanic American	0.53%	2.67%	19.93	Underutilization	*	
	American Indian	0.00%	0.59%	0.29	Underutilization	*	
	Subcontinent Asian American	0.22%	1.04%	21.03	Underutilization	*	
	<b>TOTAL MBE</b>	3.11%	13.82%	<b>22.49</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	9.26%	14.71%	62.98	Underutilization	*	
	<b>TOTAL MWBE</b>	12.37%	28.53%	<b>43.37</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	87.63%	71.47%	122.61	Overutilization			
2016	Black American	2.86%	7.43%	38.50	Underutilization	*	
	Asian American	0.13%	2.08%	6.25	Underutilization	*	
	Hispanic American	0.89%	2.67%	33.45	Underutilization	*	
	American Indian	0.10%	0.59%	17.09	Underutilization	*	
	Subcontinent Asian American	0.82%	1.04%	78.98	Underutilization	*	
	<b>TOTAL MBE</b>	4.81%	13.82%	<b>34.80</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	7.66%	14.71%	52.10	Underutilization	*	
	<b>TOTAL MWBE</b>	12.47%	28.53%	<b>43.72</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	87.53%	71.47%	122.47	Overutilization			
2017	Black American	2.07%	7.43%	27.84	Underutilization	*	
	Asian American	0.47%	2.08%	22.74	Underutilization	*	
	Hispanic American	2.21%	2.67%	82.57	Underutilization	*	
	American Indian	0.08%	0.59%	13.29	Underutilization	*	
	Subcontinent Asian American	0.36%	1.04%	34.17	Underutilization	*	
	<b>TOTAL MBE</b>	5.18%	13.82%	<b>37.52</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	11.85%	14.71%	80.56	Underutilization		
	<b>TOTAL MWBE</b>	17.04%	28.53%	<b>59.71</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	82.96%	71.47%	116.08	Overutilization			
2018	Black American	1.99%	7.43%	26.81	Underutilization	*	
	Asian American	0.15%	2.08%	7.00	Underutilization	*	
	Hispanic American	1.61%	2.67%	60.29	Underutilization	*	
	American Indian	0.21%	0.59%	35.96	Underutilization	*	
	Subcontinent Asian American	0.47%	1.04%	44.77	Underutilization	*	
	<b>TOTAL MBE</b>	4.43%	13.82%	<b>32.05</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	8.75%	14.71%	59.46	Underutilization	*	
	<b>TOTAL MWBE</b>	13.18%	28.53%	<b>46.18</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	86.82%	71.47%	121.48	Overutilization			
Total	Black American	2.38%	7.43%	32.05	Underutilization	*	p <.05
	Asian American	0.19%	2.08%	9.14	Underutilization	*	p <.05
	Hispanic American	1.25%	2.67%	46.67	Underutilization	*	p <.05
	American Indian	0.10%	0.59%	16.40	Underutilization	*	p <.05
	Subcontinent Asian American	0.48%	1.04%	46.43	Underutilization	*	p <.05
	<b>TOTAL MBE</b>	4.40%	13.82%	<b>31.84</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Nonminority Female	9.19%	14.71%	62.48	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	13.59%	28.53%	<b>47.64</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
Non-MWBE	86.41%	71.47%	120.90	Overutilization			

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Table P-7: Disparity Indices – Professional Services (Prime and Subcontractor)

Business Ownership Classification by Fiscal Year  
 (Using Award Dollars, FY 2014-2018)  
 NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	1.42%	24.73%	5.75	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	1.33%	1.92%	69.25	Underutilization	*	
	American Indian	0.28%	2.13%	13.36	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization		
	<b>TOTAL MBE</b>	<b>3.03%</b>	<b>31.77%</b>	<b>9.55</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	13.57%	16.42%	82.67	Underutilization		
	<b>TOTAL MWBE</b>	<b>16.61%</b>	<b>48.19%</b>	<b>34.46</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	83.39%	51.81%	160.95	Overutilization			
2015	Black American	2.69%	24.73%	10.88	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	2.42%	1.92%	125.91	Overutilization		
	American Indian	3.42%	2.13%	160.58	Overutilization		
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>8.53%</b>	<b>31.77%</b>	<b>26.85</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	30.44%	16.42%	185.41	Overutilization		
	<b>TOTAL MWBE</b>	<b>38.97%</b>	<b>48.19%</b>	<b>80.88</b>	<b>Underutilization</b>		
Non-MWBE	61.03%	51.81%	117.79	Overutilization			
2016	Black American	1.17%	24.73%	4.74	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	1.07%	1.92%	55.58	Underutilization	*	
	American Indian	4.21%	2.13%	197.34	Overutilization		
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>6.45%</b>	<b>31.77%</b>	<b>20.29</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	58.01%	16.42%	353.36	Overutilization		
	<b>TOTAL MWBE</b>	<b>64.46%</b>	<b>48.19%</b>	<b>133.77</b>	<b>Overutilization</b>		
Non-MWBE	35.54%	51.81%	68.59	Underutilization	*		
2017	Black American	2.15%	24.73%	8.67	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	1.74%	1.92%	90.74	Underutilization		
	American Indian	1.93%	2.13%	90.50	Underutilization		
	Subcontinent Asian American	1.88%	0.43%	441.81	Overutilization		
	<b>TOTAL MBE</b>	<b>7.70%</b>	<b>31.77%</b>	<b>24.24</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	29.89%	16.42%	182.06	Overutilization		
	<b>TOTAL MWBE</b>	<b>37.59%</b>	<b>48.19%</b>	<b>78.01</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	62.41%	51.81%	120.45	Overutilization			
2018	Black American	5.21%	24.73%	21.05	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	2.84%	1.92%	147.85	Overutilization		
	American Indian	4.11%	2.13%	192.90	Overutilization		
	Subcontinent Asian American	0.01%	0.43%	3.45	Underutilization		
	<b>TOTAL MBE</b>	<b>12.17%</b>	<b>31.77%</b>	<b>38.31</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	28.10%	16.42%	171.16	Overutilization		
	<b>TOTAL MWBE</b>	<b>40.27%</b>	<b>48.19%</b>	<b>83.57</b>	<b>Underutilization</b>		
Non-MWBE	59.73%	51.81%	115.28	Overutilization			
Total	Black American	3.11%	24.73%	12.58	Underutilization	*	p <.05
	Asian American	0.00%	2.56%	0.00	Underutilization	*	p <.05
	Hispanic American	2.10%	1.92%	109.39	Overutilization		
	American Indian	2.99%	2.13%	140.24	Overutilization		
	Subcontinent Asian American	0.38%	0.43%	89.20	Underutilization		
	<b>TOTAL MBE</b>	<b>8.58%</b>	<b>31.77%</b>	<b>27.01</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Nonminority Female	30.31%	16.42%	184.61	Overutilization		
	<b>TOTAL MWBE</b>	<b>38.89%</b>	<b>48.19%</b>	<b>80.71</b>	<b>Underutilization</b>		<b>p &lt;.05</b>
Non-MWBE	61.11%	51.81%	117.94	Overutilization			

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Table P-8: Disparity Indices – Goods and Other Services (Prime and Subcontractor)

Business Ownership Classification by Fiscal Year  
 (Using Award Dollars, FY 2014-2018)  
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Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	3.17%	21.95%	14.44	Underutilization	*	
	Asian American	0.00%	2.30%	0.00	Underutilization	*	
	Hispanic American	0.00%	3.05%	0.00	Underutilization	*	
	American Indian	0.44%	1.61%	27.23	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>3.61%</b>	<b>29.16%</b>	<b>12.37</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	1.87%	17.56%	10.62	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>5.47%</b>	<b>46.73%</b>	<b>11.71</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	94.53%	53.27%	177.44	Overutilization			
2015	Black American	4.45%	21.95%	20.30	Underutilization	*	
	Asian American	0.07%	2.30%	2.92	Underutilization	*	
	Hispanic American	2.96%	3.05%	96.98	Underutilization		
	American Indian	0.02%	1.61%	1.50	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>7.51%</b>	<b>29.16%</b>	<b>25.74</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	0.65%	17.56%	3.73	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>8.16%</b>	<b>46.73%</b>	<b>17.46</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	91.84%	53.27%	172.39	Overutilization			
2016	Black American	3.45%	21.95%	15.70	Underutilization	*	
	Asian American	0.16%	2.30%	6.84	Underutilization	*	
	Hispanic American	0.65%	3.05%	21.43	Underutilization	*	
	American Indian	0.56%	1.61%	34.65	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>4.81%</b>	<b>29.16%</b>	<b>16.51</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	1.75%	17.56%	9.97	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>6.57%</b>	<b>46.73%</b>	<b>14.05</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	93.43%	53.27%	175.38	Overutilization			
2017	Black American	3.11%	21.95%	14.16	Underutilization	*	
	Asian American	0.08%	2.30%	3.32	Underutilization	*	
	Hispanic American	0.10%	3.05%	3.15	Underutilization	*	
	American Indian	0.38%	1.61%	23.88	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>3.67%</b>	<b>29.16%</b>	<b>12.57</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	4.49%	17.56%	25.56	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>8.15%</b>	<b>46.73%</b>	<b>17.45</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	91.85%	53.27%	172.40	Overutilization			
2018	Black American	0.95%	21.95%	4.35	Underutilization	*	
	Asian American	0.05%	2.30%	2.32	Underutilization	*	
	Hispanic American	0.17%	3.05%	5.67	Underutilization	*	
	American Indian	0.06%	1.61%	3.91	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	<b>1.24%</b>	<b>29.16%</b>	<b>4.27</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	7.77%	17.56%	44.24	Underutilization	*	
	<b>TOTAL MWBE</b>	<b>9.01%</b>	<b>46.73%</b>	<b>19.29</b>	<b>Underutilization</b>	<b>*</b>	
Non-MWBE	90.99%	53.27%	170.79	Overutilization			
Total	Black American	2.86%	21.95%	13.03	Underutilization	*	p <.05
	Asian American	0.08%	2.30%	3.33	Underutilization	*	p <.05
	Hispanic American	0.69%	3.05%	22.70	Underutilization	*	p <.05
	American Indian	0.29%	1.61%	17.95	Underutilization	*	p <.05
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	p <.05
	<b>TOTAL MBE</b>	<b>3.92%</b>	<b>29.16%</b>	<b>13.43</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Nonminority Female	3.74%	17.56%	21.31	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	<b>7.66%</b>	<b>46.73%</b>	<b>16.39</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
Non-MWBE	92.34%	53.27%	173.33	Overutilization			

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APPENDIX Q  
PRIME UTILIZATION BY  
TRANSPORTATION MODE

## APPENDIX Q PRIME UTILIZATION BY MODES OF TRANSPORTATION

The table below presents data on MWBE prime utilization in the Relevant Market on NCDOT projects by transportation mode/division: Aviation, Bicycle & Pedestrian, Ferry, Public Transportation, Rail, State Ports Authority, Transportation Division (Highway) and Turnpike Authority. Note that all the data analyzed for the study did not have a transportation mode identifier. Consequently, there are fewer dollars in this table than in the combined utilization tables in the Quantitative Analysis chapter above. MWBE utilization is lower as well.

Table Q-1 Utilization by Transportation Mode/Division, Relevant Market Area

Business Ownership Classification by Fiscal Year, Prime Utilization, Using Purchase Orders, Direct Payments, and Invoices from SAP, FY 2014-2018

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Internal Divisions	Item	Black American	Asian American	Hispanic American	Native American	Subcontinent Asian American	TOTAL MINORITY	Nonminority Female	TOTAL MWBE	NON-MWBE	TOTAL FIRMS
Aviation	\$	\$ -	\$ 472,047	\$ 64,282	\$ -	\$ -	\$ 536,329	\$ 38,249	\$ 574,578	\$ 8,936,560	\$ 9,511,138
	%	0.00%	4.96%	0.68%	0.00%	0.00%	5.64%	0.40%	6.04%	93.96%	100.00%
Bicycle and Pedestrian	\$	\$ 11,171	\$ -	\$ 28,408	\$ -	\$ -	\$ 39,579	\$ -	\$ 39,579	\$ 1,613,979	\$ 1,653,558
	%	0.68%	0.00%	1.72%	0.00%	0.00%	2.39%	0.00%	2.39%	97.61%	100.00%
Central Chief Deputy	\$	\$ 5,800,648	\$ 48,600	\$ 3,178,863	\$ -	\$ 227,207	\$ 9,255,318	\$ 13,735,300	\$ 22,990,618	\$ 128,817,046	\$ 151,807,665
	%	3.82%	0.03%	2.09%	0.00%	0.15%	6.10%	9.05%	15.14%	84.86%	100.00%
Chief Operating Officer	\$	\$ 1,041,054	\$ 443,644	\$ 665,128	\$ -	\$ -	\$ 2,149,826	\$ 1,217,857	\$ 3,367,683	\$ 19,437,559	\$ 22,805,242
	%	4.56%	1.95%	2.92%	0.00%	0.00%	9.43%	5.34%	14.77%	85.23%	100.00%
Ferry Division	\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,700	\$ 14,700	\$ 5,349,934	\$ 5,364,634
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.27%	0.27%	99.73%	100.00%
FIELD SUPPORT	\$	\$ 30,520,958	\$ 715,142	\$ 10,223,380	\$ -	\$ 4,648,539	\$ 46,108,018	\$ 67,331,751	\$ 113,439,769	\$ 665,977,841	\$ 779,417,610
	%	3.92%	0.09%	1.31%	0.00%	0.60%	5.92%	8.64%	14.55%	85.45%	100.00%
Fleet and Material M	\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,525	\$ 51,525	\$ 900,819	\$ 952,344
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.41%	5.41%	94.59%	100.00%
Human Resources	\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,843	\$ 1,843
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
Inspector General	\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 396,162	\$ 396,162
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
Motor Vehicles	\$	\$ -	\$ -	\$ 715	\$ -	\$ -	\$ 715	\$ -	\$ 715	\$ 12,100	\$ 12,815
	%	0.00%	0.00%	5.58%	0.00%	0.00%	5.58%	0.00%	5.58%	94.42%	100.00%
Office of Civil Rights	\$	\$ 793,789	\$ -	\$ 1,155	\$ -	\$ -	\$ 794,944	\$ 165,955	\$ 960,899	\$ 839,501	\$ 1,800,400
	%	44.09%	0.00%	0.06%	0.00%	0.00%	44.15%	9.22%	53.37%	46.63%	100.00%
Public Transportation	\$	\$ 146,482	\$ -	\$ -	\$ -	\$ -	\$ 146,482	\$ -	\$ 146,482	\$ 2,857,452	\$ 3,003,934
	%	4.88%	0.00%	0.00%	0.00%	0.00%	4.88%	0.00%	4.88%	95.12%	100.00%
Rail	\$	\$ 15,081,940	\$ -	\$ 356,846	\$ -	\$ -	\$ 15,438,786	\$ 465,867	\$ 15,904,652	\$ 49,919,848	\$ 65,824,501
	%	22.91%	0.00%	0.54%	0.00%	0.00%	23.45%	0.71%	24.16%	75.84%	100.00%
STATE MAINTENANCE OP	\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,265,132	\$ 3,265,132
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
Transportation Division	\$	\$ 25,446,244	\$ -	\$ 8,546,581	\$ 6,846,743	\$ 1,210,219	\$ 42,049,787	\$ 213,233,164	\$ 255,282,952	\$ 9,107,835,409	\$ 9,363,118,360
	%	0.27%	0.00%	0.09%	0.07%	0.01%	0.45%	2.28%	2.73%	97.27%	100.00%
Transportation Plan	\$	\$ 135,957	\$ -	\$ 81,408	\$ -	\$ -	\$ 217,365	\$ 746,206	\$ 963,571	\$ 13,883,981	\$ 14,847,552
	%	0.92%	0.00%	0.55%	0.00%	0.00%	1.46%	5.03%	6.49%	93.51%	100.00%
Turnpike Authority	\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,660,176	\$ 14,660,176
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
Total	\$	\$ 78,978,242	\$ 1,679,433	\$ 23,146,767	\$ 6,846,743	\$ 6,085,964	\$ 116,737,150	\$ 297,000,573	\$ 413,737,723	\$ 10,024,705,341	\$ 10,438,443,064
	%	0.76%	0.02%	0.22%	0.07%	0.06%	1.12%	2.85%	3.96%	96.04%	100.00%



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APPENDIX R  
PRIME UTILIZATION BY  
GEOGRAPHIC DIVISION

## APPENDIX R – PRIME UTILIZATION BY GEOGRAPHIC DIVISION

The tables in Appendix R (Tables R-1 and R-2) present MWBE prime utilization on NCDOT projects by NCDOT geographic regions for Construction and Architecture & Engineering. The largest Construction spending with MWBEs in dollars was with firms in Division 6, with \$44.1 million. The largest percentage Construction spending with MWBEs was also with firms in Division 6, with 5.63 percent. The largest Architecture & Engineering spending with MWBEs in dollars was Division 8, with \$11.7 million. The largest percentage Architecture & Engineering spending with MWBEs was Division 1, with 32.1 percent. All spending in the data did not have a geographic division identifier.

Table R-1: Prime Utilization – Construction by Dollars  
 By NCDOT Geographic Region, Location of Vendors  
 Distribution of Dollars by Business Ownership  
 (Using Purchase Orders, Direct Payments,  
 and Invoices from SAP, FY 2014-2018)  
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NCDOT Geographical Divisions	Business Ownership Classification	Amount	
		(\$)	%
Division 1	Black American	\$ 1,958,184	0.59%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 1,958,184</b>	<b>0.59%</b>
	Nonminority Female	\$ 553,395	0.17%
	<b>TOTAL MWBE</b>	<b>\$ 2,511,579</b>	<b>0.75%</b>
	NON-MWBE	\$332,045,498	99.25%
	<b>TOTAL FIRMS</b>	<b>\$334,557,077</b>	<b>100.00%</b>
Division 3	Black American	\$ 325,788	0.04%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 265,405	0.03%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 591,194</b>	<b>0.07%</b>
	Nonminority Female	\$ 2,627,040	0.32%
	<b>TOTAL MWBE</b>	<b>\$ 3,218,234</b>	<b>0.39%</b>
	NON-MWBE	\$814,094,916	99.61%
	<b>TOTAL FIRMS</b>	<b>\$817,313,149</b>	<b>100.00%</b>
Division 5	Black American	\$ 803,418	0.12%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 160,759	0.02%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 964,177</b>	<b>0.14%</b>
	Nonminority Female	\$ 12,688,099	1.83%
	<b>TOTAL MWBE</b>	<b>\$ 13,652,276</b>	<b>1.97%</b>
	NON-MWBE	\$680,989,802	98.03%
	<b>TOTAL FIRMS</b>	<b>\$694,642,079</b>	<b>100.00%</b>

NCDOT Geographical Divisions	Business Ownership Classification	Amount	
		(\$)	%
Division 2	Black American	\$ 2,776,867	0.47%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 2,776,867</b>	<b>0.47%</b>
	Nonminority Female	\$ 1,546,361	0.26%
	<b>TOTAL MWBE</b>	<b>\$ 4,323,228</b>	<b>0.73%</b>
	NON-MWBE	\$ 589,827,751	99.27%
	<b>TOTAL FIRMS</b>	<b>\$ 594,150,979</b>	<b>100.00%</b>
Division 4	Black American	\$ 395,067	0.09%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 395,067</b>	<b>0.09%</b>
	Nonminority Female	\$ 3,722,595	0.87%
	<b>TOTAL MWBE</b>	<b>\$ 4,117,662</b>	<b>0.96%</b>
	NON-MWBE	\$ 424,526,338	99.04%
	<b>TOTAL FIRMS</b>	<b>\$ 428,644,001</b>	<b>100.00%</b>
Division 6	Black American	\$ 5,393,234	0.69%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ 732,812	0.09%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 6,126,046</b>	<b>0.78%</b>
	Nonminority Female	\$ 38,021,156	4.85%
	<b>TOTAL MWBE</b>	<b>\$ 44,147,202</b>	<b>5.63%</b>
	NON-MWBE	\$ 740,185,715	94.37%
	<b>TOTAL FIRMS</b>	<b>\$ 784,332,917</b>	<b>100.00%</b>

Table R-1 (cont.): Prime Utilization – Construction by Dollars

By NCDOT Geographic Region, Location of Vendors  
 Distribution of Dollars by Business Ownership  
 (Using Purchase Orders, Direct Payments,  
 and Invoices from SAP, FY 2014-2018)  
 NCDOT Disparity Study

<b>Division 7</b>	Black American	\$ 1,047,410	0.12%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 1,047,410</b>	<b>0.12%</b>
	Nonminority Female	\$ 18,927,068	2.17%
	<b>TOTAL MWBE</b>	<b>\$ 19,974,478</b>	<b>2.29%</b>
	NON-MWBE	\$854,114,228	97.71%
	<b>TOTAL FIRMS</b>	<b>\$874,088,707</b>	<b>100.00%</b>
<b>Division 9</b>	Black American	\$ 434,412	0.07%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 434,412</b>	<b>0.07%</b>
	Nonminority Female	\$ 14,326,426	2.17%
	<b>TOTAL MWBE</b>	<b>\$ 14,760,838</b>	<b>2.23%</b>
	NON-MWBE	\$646,684,445	97.77%
	<b>TOTAL FIRMS</b>	<b>\$661,445,283</b>	<b>100.00%</b>
<b>Division 11</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ -</b>	<b>0.00%</b>
	Nonminority Female	\$ 11,929,478	3.12%
	<b>TOTAL MWBE</b>	<b>\$ 11,929,478</b>	<b>3.12%</b>
	NON-MWBE	\$370,884,683	96.88%
	<b>TOTAL FIRMS</b>	<b>\$382,814,161</b>	<b>100.00%</b>

<b>Division 8</b>	Black American	\$ 377,209	0.07%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 377,209</b>	<b>0.07%</b>
	Nonminority Female	\$ 3,219,528	0.57%
	<b>TOTAL MWBE</b>	<b>\$ 3,596,737</b>	<b>0.64%</b>
	NON-MWBE	\$ 560,307,771	99.36%
	<b>TOTAL FIRMS</b>	<b>\$ 563,904,508</b>	<b>100.00%</b>
<b>Division 10</b>	Black American	\$ 1,442,229	0.11%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 1,442,229</b>	<b>0.11%</b>
	Nonminority Female	\$ 8,532,173	0.65%
	<b>TOTAL MWBE</b>	<b>\$ 9,974,402</b>	<b>0.76%</b>
	NON-MWBE	\$ 1,297,726,489	99.24%
	<b>TOTAL FIRMS</b>	<b>\$ 1,307,700,891</b>	<b>100.00%</b>
<b>Division 12</b>	Black American	\$ 572,526	0.14%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 572,526</b>	<b>0.14%</b>
	Nonminority Female	\$ 5,961,412	1.50%
	<b>TOTAL MWBE</b>	<b>\$ 6,533,938</b>	<b>1.64%</b>
	NON-MWBE	\$ 391,158,983	98.36%
	<b>TOTAL FIRMS</b>	<b>\$ 397,692,921</b>	<b>100.00%</b>

Table R-1 (cont.): Prime Utilization – Construction by Dollars

By NCDOT Geographic Region, Location of Vendors  
 Distribution of Dollars by Business Ownership  
 (Using Purchase Orders, Direct Payments,  
 and Invoices from SAP, FY 2014-2018)  
 NCDOT Disparity Study

<b>Division 13</b>	Black American	\$ 364,168	0.09%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 364,168</b>	<b>0.09%</b>
	Nonminority Female	\$ 15,548,091	3.99%
	<b>TOTAL MWBE</b>	<b>\$ 15,912,259</b>	<b>4.08%</b>
	NON-MWBE	\$374,161,896	95.92%
	<b>TOTAL FIRMS</b>	<b>\$390,074,155</b>	<b>100.00%</b>
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<b>Division 14</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ 5,798,509	1.46%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 5,798,509</b>	<b>1.46%</b>
	Nonminority Female	\$ 16,175,562	4.07%
	<b>TOTAL MWBE</b>	<b>\$ 21,974,071</b>	<b>5.53%</b>
	NON-MWBE	\$ 375,086,213	94.47%
	<b>TOTAL FIRMS</b>	<b>\$ 397,060,284</b>	<b>100.00%</b>

Table R-2: Prime Utilization – Architecture & Engineering by Dollars

By NCDOT Geographic Region, Location of Vendors  
 Distribution of Dollars by Business Ownership  
 (Using Purchase Orders, Direct Payments,  
 and Invoices from SAP, FY 2014-2018)  
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NCDOT Geographical Divisions	Business Ownership Classification	Amount	
		(\$)	%
Division 1	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 7,751	0.06%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 7,751</b>	<b>0.06%</b>
	Nonminority Female	\$ 3,936,783	32.08%
	<b>TOTAL MWBE</b>	<b>\$ 3,944,535</b>	<b>32.15%</b>
	NON-MWBE	\$ 8,325,548	67.85%
	<b>TOTAL FIRMS</b>	<b>\$ 12,270,082</b>	<b>100.00%</b>
Division 3	Black American	\$ 86,036	0.12%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 86,036</b>	<b>0.12%</b>
	Nonminority Female	\$ 16,360,941	22.18%
	<b>TOTAL MWBE</b>	<b>\$ 16,446,977</b>	<b>22.29%</b>
	NON-MWBE	\$ 57,325,877	77.71%
	<b>TOTAL FIRMS</b>	<b>\$ 73,772,854</b>	<b>100.00%</b>
Division 5	Black American	\$ 79,200	0.13%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 4,503,834	7.32%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 4,583,034</b>	<b>7.45%</b>
	Nonminority Female	\$ 2,220,728	3.61%
	<b>TOTAL MWBE</b>	<b>\$ 6,803,762</b>	<b>11.06%</b>
	NON-MWBE	\$ 54,711,658	88.94%
	<b>TOTAL FIRMS</b>	<b>\$ 61,515,420</b>	<b>100.00%</b>

NCDOT Geographical Divisions	Business Ownership Classification	Amount	
		(\$)	%
Division 2	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 362,956	1.70%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 362,956</b>	<b>1.70%</b>
	Nonminority Female	\$ 3,285,517	15.37%
	<b>TOTAL MWBE</b>	<b>\$ 3,648,472</b>	<b>17.07%</b>
	NON-MWBE	\$ 17,729,442	82.93%
	<b>TOTAL FIRMS</b>	<b>\$ 21,377,915</b>	<b>100.00%</b>
Division 4	Black American	\$ 30,606	0.14%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 30,606</b>	<b>0.14%</b>
	Nonminority Female	\$ 3,151,731	13.94%
	<b>TOTAL MWBE</b>	<b>\$ 3,182,337</b>	<b>14.07%</b>
	NON-MWBE	\$ 19,433,936	85.93%
	<b>TOTAL FIRMS</b>	<b>\$ 22,616,272</b>	<b>100.00%</b>
Division 6	Black American	\$ 1,839,433	3.49%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 1,839,433</b>	<b>3.49%</b>
	Nonminority Female	\$ 5,338,443	10.12%
	<b>TOTAL MWBE</b>	<b>\$ 7,177,875</b>	<b>13.60%</b>
	NON-MWBE	\$ 45,590,659	86.40%
	<b>TOTAL FIRMS</b>	<b>\$ 52,768,534</b>	<b>100.00%</b>

Table R-2 (cont.): Prime Utilization – Architecture & Engineering by Dollars  
 By NCDOT Geographic Region, Location of Vendors  
 Distribution of Dollars by Business Ownership  
 (Using Purchase Orders, Direct Payments,  
 and Invoices from SAP, FY 2014-2018)  
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<b>Division 7</b>	Black American	\$ 74,937	0.10%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 408,061	0.53%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 482,998</b>	<b>0.63%</b>
	Nonminority Female	\$ 2,016,665	2.61%
	<b>TOTAL MWBE</b>	<b>\$ 2,499,663</b>	<b>3.24%</b>
	NON-MWBE	\$ 74,764,232	96.76%
	<b>TOTAL FIRMS</b>	<b>\$ 77,263,895</b>	<b>100.00%</b>
<b>Division 9</b>	Black American	\$ 188,709	0.44%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 188,709</b>	<b>0.44%</b>
	Nonminority Female	\$ 2,909,729	6.74%
	<b>TOTAL MWBE</b>	<b>\$ 3,098,439</b>	<b>7.18%</b>
	NON-MWBE	\$ 40,051,255	92.82%
	<b>TOTAL FIRMS</b>	<b>\$ 43,149,693</b>	<b>100.00%</b>
<b>Division 11</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ -</b>	<b>0.00%</b>
	Nonminority Female	\$ 285,045	1.67%
	<b>TOTAL MWBE</b>	<b>\$ 285,045</b>	<b>1.67%</b>
	NON-MWBE	\$ 16,787,543	98.33%
	<b>TOTAL FIRMS</b>	<b>\$ 17,072,589</b>	<b>100.00%</b>

<b>Division 8</b>	Black American	\$ 291,065	1.29%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 488,505	2.17%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ -	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 779,570</b>	<b>3.46%</b>
	Nonminority Female	\$ 10,953,481	48.64%
	<b>TOTAL MWBE</b>	<b>\$ 11,733,051</b>	<b>52.10%</b>
	NON-MWBE	\$ 10,786,653	47.90%
	<b>TOTAL FIRMS</b>	<b>\$ 22,519,704</b>	<b>100.00%</b>
<b>Division 10</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ 131,915	0.16%
	<b>TOTAL MINORITY</b>	<b>\$ 131,915</b>	<b>0.16%</b>
	Nonminority Female	\$ 4,439,554	5.29%
	<b>TOTAL MWBE</b>	<b>\$ 4,571,469</b>	<b>5.45%</b>
	NON-MWBE	\$ 79,338,883	94.55%
	<b>TOTAL FIRMS</b>	<b>\$ 83,910,351</b>	<b>100.00%</b>
<b>Division 12</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 569,346	1.37%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ 890,487	2.14%
	<b>TOTAL MINORITY</b>	<b>\$ 1,459,832</b>	<b>3.50%</b>
	Nonminority Female	\$ 667,659	1.60%
	<b>TOTAL MWBE</b>	<b>\$ 2,127,491</b>	<b>5.11%</b>
	NON-MWBE	\$ 39,529,799	94.89%
	<b>TOTAL FIRMS</b>	<b>\$ 41,657,291</b>	<b>100.00%</b>

Table R-2 (cont.): Prime Utilization – Architecture & Engineering by Dollars

By NCDOT Geographic Region, Location of Vendors  
 Distribution of Dollars by Business Ownership  
 (Using Purchase Orders, Direct Payments,  
 and Invoices from SAP, FY 2014-2018)  
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<b>Division 13</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ -	0.00%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ 95,709	0.38%
	<b>TOTAL MINORITY</b>	<b>\$ 95,709</b>	<b>0.38%</b>
	Nonminority Female	\$ 487,833	1.93%
	<b>TOTAL MWBE</b>	<b>\$ 583,542</b>	<b>2.31%</b>
	NON-MWBE	\$ 24,712,068	97.69%
	<b>TOTAL FIRMS</b>	<b>\$ 25,295,610</b>	<b>100.00%</b>

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<b>Division 14</b>	Black American	\$ -	0.00%
	Asian American	\$ -	0.00%
	Hispanic American	\$ 178,790	0.47%
	American Indian	\$ -	0.00%
	Subcontinent Asian American	\$ 92,109	0.24%
	<b>TOTAL MINORITY</b>	<b>\$ 270,899</b>	<b>0.72%</b>
	Nonminority Female	\$ 251,984	0.67%
	<b>TOTAL MWBE</b>	<b>\$ 522,883</b>	<b>1.39%</b>
	NON-MWBE	\$ 37,204,928	98.61%
	<b>TOTAL FIRMS</b>	<b>\$ 37,727,811</b>	<b>100.00%</b>



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APPENDIX S  
PRIME UTILIZATION BY DIVISION LET AND  
CENTRALLY LET CONTRACTS

## APPENDIX S – PRIME AND TOTAL UTILIZATION BY DIVISION LET AND CENTRALLY LET CONTRACTS

Tables S-1 and S-2 present MWBE prime and total utilization on NCDOT centrally let and division let projects by race, ethnicity and gender. Generally, MWBEs won a higher percentage of dollars on division let projects than centrally let projects. MBEs won 0.3% of centrally-let prime contracts and 1.62% of division-let prime contracts. WBEs won 0.40% of centrally-let prime contracts and 7.33% of division-let prime contracts (Table S-1). MWBEs won 10.77% in prime and subcontract dollars for centrally-let projects and 13.00% of division-let projects. All the data was not identified by division-let versus centrally-let, hence the dollar volume in these charts are lower than overall spending in the report.

Table S-1: MWBE Prime Utilization – Centrally Let and Division Let Projects  
 Distribution of Dollars by Business Ownership  
 (Using Purchase Orders, Direct Payments,  
 and Invoices from SAP, FY 2014-2018)  
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	Firm Ownership	Contract Letting-Central		Contract Letting-Division		Total	
		\$	%	\$	%	\$	%
Total	Black American	\$ -	0.00%	\$ 34,208,815	1.15%	\$ 34,208,815	0.37%
	Asian American	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
	Hispanic American	\$ -	0.00%	\$ 3,337,346	0.11%	\$ 3,337,346	0.04%
	American Indian	\$ 2,222,410	0.03%	\$ 10,508,385	0.35%	\$ 12,730,795	0.14%
	Subcontinent Asian American	\$ -	0.00%	\$ 54,015	0.00%	\$ 54,015	0.00%
	<b>TOTAL MINORITY</b>	<b>\$ 2,222,410</b>	<b>0.03%</b>	<b>\$ 48,108,562</b>	<b>1.62%</b>	<b>\$ 50,330,971</b>	<b>0.54%</b>
	Nonminority Female	\$ 23,194,106	0.36%	\$ 181,961,168	6.12%	\$ 205,155,273	2.20%
	<b>TOTAL MWBE</b>	<b>\$ 25,416,515</b>	<b>0.40%</b>	<b>\$ 230,069,729</b>	<b>7.73%</b>	<b>\$ 255,486,245</b>	<b>2.74%</b>
	NON-MWBE	\$ 6,338,961,350	99.60%	\$ 2,745,432,124	92.27%	\$ 9,084,393,473	97.26%
	<b>TOTAL FIRMS</b>	<b>\$ 6,364,377,865</b>	<b>100.00%</b>	<b>\$ 2,975,501,853</b>	<b>100.00%</b>	<b>\$ 9,339,879,718</b>	<b>100.00%</b>

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Table S-1: MWBE Total Utilization – Centrally Let and Division Let Projects  
 Distribution of Dollars by Business Ownership  
 (Using Purchase Orders, Direct Payments,  
 and Invoices from SAP, FY 2014-2018)  
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	Firm Ownership	Contract Letting and Sub-Central		Contract Letting and Sub-Division Level		Total	
		\$	%	\$	%	\$	%
Total	Black American	\$ 129,436,113	1.79%	\$ 72,438,547	2.26%	\$ 201,874,660	1.93%
	Asian American	\$ 5,298,939	0.07%	\$ 916,672	0.03%	\$ 6,215,611	0.06%
	Hispanic American	\$ 51,259,278	0.71%	\$ 18,450,810	0.57%	\$ 69,710,088	0.67%
	American Indian	\$ 40,056,715	0.55%	\$ 15,189,441	0.47%	\$ 55,246,155	0.53%
	Subcontinent Asian American	\$ 13,613,918	0.19%	\$ 1,278,277	0.04%	\$ 14,892,195	0.14%
	<b>TOTAL MINORITY</b>	<b>\$ 239,664,962</b>	<b>3.31%</b>	<b>\$ 108,273,748</b>	<b>3.37%</b>	<b>\$ 347,938,710</b>	<b>3.33%</b>
	Nonminority Female	\$ 540,621,854	7.46%	\$ 309,013,224	9.62%	\$ 849,635,078	8.12%
	<b>TOTAL MWBE</b>	<b>\$ 780,286,816</b>	<b>10.77%</b>	<b>\$ 417,286,972</b>	<b>13.00%</b>	<b>\$ 1,197,573,788</b>	<b>11.45%</b>
	NON-MWBE	\$ 6,467,968,880	89.23%	\$ 2,793,562,240	87.00%	\$ 9,261,531,121	88.55%
	<b>TOTAL FIRMS</b>	<b>\$ 7,248,255,697</b>	<b>100.00%</b>	<b>\$ 3,210,849,212</b>	<b>100.00%</b>	<b>\$ 10,459,104,909</b>	<b>100.00%</b>

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APPENDIX T  
REGRESSION AND PRIVATE SECTOR  
ANALYSIS

## APPENDIX T- PRIVATE SECTOR METHODOLOGY DETAIL

### A. Overview of Results

The tables in Appendix T (Tables T-1 through T-20) present regression results on disparities controlling for a variety of race neutral factors in the North Carolina market area.

The results of the GSPC disparity analysis provide a framework for understanding observed potential causes of underutilization of MWBE firms in public contracting outcomes at NCDOT. Our regression analysis suggests that any observed disparities in public contracting outcomes between SMWDBEs and non-SMWDBEs are not explained solely by differential capacities for public contracting success with NCDOT. Our regression specifications control for firm public contracting capacity by including measures for the education level of the firm owner, the age and market tenure of the firm, the size of the firm with respect to the number of employees and revenues, firm bonding capacity, willingness and ability to do business with NCDOT, and firm financial standing. The inclusion of these control covariates in our regression specifications permit an assessment of public contracting success/failure outcomes based upon SMWDBE and non-SMWDBE public contracting capacity. The existence of public contracting disparities between SMWDBE and non-SMWDBE utilization by NCDOT, particularly when disaggregating by racial/ethnic ownership category, (and even after controlling for capacity) suggests that relative to non-SMWDBEs, SMWDBEs face barriers independent of their capacity—or their ability—in securing public contracts and subcontracts with NCDOT (Appendix T, Section E).

We also generally found that any observed contracting and subcontracting outcomes between SMWDBEs and non-SMWDBEs cannot not be explained solely by differential rates of willingness to compete for NCDOT contracts and subcontracts (Appendix T, Section D).

In this context, and coupled with our findings of perceived private sector discrimination being higher for firm owners who are African American or Native American, our results are also consistent with disparities in securing prime contracts and subcontract with NCDOT being driven, at least in part, by private sector discrimination against SMWDBEs (Appendix T, Section F).

### B. Statistical and Econometric Framework

Methodologically, the GSPC statistical and econometric analysis of possible SMWDBE public contracting disparities with the NCDOT utilizes a Categorical Regression Model (CRM) framework.<sup>1</sup> As the covariates measuring public contracting activity/outcomes and other respondent characteristics in Table 41 are categorical responses to questionnaire items (e.g. public contracting bid ranges, yes, no), a CRM views the categories as latent variables with likelihood thresholds that are conditioned on other covariates. In the case where there are more than two categories and the succession of categories have a natural ordinal ranking, a CRM permits a determination as to how particular covariates condition the likelihood/probability of being in the highest valued category relative to the lower-valued categories. In the case of just two categorical but

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<sup>1</sup> 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.

not naturally ordered categories, the CRM reduces to a Binary Regression Model (BRM).<sup>2</sup>

For all the CRM (categorical outcomes)/BRM (binary outcomes) 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—nonminority-owned firms.<sup>3</sup> When the odds ratio is greater (less) than unity for a parameter, the measure characteristic 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 ≤ .10, which we highlight in bold** for all parameter estimates.

As nonresponse probabilities in the GSPC survey are unknown, we estimate all parameters from our CRM/BRM specifications with bootstrapped standard errors<sup>4</sup> to minimize/eliminate the bias that can result from the sample being unrepresentative of the population of interest due to nonresponse.<sup>5</sup> Standard errors are also clustered on firm business category, as outcomes in particular sectors can be correlated (e.g. not independent), and if not accounted for, would lead to biased parameter estimates.<sup>6</sup>

### C. GSPC Survey of Business Owners Data

This Appendix uses data compiled by GSPC, from all respondents to a survey sent to certified firms, prequalified firms, awardees, and subcontractors. Table T-1 below reports, for the 336 survey responses available, a summary on the description, mean and standard deviation of the covariates from the GSPC survey that are relevant to the analysis.

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<sup>2</sup> More formally, if the latent realization of an outcome is  $Y_i^*$ , ranging from  $-\infty$  to  $\infty$ , a structural and conditional specification for  $Y_i^*$  is  $Y_i^* = X_i \beta + \varepsilon_i$ , where  $X$  is a vector of exogenous covariates,  $\beta$  is a vector of coefficients measuring the effects of particular covariates on the realization of  $Y_i^*$ , and  $\varepsilon_i$  is a random error. For categorical and ordinal outcomes  $m = 1 \dots J$ ,  $Y_i = m$  if  $\tau_{m-1} \leq Y_i^* < \tau_m$ , where the  $\tau_i$  are thresholds for the particular realizations of  $Y_i^* = m$ . Conditional on  $X$  the likelihood/probability that  $Y_i$  takes on a particular realization is  $Pr(Y_i = m | X) = \Phi(\tau_m - X\beta) - \Phi(\tau_{m-1} - X\beta)$ , where  $\Phi$  is the cumulative density function of  $\varepsilon$ . 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.

<sup>3</sup> 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.

<sup>4</sup> This mitigates, or makes less severe any bias associated with nonresponse, which is explained.

<sup>5</sup> See: Bradley Efron and Robert J. Tibshirani. 1993. *An Introduction to the Bootstrap*, Chapman and Hall, NY.

<sup>6</sup> The business categories are: 1.) Construction Services, 2.) Construction Related Professional Services (Including Architecture and Engineering), 3.) Professional Services, 4.) Other Services, and 5.) Goods.

Table T-1: Covariate Summary

Covariate	Description	Mean	Standard Deviation	Number of Observations
Firm entered market within past five years	<i>Binary Variable: 1=yes</i>	.190	.393	336
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	10.1	.697	336
Firm has sought work in NCDOT aviation division	<i>Binary Variable: 1=yes</i>	.101	.302	336
Firm has sought work in NCDOT bicycle/pedestrian division	<i>Binary Variable: 1=yes</i>	.048	.213	336
Firm has sought work in NCDOT ferry division	<i>Binary Variable: 1=yes</i>	.021	.143	336
Firm has sought work in the NCDOT global transpark division	<i>Binary Variable: 1=yes</i>	.024	.153	336
<b>Firm has sought work in NCDOT governor's highway safety division</b>	<i>Binary Variable: 1=yes</i>	.012	.109	336
Firm has sought work in NCDOT global highway division	<i>Binary Variable: 1=yes</i>	.432	.496	336
Firm has sought work in NCDOT motor vehicles division	<i>Binary Variable: 1=yes</i>	.042	.201	336
Firm has sought work in NCDOT ports authority division	<i>Binary Variable: 1=yes</i>	.048	.213	336
Firm has sought work in NCDOT public transportation division	<i>Binary Variable: 1=yes</i>	.116	.321	336
Firm has sought work in NCDOT rail division	<i>Binary Variable: 1=yes</i>	.068	.253	336
Firm has sought work in NCDOT turnpike authority division	<i>Binary Variable: 1=yes</i>	.059	.237	336
Number of prime bids submitted on NCDOT projects	<i>Ordinal Variable:</i> 1 = 0 2 = 1 – 10 3 = 11 – 25 4 = 26 – 50 5 = 51 – 100 6 = Over 100	1.56	1.37	336
Number of NCDOT contracts awarded between 1/1/14 - 6/30/17	<i>Ordinal Variable:</i> 1 = 0 2 = 1 – 10 3 = 11 – 25 4 = 26 – 50 5 = 51 – 100 6 = Over 100	1.37	1.15	336
Number of NCDOT subcontracts awarded between 1/1/14 - 6/30/17	<i>Ordinal Variable:</i> 1 = 0 2 = 1 – 10 3 = 11 – 25 4 = 26 – 50 5 = 51 – 100 6 = Over 100	1.68	1.33	336
Did not serve as a contractor or subcontractor on NCDOT projects between 1/1/14 – 6/30/17	<i>Binary Variable: 1=yes</i>	.152	.359	336
Largest single contract awarded since 1/1/14	<i>Ordinal Variable:</i> 1 = \$100,00 or less 2 = \$100,001 - \$250,000 3 = \$250,001 - \$500,000 4 = \$500,001 - \$750,000 5 = \$750,001 - \$1,000,000 6 = \$1,000,001 – 1,320,000 7 = 1,320,001 - \$1,500,000 8 = \$1,500,001 - \$5,000,000 9 = \$5,000,001 - \$10,000,000 10 = Over \$10,000,000	3.03	3.21	336
Firm has experienced private sector discrimination	<i>Binary Variable: 1=yes</i>	.199	.401	336
Owner has more than 20 years of experience	<i>Binary Variable: 1=yes</i>	.562	.496	336
Firm has more than 10 employees	<i>Binary Variable: 1=yes</i>	.363	.482	336
Firm owner has a baccalaureate degree	<i>Binary Variable: 1=yes</i>	.378	.485	336
Firm gross revenue greater than \$1,500,000	<i>Binary Variable: 1=yes</i>	.292	.455	336
Financing is a	<i>Binary Variable: 1=yes</i>	.158	.365	336

Table T-1 (continued)  
Covariate Summary

Covariate	Description	Mean	Standard Deviation	Number of Observations
Barrier to Submitting				
Bids and Securing				
Contracts From				
NCDOT				
Firm is in the construction sector	<i>Binary Variable: 1=yes</i>	.286	.452	336
Firm is qualified to do business with NCDOT	<i>Binary Variable: 1=yes</i>	.801	.401	336
Firm is registered to do business with NCDOT	<i>Binary Variable: 1=yes</i>	.741	.439	336
Firm is willing and able to do business with NCDOT as a prime contractor	<i>Binary Variable: 1=yes</i>	.705	.457	336
Firm is willing and able to do business with NCDOT as a subcontractor	<i>Binary Variable: 1=yes</i>	.914	.281	336
Firm is a certified minority business enterprise	<i>Binary Variable: 1=yes</i>	.312	.464	336
Firm is a certified Nonminority Female business enterprise	<i>Binary Variable: 1=yes</i>	.283	.451	336
Firm is a certified small business enterprise	<i>Binary Variable: 1=yes</i>	.429	.496	336
Firm is a certified disadvantaged business enterprise	<i>Binary Variable: 1=yes</i>	.309	.463	336
Majority Firm Owner	<i>Binary Variable: 1=yes</i>	.274	.447	336
is African American	1 = Yes			
Majority Firm Owner	<i>Binary Variable: 1=yes</i>	.036	.186	336
is Hispanic				
Majority Firm Owner	<i>Binary Variable: 1=yes</i>	.012	.109	336
is Subcontinent Asian				
Majority Firm Owner	<i>Binary Variable: 1=yes</i>	.012	.106	336
is Asian Pacific Islander				
Majority Firm Owner	<i>Binary Variable: 1=yes</i>	.024	.153	336
is American Indian				
Majority Firm Owner	<i>Binary Variable: 1=yes</i>	.006	.077	336
is Alaskan Native				
Majority Firm Owner is bi/multiracial	<i>Binary Variable: 1=yes</i>	.015	.121	336
Majority Firm Owner is Other race	<i>Binary Variable: 1=yes</i>	0	0	336
Majority Firm Owner is a Nonminority Female	<i>Binary Variable: 1=yes</i>	.428	.496	336

Source: Griffin & Strong, P.C. 2019



D. Are Minority-owned Firms Less Likely To Compete for Contracts in NCDOT Market Area?

Table T-2a: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Aviation Division

	Coefficient	P-value
<i>Regressand:</i> Firm has sought work in NCDOT aviation division (Binary)		
<b>Owner has more than 20 years' experience</b>	0.7417	0.4932
Firm has more than 10 employees: Binary	1.1321	0.8183
Firm owner has a baccalaureate degree	1.3278	0.4784
Firm gross revenue greater than 1.5 million	0.7833	0.7154
Firm bonding limit greater than 1.5 million	5.7599	0.0109
Financing is a barrier for securing NCDOT project	1.0503	0.9276
Firm is in the construction sector	1.1748	0.6990
Firm is qualified to do business with NCDOT	6.6898	0.0000
Firm is registered to do business with NCDOT	2.0256	0.3920
Firm is a certified minority business enterprise	1.7581	0.2940
Firm is a certified Nonminority Female enterprise	0.6055	0.3109
Firm is a certified disadvantaged business enterprise	1.0006	0.9990
Firm is a certified small business enterprise	2.8933	0.0228
Number of Observations	336	
Pseudo $R^2$	0.1772	

Griffin & Strong, P.C. 2019

Bold indicates statistical significance of at least 5 percent

Table T-2b: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Aviation Division

	Coefficient	P-value
Regressand: Firm has sought work in NCDOT aviation division (Binary)		
<b>Owner has more than 20 years' experience</b>	0.5208	0.1408
Firm has more than 10 employees	1.4468	0.5553
Firm owner has a baccalaureate degree	1.4714	0.3173
Firm gross revenue greater than 1.5 million	0.3960	0.2202
Firm bonding limit greater than 1.5 million	5.3243	0.0369
Financing is a barrier for securing NCDOT project	1.3268	0.6183
Firm is in the construction sector	0.9454	0.9099
Firm is qualified to do business with NCDOT	7.7488	0.0000
Firm is registered to do business with NCDOT	2.4296	0.2348
Firm is African American-owned	1.3584	0.5521
Firm is Hispanic-owned	1.1234	0.9260
Firm is Subcontinent Asian-owned	0.0001	0.0000
Firm is Asian Pacific Islander-owned	0.0002	0.0000
Firm is American Indian-owned	0.8943	0.9174
Firm is Alaskan Native-owned	0.0002	0.0000
Firm is bi/multiracial-owned	2.3958	0.3776
Firm is Nonminority Female-owned	0.5992	0.2118
Number of Observations	336	
Pseudo $R^2$	0.1590	

Griffin & Strong, P.C. 2019

Bold indicates statistical significance of at least 5 percent

Table T-3a: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Bicycle/Pedestrian Division

	Coefficient	P-value
<i>Regressand:</i> Firm has sought work in NCDOT bicycle/pedestrian division (Binary)		
<b>Owner has more than 20 years'</b> experience	1.8033	0.3354
Firm has more than 10 employees	2.7556	0.1266
Firm owner has a baccalaureate degree	0.8440	0.7705
Firm gross revenue greater than 1.5 million	1.3085	0.6698
Firm bonding limit greater than 1.5 million	0.1678	0.0908
Financing is a barrier for securing NCDOT project	1.6437	0.4386
Firm is in the construction sector	0.4221	0.1867
Firm is qualified to do business with NCDOT	4.4835	0.0000
Firm is registered to do business with NCDOT	4.6277	0.0000
Firm is a certified minority business enterprise	0.1694	0.0328
Firm is a certified Nonminority Female enterprise	0.4229	0.1014
Firm is a certified disadvantaged business enterprise	2.2908	0.0420
Firm is a certified small business enterprise	1.7611	0.3272
Number of Observations	336	
Pseudo $R^2$	0.2189	

Griffin & Strong, P.C. 2019

Bold indicates statistical significance of at least 5 percent

Table T-3b: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Bicycle/Pedestrian Division

	Coefficient	P-value
<i>Regressand:</i> Firm has sought work in NCDOT bicycle/pedestrian division (Binary)		
<b>Owner has more than 20 years' experience</b>	1.5814	0.5365
Firm has more than 10 employees	2.6430	0.1512
Firm owner has a baccalaureate degree	0.8079	0.7257
Firm gross revenue greater than 1.5 million	0.9969	0.9963
Firm bonding limit greater than 1.5 million	0.2008	0.1357
Financing is a barrier for securing NCDOT project	3.8287	0.0812
Firm is in the construction sector	0.3272	0.1141
Firm is qualified to do business with NCDOT	6.6308	0.0000
Firm is registered to do business with NCDO	2.3138	0.0000
Firm is African American-owned	0.0934	0.0376
Firm is Hispanic-owned	0.0003	0.0000
Firm is Subcontinent Asian-owned	0.0001	0.0000
Firm is Asian Pacific Islander-owned	7.1189	0.0996
Firm is American Indian-owned	0.0154	0.0000
Firm is Alaskan Native-owned	0.0013	0.0000
Firm is bi/multiracial-owned	0.0001	0.0000
Firm is Nonminority Female-owned	0.4305	0.2036
Number of Observations	336	
Pseudo $R^2$	0.2725	

Griffin & Strong, P.C. 2019

Bold indicates statistical significance of at least 5 percent

Table T-4a: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Ferry Division

	Coefficient	P-value
<i>Regressand:</i> Firm has sought work in NCDOT ferry division (Binary)		
<b>Owner has more than 20 years' experience</b>	0.7394	0.7820
More than 10 employees	6.0168	0.1240
Firm owner has a baccalaureate degree	0.1572	0.0973
Firm gross revenue greater than 1.5 million	0.7486	0.8606
Firm bonding limit greater than 1.5 million	2.9857	0.5290
Financing is a barrier for securing NCDOT project	1.6210	0.5889
Firm is in the construction sector	2.2720	0.4889
Firm is qualified to do business with NCDOT	3.1369	0.0000
Firm is registered to do business with NCDOT	9.4941	0.0000
Firm is a certified minority business enterprise	1.0143	0.9830
Firm is a certified Nonminority Female enterprise	1.9053	0.5981
Firm is a certified disadvantaged business enterprise	0.6355	0.6900
Firm is a certified small business enterprise	0.8657	0.8310
Number of Observations	336	
Pseudo $R^2$	0.2555	

Griffin & Strong, P.C. 2019

Bold indicates statistical significance of at least 5 percent

Table T-4b: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Ferry Division

	Coefficient	P-value
Regressand: Firm has sought work in NCDOT ferry division (Binary)		
<b>Owner has more than 20 years' experience:</b>	0.5104	0.6451
Firm has more than 10 employees	7.1002	0.0212
Firm owner has a baccalaureate degree	0.1567	0.0731
Firm gross revenue greater than 1.5 million	0.8675	0.9493
Firm bonding limit greater than 1.5 million	1.9757	0.7532
Financing is a barrier for securing NCDOT project	1.3471	0.7757
Firm is in the construction sector	2.8386	0.5235
Firm is qualified to do business with NCDOT	7.9281	0.0000
Firm is registered to do business with NCDOT	9.9695	0.0000
Firm is African American-owned	1.0288	0.9725
Firm is Hispanic-owned	0.0317	0.0000
Firm is Subcontinent Asian-owned	0.0154	0.0000
Firm is Asian Pacific Islander-owned	0.0015	0.0000
Firm is American Indian-owned	0.0532	0.0000
Firm is Alaskan Native-owned	0.1873	0.0000
Firm is bi/multiracial-owned	2.0649	0.5785
Firm is Nonminority Female-owned	0.6439	0.7528
Number of Observations	336	
Pseudo $R^2$	0.2797	

Griffin & Strong, P.C. 2019

Bold indicates statistical significance of at least 5 percent

Table T-5a: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Ports Authority Division

	Coefficient	P-Value
<i>Regressand:</i> Firm has sought work in NCDOT ports authority division		
<b>Owner has more than 20 years' experience</b>	0.4998	0.2610
Firm has more than 10 employees	1.5307	0.6423
Firm owner has a baccalaureate degree	0.8013	0.6860
Firm gross revenue greater than 1.5 million	1.4756	0.6798
Firm bonding limit greater than 1.5 million	4.2598	0.0593
Financing is a barrier for securing NCDOT project	2.1119	0.2468
Firm is in the construction sector	0.8871	0.8709
Firm is qualified to do business with NCDOT	0.6401	0.7163
Firm is registered to do business with NCDOT	9.1065	0.1556
Firm is a certified minority business enterprise	1.7335	0.3763
Firm is a certified Nonminority Female enterprise	1.5804	0.3958
Firm is a certified disadvantaged business enterprise	0.7916	0.7317
Firm is a certified small business enterprise	1.3219	0.7127
Number of Observations	336	
Pseudo $R^2$	0.1186	

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Table T-5b: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Ports Authority Division

	Coefficient	P-value
<i>Regressand:</i> Firm has sought work in NCDOT ports authority division		
<b>Owner has more than 20 years' experience</b>	0.5543	0.3284
Firm has more than 10 employees	1.7604	0.4603
Firm owner has a baccalaureate degree	0.9011	0.8586
Firm gross revenue greater than 1.5 million	1.2979	0.7929
Firm bonding limit greater than 1.5 million	4.7157	0.0545
Financing is a barrier for securing NCDOT project	2.2770	0.1420
Firm is in the construction sector	0.7870	0.7423
Firm is qualified to do business with NCDOT	0.7420	0.8039
Firm is registered to do business with NCDOT	7.9858	0.1144
Firm is African American-owned	1.3696	0.6070
Firm is Hispanic-owned	0.9614	0.3265
Firm is Subcontinent Asian-owned	0.8962	0.2748
Firm is Asian Pacific Islander-owned	0.9481	0.3864
Firm is American Indian-owned	2.0535	0.3935
Firm is Alaskan Native-owned	0.9846	0.0813
Firm is bi/multiracial-owned	3.3718	0.3364
Firm is Nonminority Female-owned	4.2150	0.0351
Number of Observations	336	
Pseudo $R^2$	0.1726	

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Table T-6a: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Public Transportation Division

	Coefficient	P-value
<i>Regressand:</i> Firm has sought work in NCDOT public transportation division		
<b>Owner has more than 20 years' experience</b>	0.7177	0.4436
Firm has more than 10 employees: Binary	1.9706	0.1789
Firm owner has a baccalaureate degree	1.1687	0.6823
Firm gross revenue greater than 1.5 million	1.3823	0.5372
Firm bonding limit greater than 1.5 million	2.1921	0.1313
Financing is a barrier for securing NCDOT project	1.0198	0.9689
Firm is in the construction sector	0.5101	0.0996
Firm is qualified to do business with NCDOT	2.5157	0.3341
Firm is registered to do business with NCDOT	8.9986	0.0149
Firm is a certified minority business enterprise	2.1022	0.1253
Firm is a certified Nonminority Female enterprise	0.6558	0.3476
Firm is a certified disadvantaged business enterprise	2.5847	0.0276
Firm is a certified small business enterprise	1.1220	0.7822
Number of Observations	336	
Pseudo $R^2$	0.1667	

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Table T-6b: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Public Transportation Division

	Coefficient	P-value
<i>Regressand:</i> Firm has sought work in NCDOT public transportation division		
<b>Owner has more than 20 years' experience</b>	0.5566	0.1925
Firm has more than 10 employees	1.8205	0.2629
Firm owner has a baccalaureate degree	1.0961	0.8106
Firm gross revenue greater than 1.5 million	1.6189	0.3493
Firm bonding limit greater than 1.5 million	2.6088	0.0753
Financing is a barrier for securing NCDOT project	1.0784	0.8927
Firm is in the construction sector	0.4863	0.0829
Firm is qualified to do business with NCDOT	2.2814	0.3445
Firm is registered to do business with NCDOT	13.2617	0.0014
Firm is African American-owned	3.7351	0.0077
Firm is Hispanic-owned	3.1898	0.2829
Firm is Subcontinent Asian-owned	0.9536	0.0823
Firm is Asian Pacific Islander-owned	6.2679	0.2159
Firm is American Indian-owned	0.9321	0.4323
Firm is Alaskan Native-owned	0.9714	0.1967
Firm is bi/multiracial-owned	0.8951	0.3157
Firm is Nonminority Female-owned	0.6591	0.2990
Number of Observations	336	
Pseudo $R^2$	0.1924	

Griffin & Strong, P.C. 2019

Bold indicates statistical significance of at least 5 percent

Table T-7a: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Rail Division

	Coefficient	P-Value
<i>Regressand:</i> Firm has sought work in NCDOT rail division		
<b>Owner has more than 20 years' experience</b>	0.7788	0.6484
More than 10 employees	0.6425	0.3375
Firm owner has a baccalaureate degree	1.6405	0.3287
Firm gross revenue greater than 1.5 million	3.5134	0.0199
Firm bonding limit greater than 1.5 million	2.3460	0.1821
Financing is a barrier for securing NCDOT project	2.5162	0.1482
Firm is in the construction sector	0.9799	0.9649
Firm is qualified to do business with NCDOT	5.2084	0.0217
Firm is registered to do business with NCDOT	9.7219	0.0951
Firm is a certified minority business enterprise	0.9076	0.8620
Firm is a certified Nonminority Female enterprise	0.4318	0.2238
Firm is a certified disadvantaged business enterprise	1.3088	0.5974
Firm is a certified small business enterprise	1.3149	0.6048
Number of Observations	336	
Pseudo $R^2$	0.1886	

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Bold indicates statistical significance of at least 5 percent

Table T-7b: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Rail Division

	Coefficient	P-Value
<i>Regressand:</i> Firm has sought work in NCDOT rail division		
<b>Owner has more than 20 years' experience</b>	0.6643	0.5196
Firm has More than 10 employees	0.5914	0.3247
Firm owner has a baccalaureate degree	1.8813	0.1772
Firm gross revenue greater than 1.5 million	3.8720	0.0080
Firm bonding limit greater than 1.5 million	2.3893	0.2270
Financing is a barrier for securing NCDOT project	3.0923	0.1271
Firm is in the construction sector	1.0446	0.9305
Firm is qualified to do business with NCDOT	1.5524	0.0718
Firm is registered to do business with NCDOT	6.2290	0.0873
Firm is African American-owned	1.2281	0.7949
Firm is Hispanic-owned	0.9128	0.2159
Firm is Subcontinent Asian-owned	0.8175	0.1793
Firm is Asian Pacific Islander-owned	0.9519	0.5172
Firm is American Indian-owned	0.9836	0.3491
Firm is Alaskan Native-owned	1.0938	0.0795
Firm is bi/multiracial-owned	2.8656	0.3383
Firm is Nonminority Female-owned	0.6015	0.3882
Number of Observations	336	
Pseudo $R^2$	0.2573	

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Bold indicates statistical significance of at least 5 percent

Table T-8a: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Turnpike Authority Division

	Coefficient	P-value
<i>Regressand:</i> Firm has sought work in NCDOT turnpike authority division		
<b>Owner has more than 20 years' experience</b>	0.3911	0.1472
Firm has more than 10 employees	3.2927	0.2011
Firm owner has a baccalaureate degree	0.4285	0.1408
Firm gross revenue greater than 1.5 million	2.2140	0.3401
Firm bonding limit greater than 1.5 million	6.9769	0.0097
Financing is a barrier for securing NCDOT project	1.7467	0.4385
Firm is in the construction sector	0.6507	0.3496
Firm is qualified to do business with NCDOT	7.1428	0.0827
Firm is registered to do business with NCDOT	8.5744	0.0594
Firm is a certified minority business enterprise	1.7507	0.4948
Firm is a certified Nonminority Female enterprise	0.7500	0.7395
Firm is a certified disadvantaged business enterprise	0.9648	0.9672
Firm is a certified small business enterprise	0.6627	0.5302
Number of Observations	336	
Pseudo $R^2$	0.3102	

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Table T-8b: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Sought Work  
In NCDOT Turnpike Authority Division

	Coefficient	P-Value
<i>Regressand:</i> Firm has sought work in NCDOT turnpike authority division		
<b>Owner has more than 20 years' experience</b>	0.3049	0.0772
Firm has more than 10 employees: Binary	2.0724	0.5004
Firm owner has a baccalaureate degree	0.4574	0.1829
Firm gross revenue greater than 1.5 million	3.8696	0.2155
Firm bonding limit greater than 1.5 million	6.6147	0.0205
Financing is a barrier for securing NCDOT project	2.2500	0.1603
Firm is in the construction sector	0.6711	0.4472
Firm is qualified to do business with NCDOT	2.4278	0.0976
Firm is registered to do business with NCDOT	7.8209	0.0647
Firm is African American-owned	1.0909	0.9039
Firm is Hispanic-owned	1.5394	0.6735
Firm is Subcontinent Asian-owned	0.9749	0.1582
Firm is Asian Pacific Islander-owned	9.0741	0.0478
Firm is American Indian-owned	0.8352	0.2163
Firm is Alaskan Native-owned	0.9164	0.1371
Firm is bi/multiracial-owned	4.7612	0.0864
Firm is Nonminority Female-owned	0.7022	0.6112
Number of Observations	336	
Pseudo $R^2$	0.3633	

Griffin & Strong, P.C. 2019

Bold indicates statistical significance of at least 5 percent

Table T-9: Ordinal Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Number of Prime Bid Submissions to NCDOT  
In NCDOT Market Area

	Coefficient	P-value
<i>Regressand:</i> Number of prime bids on NCDOT projects (Ordinal)		
<b>Owner has more than 20 years' experience</b>	0.9734	0.9114
Firm has more than 10 employees	1.9546	0.0540
Firm owner has a baccalaureate degree	1.0231	0.9264
Firm gross revenue greater than 1.5 million	1.4913	0.3767
Firm bonding limit greater than 1.5 million	2.4011	0.0274
Financing is a barrier for securing NCDOT project	1.2554	0.4546
Firm is in the construction sector	1.5614	0.0787
Firm is qualified to do business with NCDOT	2.1250	0.0638
Firm is registered to do business with NCDOT	3.3462	0.0011
Firm is willing/able prime contractor for NCDOT	4.7702	0.0000
Firm is willing/able subcontractor for NCDOT	16.3918	0.0008
Firm is a certified minority business enterprise	1.4657	0.1422
Firm is a certified Nonminority Female enterprise	0.8246	0.4799
Firm is a certified disadvantaged business enterprise	1.1356	0.6388
Firm is a certified small business enterprise	1.0106	0.9710
Number of Observations	336	
Pseudo $R^2$	0.2216	

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Bold indicates statistical significance of at least 5 percent

Table T-10: Ordinal Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Number of Prime Bid Submissions to NCDOT  
In NCDOT Market Area

	Coefficient	P-value
<i>Regressand:</i> Number of prime bids on NCDOT projects (Ordinal)		
<b>Owner has more than 20 years' experience</b>	0.8991	0.6648
Firm has more than 10 employees	2.1083	0.0352
Firm owner has a baccalaureate degree	1.0383	0.8805
Firm gross revenue greater than 1.5 million	1.4242	0.4093
Firm bonding limit greater than 1.5 million	2.1940	0.0554
Financing is a barrier for securing NCDOT project	1.2982	0.4024
Firm is in the construction sector	1.5862	0.0801
Firm is qualified to do business with NCDOT	2.0898	0.0765
Firm is registered to do business with NCDOT	3.5088	0.0004
Firm is willing/able prime contractor for NCDOT	4.9831	0.0000
Firm is willing/able subcontractor for NCDOT	15.7771	0.0022
Firm is African American-owned	1.5260	0.1374
Firm is Hispanic-owned	1.1000	0.8647
Firm is Subcontinent Asian-owned	0.5887	0.6028
Firm is Asian Pacific Islander-owned	2.3591	0.0296
Firm is American Indian-owned	0.4925	0.5503
Firm is Alaskan Native-owned	2.2581	0.2827
Firm is bi/multiracial-owned	2.4383	0.2659
Firm is Nonminority Female-owned	0.8143	0.4398
Number of Observations	336	
Pseudo $R^2$	0.2254	

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Bold indicates statistical significance of at least 5 percent



## E. SMWDBEs Contracting

Table T-11: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Never Serving as Contractor/Subcontractor for NCDOT  
In NCDOT Market Area

	Coefficient	P-value
<i>Regressand:</i> Served as neither contractor/subcontractor since 1/1/14 (Binary)		
<b>Owner has more than 20 years' experience</b>	0.7494	0.4678
Firm has more than 10 employees	0.2678	0.0552
Firm owner has a baccalaureate degree	0.4646	0.0614
Firm gross revenue greater than 1.5 million	0.4613	0.2764
Firm bonding limit greater than 1.5 million	0.8454	0.8701
Financing is a barrier for securing NCDOT project	1.1227	0.8029
Firm is in the construction sector	0.1095	0.0046
Firm is qualified to do business with NCDOT	0.7510	0.5454
Firm is registered to do business with NCDOT	0.4367	0.0462
Firm is willing/able prime contractor for NCDOT	1.1126	0.8003
Firm is willing/able subcontractor for NCDOT	1.3567	0.0000
Firm is a certified minority business enterprise	2.4643	0.0180
Firm is a certified Nonminority Female enterprise	2.2001	0.0433
Firm is a certified disadvantaged business enterprise	0.7281	0.4544
Firm is a certified small business enterprise	0.3572	0.0071
Number of Observations	336	
Pseudo $R^2$	0.3119	

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Bold indicates statistical significance of at least 5 percent

Table T-12: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Never Serving as Contractor/Subcontractor for NCDOT  
In NCDOT Market Area

	Coefficient	P-Value
<i>Regressand: Served as neither contractor/subcontractor since 1/1/14 (Binary)</i>		
<b>Owner has more than 20 years' experience</b>	0.7566	0.4889
Firm has more than 10 employees	0.2040	0.0393
Firm owner has a baccalaureate degree	0.4743	0.0595
Firm gross revenue greater than 1.5 million	0.9429	0.9386
Firm bonding limit greater than 1.5 million	0.7730	0.8111
Financing is a barrier for securing NCDOT project	1.1533	0.7605
Firm is in the construction sector	0.1318	0.0137
Firm is qualified to do business with NCDOT	0.6560	0.3864
Firm is registered to do business with NCDOT	0.3554	0.0163
Firm is willing/able prime contractor for NCDOT:	1.3453	0.4639
Firm is willing/able subcontractor for NCDOT	8.0545	0.0000
Firm is African American-owned	2.8725	0.0098
Firm is Hispanic-owned	0.4145	0.4891
Firm is Subcontinent Asian-owned	0.9623	0.2174
Firm is Asian Pacific Islander-owned	2.4471	0.3357
Firm is American Indian-owned	1.1375	0.9378
Firm is Alaskan Native-owned	1.9995	0.6135
Firm is bi/multiracial-owned	0.8439	0.1842
Firm is Nonminority Female-owned	2.3622	0.0229
Number of Observations	336	
Pseudo $R^2$	0.3122	

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## F. SMWDBEs, Private Sector Contracting, and Perceived Discrimination

Table T-13: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Private Sector Discrimination  
In NCDOT Market Area

	Coefficient	P-value
<i>Regressand:</i> Firm experienced private sector discrimination (Binary)		
<b>Owner has more than 20 years' experience</b>	2.0947	0.0331
Firm has more than 10 employees	1.1493	0.7857
Firm owner has a baccalaureate degree	2.0638	0.0337
Firm gross revenue greater than 1.5 million	0.4614	0.2367
Firm bonding limit greater than 1.5 million	0.1917	0.0160
Financing is a barrier for securing NCDOT project	1.7006	0.1818
Firm is in the construction sector	2.2532	0.0361
Firm is qualified to do business with NCDOT	1.6759	0.4174
Firm is registered to do business with NCDOT	0.4336	0.1081
Firm is willing/able subcontractor for NCDOT	0.4944	0.5812
Firm is a certified minority business enterprise	2.9617	0.0027
Firm is a certified Nonminority Female enterprise	0.7082	0.3365
Firm is a certified disadvantaged business enterprise	2.1735	0.0297
Firm is a certified small business enterprise	1.8373	0.0707
Observations	336	
Pseudo $R^2$	0.2182	

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Table T-14: Logit Parameter Estimates (Odds Ratio):

SMWDBE Status and Private Sector Discrimination  
In NCDOT Market Area

	Coefficient	P-Value
<i>Regressand:</i> Firm experienced private sector discrimination (Binary)		
<b>Owner has more than 20 years' experience</b>	2.2808	0.0205
Firm has more than 10 employees	1.5972	0.4147
Firm owner has a baccalaureate degree	1.9660	0.0542
Firm gross revenue greater than 1.5 million	0.4190	0.2665
Firm bonding limit greater than 1.5 million	0.1414	0.0564
Financing is a barrier for securing NCDOT project	1.4355	0.3842
Firm is in the construction sector	2.8493	0.0155
Firm is qualified to do business with NCDOT	2.4231	0.1248
Firm is registered to do business with NCDOT	0.6084	0.2805
Firm is willing/able subcontractor for NCDOT	0.2714	0.2740
Firm is African American-owned	9.9099	0.0000
Firm is Hispanic-owned	2.6069	0.2080
Firm is Subcontinent Asian-owned	0.9174	0.0000
Firm is Asian Pacific Islander-owned	3.8174	0.3520
Firm is American Indian-owned	24.5879	0.0008
Firm is Alaskan Native-owned	0.8692	0.0000
Firm is bi/multiracial-owned	0.9735	0.0000
Firm is Nonminority Female-owned	1.6043	0.1878
Number of Observations	336	
Pseudo $R^2$	0.2727	

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APPENDIX U  
PRIME UTILIZATION BY RACE/ETHNICITY  
AND GENDER

## APPENDIX U – PRIME UTILIZATION BY RACE/ETHNICITY AND GENDER

Table U-1 below breaks down prime utilization by gender for each race/ethnic category and each procurement type in the Relevant Market, over the Study Period.

Table U-1: Prime Utilization –  
By Race, Ethnicity, Gender and Procurement Type  
Distribution of Dollars by Business Ownership  
(Using Purchase Orders, Direct Payments,  
and Invoices from SAP, FY 2014-2018)  
NCDOT Disparity Study

Firm Ownership	Gender	Construction		A&E		Professional Services		Goods and Other Services		Total	
		\$	%	\$	%	\$	%	\$	%	\$	%
Black American	Male	\$ 44,075,777	0.49%	\$ 34,494,520	2.23%	\$ 1,204,109	2.38%	\$ 5,977,463	1.82%	\$ 85,751,868	0.78%
	Female	\$ 3,483,366	0.04%	\$ 167,077	0.01%	\$ 93,123	0.18%	\$ 1,714,921	0.52%	\$ 5,458,486	0.05%
Asian American	Male	\$ -	0.00%	\$ 1,142,672	0.07%	\$ -	0.00%	\$ -	0.00%	\$ 1,142,672	0.01%
	Female	\$ -	0.00%	\$ 536,761	0.03%	\$ -	0.00%	\$ -	0.00%	\$ 536,761	0.00%
Hispanic American	Male	\$ 108,322	0.00%	\$ 20,296,536	1.31%	\$ -	0.00%	\$ 2,246,131	0.69%	\$ 22,650,988	0.21%
	Female	\$ 982,894	0.01%	\$ -	0.00%	\$ 822,893	1.63%	\$ -	0.00%	\$ 1,805,787	0.02%
American Indian	Male	\$ 5,705,105	0.06%	\$ -	0.00%	\$ -	0.00%	\$ 386,462	0.12%	\$ 6,091,568	0.06%
	Female	\$ 5,809,294	0.06%	\$ -	0.00%	332591.2	0.66%	\$ 497,343	0.15%	\$ 6,639,227	0.06%
Subcontinent Asian American	Male	\$ -	0.00%	\$ 6,085,964	0.39%	\$ -	0.00%	\$ -	0.00%	\$ 6,085,964	0.06%
	Female	\$ 54,015	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 54,015	0.00%
Nonminority	Male	\$8,805,279,339	96.98%	\$1,360,417,524	87.94%	\$44,968,141	88.92%	\$312,096,393	95.20%	\$ 10,522,761,397	95.61%
	Female	\$ 214,439,126	2.36%	\$ 123,891,975	8.01%	\$ 3,150,685	6.23%	\$ 4,915,796	1.50%	\$ 346,397,582	3.15%
Category Total	Male	\$8,855,168,543	97.52%	\$1,422,437,216	91.95%	\$46,172,250	91.30%	\$320,706,449	97.83%	\$ 10,644,484,458	96.72%
	Female	\$ 224,768,694	2.48%	\$ 124,595,813	8.05%	\$ 4,399,291	8.70%	\$ 7,128,060	2.17%	\$ 360,891,858	3.28%
Total of Male & Female		\$9,079,937,237	100.00%	\$1,547,033,029	100.00%	\$50,571,541	100.00%	\$327,834,509	100.00%	\$ 11,005,376,316	100.00%

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APPENDIX V  
DESIGN-BUILD MWBE UTILIZATION

## APPENDIX V – DESIGN-BUILD

Table V-1 presents data on MWBE subcontractor utilization on NCDOT design-build and express design-build projects in the NCDOT Relevant Market during the Study Period. Overall MWBEs subcontractors received 13.79% of dollars on NCDOT design-build and 6.89 % on express design-build projects. There were no MWBE prime contractors on design-build projects during the Study Period in the Relevant Market.

The MWBE subcontractor utilization data comes from the data GSPC organized for the Study from the NCDOT SAP system. Design-build projects were not indicated in this data. NCDOT provided separate special tabulations for design-build projects that GSPC integrated with its database of NCDOT projects. GSPC found the corresponding MWBE subcontracts using the design-build contract numbers. The prime amounts were labeled “bid amounts” in these NCDOT special tabulations. The prime dollars in Table V-1 below was also based on the prime data NCDOT provided to GSPC from the SAP system. Projects were limited to those in the Relevant Market and during the Study Period.

Table V-1: Design Build in Relevant Market Area

Distribution of Subcontract Dollars by Business Ownership

(Using Prime Bid Amount and Subcontract Dollars, FY 2014-2018)

NCDOT Disparity Study

Type	Prime In Relevant Market Area	Black American		Asian American		Hispanic American		American Indian		American		Total MBE		Nonminority Female		Total MWBE	
		\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Causeway	\$ 56,190,145	\$ 68,423	0.12%	\$ -	0.00%	\$ 592,362	1.05%	\$ 1,044,588	1.86%	\$ -	0.00%	\$ 1,705,374	3.04%	\$ 3,101,112	5.52%	\$ 4,806,486	8.55%
Design Build	\$ 1,493,098,614	\$ 29,707,612	1.99%	\$ 2,055,020	0.14%	\$ 8,630,663	0.58%	\$ 20,042,928	1.34%	\$ 6,306,346	0.42%	\$ 66,742,568	4.47%	\$ 139,118,840	9.32%	\$ 205,861,408	13.79%
Express Design Build	\$ 83,545,511	\$ 111,107	0.13%	\$ -	0.00%	\$ 457,189	0.55%	\$ 116,949	0.14%	\$ -	0.00%	\$ 685,245	0.82%	\$ 5,067,022	6.06%	\$ 5,752,267	6.89%
<b>Total</b>	<b>\$ 1,632,834,271</b>	<b>\$ 29,887,142</b>	<b>1.83%</b>	<b>\$ 2,055,020</b>	<b>0.13%</b>	<b>\$ 9,680,214</b>	<b>0.59%</b>	<b>\$ 21,204,465</b>	<b>1.30%</b>	<b>\$ 6,306,346</b>	<b>0.39%</b>	<b>\$ 69,133,186</b>	<b>4.23%</b>	<b>\$ 147,286,974</b>	<b>9.02%</b>	<b>\$ 216,420,161</b>	<b>13.25%</b>

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APPENDIX W  
DEPARTMENT OF HIGHWAY'S  
DETERMINATION OF CATEGORIES FOR  
PRIME UTILIZATION

## APPENDIX W – DEPARTMENT OF HIGHWAYS DETERMINATION OF CATEGORIES FOR PRIME UTILIZATION

Table W-1 in Appendix W presents prime utilization on NCDOT Department of Highway projects broken into more detailed categories as determined by the Department.

Table W-1

Department of Highways, Prime Utilization, Relevant Market Area  
 Business Ownership Classification by Fiscal Year, FY 2014-2018  
 Using Purchase Orders, Direct Purchases, and Invoices from SAP  
 NCDOT Disparity Study

Category	Black American		Asian American		Hispanic American		American Indian		Subcontinent Asian American		Total MBE		Nonminority Female		Total MWBE		Non-MWBE		Total	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Construction (Heavy + Maintenance)	\$ 46,063,270	0.51%	\$ -	0.00%	\$ 1,091,216	0.01%	\$ 11,514,399	0.13%	\$ 54,015	0.00%	\$ 58,722,899	0.65%	\$ 214,400,656	2.38%	\$ 273,123,555	3.03%	\$ 8,733,771,103	96.97%	\$ 9,006,894,658	100.00%
Construction (Signals – ITS System)	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 65,221,768	100.00%	\$ 65,221,768	100.00%
A&E	\$ 34,661,597	2.24%	\$ 1,679,433	0.11%	\$ 20,296,536	1.31%	\$ -	0.00%	\$ 6,085,964	0.39%	\$ 62,723,530	4.05%	\$ 123,891,975	8.01%	\$ 186,615,505	12.06%	\$ 1,360,417,524	87.94%	\$ 1,547,033,029	100.00%
Other Professional Services	\$ 889,442	21.46%	\$ -	0.00%	\$ 822,893	19.85%	\$ 332,591	8.02%	\$ -	0.00%	\$ 2,044,926	49.34%	\$ 522,055	12.59%	\$ 2,566,981	61.93%	\$ 1,577,958	38.07%	\$ 4,144,939	100.00%
Other Professional Services – ROW	\$ 407,789	0.88%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 407,789	0.88%	\$ 2,628,630	5.66%	\$ 3,036,419	6.54%	\$ 43,390,183	93.46%	\$ 46,426,602	100.00%
Goods & Other Services	\$ 6,833,700	2.57%	\$ -	0.00%	\$ 543,411	0.20%	\$ 497,538	0.19%	\$ -	0.00%	\$ 7,874,649	2.96%	\$ 943,100	0.35%	\$ 8,817,749	3.31%	\$ 257,354,317	96.69%	\$ 266,172,066	100.00%
Goods & Other Services – Landscaping	\$ 858,683	1.83%	\$ -	0.00%	\$ 1,702,720	3.62%	\$ 386,267	0.82%	\$ -	0.00%	\$ 2,947,670	6.27%	\$ 3,972,696	8.45%	\$ 6,920,367	14.72%	\$ 40,090,212	85.28%	\$ 47,010,578	100.00%
Goods & Other Services – Mitigation	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 14,081,151	100.00%	\$ 14,081,151	100.00%
Goods & Other Services – RAIL	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 570,714	100.00%	\$ 570,714	100.00%
Vertical Const./Specialty Trades – Doors & Wind	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 18,063	100.00%	\$ 18,063	100.00%
Vertical Const./Specialty Trades – Electrical	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 1,260	0.18%	\$ 1,260	0.18%	\$ 689,025	99.82%	\$ 690,285	100.00%
Vertical Const./Specialty Trades – GC	\$ 1,495,873	22.17%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 1,495,873	22.17%	\$ -	0.00%	\$ 1,495,873	22.17%	\$ 5,250,181	77.83%	\$ 6,746,054	100.00%
Vertical Const./Specialty Trades – HVAC	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 101,598	100.00%	\$ 101,598	100.00%
Vertical Const./Specialty Trades – Painting	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 37,210	61.14%	\$ 37,210	61.14%	\$ 23,655	38.86%	\$ 60,865	100.00%
Vertical Const./Specialty Trades – Plumbing	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 164,511	100.00%	\$ 164,511	100.00%
Vertical Const./Specialty Trades – Roofing	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 39,435	100.00%	\$ 39,435	100.00%
<b>Total</b>	<b>\$ 91,210,355</b>		<b>\$ 1,679,433</b>		<b>\$ 24,456,775</b>		<b>\$ 12,730,795</b>		<b>\$ 6,139,979</b>		<b>\$ 136,217,337</b>		<b>\$ 346,397,582</b>		<b>\$ 482,614,919</b>		<b>\$ 10,522,761,398</b>		<b>\$ 11,005,376,316</b>	

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APPENDIX X  
DISPARITY FOR NCDOT PROJECTS  
UNDER SECTION 143

## APPENDIX X -PRIME DISPARITY FOR PROJECTS UNDER SECTION 143

The tables in Appendix X (Tables X-1 through X-8) present prime contractors disparity ratios overall for projects procured under Section 143. The disparity ratios are by year and over the Study Period. With few exceptions MWBEs were underutilized, except for African Americans in Professional Services (Table X-3). There were no subcontracts on Section 143 projects.

Table X-1: Disparity Indices – Construction (Prime Section 143)

In the Relevant Market  
NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	0.15%	16.33%	0.90	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	1.30%	3.72%	34.98	Underutilization	*	
	American Indian	0.00%	2.25%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	1.45%	23.13%	<b>6.27</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	0.98%	13.54%	7.26	Underutilization	*	
	<b>TOTAL MWBE</b>	2.43%	36.68%	<b>6.64</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	97.57%	63.32%	154.08	Overutilization		
2015	Black American	0.00%	16.33%	0.00	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	1.28%	3.72%	34.39	Underutilization	*	
	American Indian	0.02%	2.25%	0.74	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	1.30%	23.13%	<b>5.61</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	0.24%	13.54%	1.74	Underutilization	*	
	<b>TOTAL MWBE</b>	1.53%	36.68%	<b>4.18</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	98.47%	63.32%	155.50	Overutilization		
2016	Black American	0.17%	16.33%	1.06	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	1.49%	3.72%	39.93	Underutilization	*	
	American Indian	0.00%	2.25%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	1.66%	23.13%	<b>7.18</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	0.31%	13.54%	2.25	Underutilization	*	
	<b>TOTAL MWBE</b>	1.97%	36.68%	<b>5.36</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	98.03%	63.32%	154.81	Overutilization		
2017	Black American	0.25%	16.33%	1.51	Underutilization	*	
	Asian American	0.00%	0.62%	0.00	Underutilization	*	
	Hispanic American	3.09%	3.72%	82.95	Underutilization	*	
	American Indian	0.00%	2.25%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	3.33%	23.13%	<b>14.41</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	0.37%	13.54%	2.77	Underutilization	*	
	<b>TOTAL MWBE</b>	3.71%	36.68%	<b>10.11</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	96.29%	63.32%	152.06	Overutilization		
2018	Black American	0.13%	16.33%	0.80	Underutilization	*	
	Asian American	0.05%	0.62%	7.90	Underutilization	*	
	Hispanic American	3.43%	3.72%	92.25	Underutilization	*	
	American Indian	0.00%	2.25%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	3.61%	23.13%	<b>15.62</b>	<b>Underutilization</b>	<b>*</b>	
	Nonminority Female	0.27%	13.54%	1.99	Underutilization	*	
	<b>TOTAL MWBE</b>	3.88%	36.68%	<b>10.59</b>	<b>Underutilization</b>	<b>*</b>	
	Non-MWBE	96.12%	63.32%	151.79	Overutilization		
Total	Black American	0.14%	16.33%	0.84	Underutilization	*	p <.05
	Asian American	0.01%	0.62%	1.73	Underutilization	*	p <.05
	Hispanic American	2.10%	3.72%	56.46	Underutilization	*	p <.05
	American Indian	0.00%	2.25%	0.15	Underutilization	*	p <.05
	Subcontinent Asian American	0.00%	0.21%	0.00	Underutilization	*	Small Number
	<b>TOTAL MBE</b>	2.25%	23.13%	<b>9.74</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Nonminority Female	0.44%	13.54%	3.25	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	2.69%	36.68%	<b>7.34</b>	<b>Underutilization</b>	<b>*</b>	<b>p &lt;.05</b>
	Non-MWBE	97.31%	63.32%	153.66	Overutilization		

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Table X-2: Disparity Indices – A&E Services (Prime Section 143)

In the Relevant Market  
NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	0.00%	7.43%	0.00	Underutilization	*	
	Asian American	0.00%	2.08%	0.00	Underutilization	*	
	Hispanic American	0.00%	2.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	1.04%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	0.00%	13.82%	<b>0.00</b>	<b>Underutilization</b>	*	
	Nonminority Female	0.00%	14.71%	0.00	Underutilization	*	
	<b>TOTAL MWBE</b>	0.00%	28.53%	<b>0.00</b>	<b>Underutilization</b>	*	
Non-MWBE	100.00%	71.47%	139.92	Overutilization			
2015	Black American	7.58%	7.43%	101.98	Overutilization		
	Asian American	0.00%	2.08%	0.00	Underutilization	*	
	Hispanic American	0.00%	2.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	1.04%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	7.58%	13.82%	<b>54.83</b>	<b>Underutilization</b>	*	
	Nonminority Female	1.70%	14.71%	11.59	Underutilization	*	
	<b>TOTAL MWBE</b>	9.28%	28.53%	<b>32.53</b>	<b>Underutilization</b>	*	
Non-MWBE	90.72%	71.47%	126.93	Overutilization			
2016	Black American	0.00%	7.43%	0.00	Underutilization	*	
	Asian American	0.00%	2.08%	0.00	Underutilization	*	
	Hispanic American	0.00%	2.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	1.04%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	0.00%	13.82%	<b>0.00</b>	<b>Underutilization</b>	*	
	Nonminority Female	6.95%	14.71%	47.24	Underutilization	*	
	<b>TOTAL MWBE</b>	6.95%	28.53%	<b>24.36</b>	<b>Underutilization</b>	*	
Non-MWBE	93.05%	71.47%	130.19	Overutilization			
2017	Black American	0.00%	7.43%	0.00	Underutilization	*	
	Asian American	0.00%	2.08%	0.00	Underutilization	*	
	Hispanic American	0.00%	2.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	1.04%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	0.00%	13.82%	<b>0.00</b>	<b>Underutilization</b>	*	
	Nonminority Female	4.93%	14.71%	33.53	Underutilization	*	
	<b>TOTAL MWBE</b>	4.93%	28.53%	<b>17.29</b>	<b>Underutilization</b>	*	
Non-MWBE	95.07%	71.47%	133.01	Overutilization			
2018	Black American	0.00%	7.43%	0.00	Underutilization	*	
	Asian American	0.00%	2.08%	0.00	Underutilization	*	
	Hispanic American	0.00%	2.67%	0.00	Underutilization	*	
	American Indian	0.00%	0.59%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	1.04%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	0.00%	13.82%	<b>0.00</b>	<b>Underutilization</b>	*	
	Nonminority Female	3.52%	14.71%	23.92	Underutilization	*	
	<b>TOTAL MWBE</b>	3.52%	28.53%	<b>12.33</b>	<b>Underutilization</b>	*	
Non-MWBE	96.48%	71.47%	134.99	Overutilization			
Total	Black American	1.12%	7.43%	15.09	Underutilization	*	p <.05
	Asian American	0.00%	2.08%	0.00	Underutilization	*	p <.05
	Hispanic American	0.00%	2.67%	0.00	Underutilization	*	p <.05
	American Indian	0.00%	0.59%	0.00	Underutilization	*	p <.05
	Subcontinent Asian American	0.00%	1.04%	0.00	Underutilization	*	p <.05
	<b>TOTAL MBE</b>	1.12%	13.82%	<b>8.11</b>	<b>Underutilization</b>	*	p <.05
	Nonminority Female	3.12%	14.71%	21.24	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	4.24%	28.53%	<b>14.88</b>	<b>Underutilization</b>	*	p <.05
Non-MWBE	95.76%	71.47%	133.98	Overutilization			

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Table X-3: Disparity Indices – Professional Services (Prime Section 143)

In the Relevant Market  
NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	13.62%	24.73%	55.05	Underutilization	*	
	Asian American	0.79%	2.56%	30.81	Underutilization	*	
	Hispanic American	0.00%	1.92%	0.00	Underutilization	*	
	American Indian	0.00%	2.13%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	14.40%	31.77%	<b>45.34</b>	<b>Underutilization</b>	*	
	Nonminority Female	3.72%	16.42%	22.64	Underutilization	*	
	<b>TOTAL MWBE</b>	18.12%	48.19%	<b>37.61</b>	<b>Underutilization</b>	*	
2015	Black American	81.88%	51.81%	158.03	Overutilization		
	Black American	51.39%	24.73%	207.76	Overutilization		
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.92%	0.00	Underutilization	*	
	American Indian	0.00%	2.13%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	51.39%	31.77%	<b>161.75</b>	<b>Overutilization</b>		
	Nonminority Female	7.85%	16.42%	47.79	Underutilization	*	
2016	<b>TOTAL MWBE</b>	59.23%	48.19%	<b>122.92</b>	<b>Overutilization</b>		
	Non-MWBE	40.77%	51.81%	78.68	Underutilization	*	
	Black American	15.90%	24.73%	64.29	Underutilization	*	
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.92%	0.00	Underutilization	*	
	American Indian	0.00%	2.13%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	15.90%	31.77%	<b>50.05</b>	<b>Underutilization</b>	*	
2017	Nonminority Female	7.15%	16.42%	43.56	Underutilization	*	
	<b>TOTAL MWBE</b>	23.05%	48.19%	<b>47.84</b>	<b>Underutilization</b>	*	
	Non-MWBE	76.95%	51.81%	148.51	Overutilization		
	Black American	22.12%	24.73%	89.44	Underutilization		
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.92%	0.00	Underutilization	*	
	American Indian	0.00%	2.13%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization	*	
2018	<b>TOTAL MBE</b>	22.12%	31.77%	<b>69.63</b>	<b>Underutilization</b>	*	
	Nonminority Female	8.37%	16.42%	50.99	Underutilization	*	
	<b>TOTAL MWBE</b>	30.49%	48.19%	<b>63.28</b>	<b>Underutilization</b>	*	
	Non-MWBE	69.51%	51.81%	134.15	Overutilization		
	Black American	40.64%	24.73%	164.30	Overutilization		
	Asian American	0.00%	2.56%	0.00	Underutilization	*	
	Hispanic American	0.00%	1.92%	0.00	Underutilization	*	
	American Indian	0.00%	2.13%	0.00	Underutilization	*	
Total	Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization		
	<b>TOTAL MBE</b>	40.64%	31.77%	<b>127.91</b>	<b>Overutilization</b>		
	Nonminority Female	5.99%	16.42%	<b>36.51</b>	<b>Underutilization</b>	*	
	<b>TOTAL MWBE</b>	46.63%	48.19%	<b>96.77</b>	<b>Underutilization</b>		
	Non-MWBE	53.37%	51.81%	103.00	Overutilization		
	Black American	30.44%	24.73%	123.08	Overutilization		
	Asian American	0.16%	2.56%	6.42	Underutilization	*	p <.05
	Hispanic American	0.00%	1.92%	0.00	Underutilization	*	p <.05
American Indian	0.00%	2.13%	0.00	Underutilization	*	p <.05	
Subcontinent Asian American	0.00%	0.43%	0.00	Underutilization		p <.05	
<b>TOTAL MBE</b>	30.61%	31.77%	<b>96.34</b>	<b>Underutilization</b>			
Nonminority Female	6.51%	16.42%	39.66	Underutilization	*	p <.05	
<b>TOTAL MWBE</b>	37.12%	48.19%	<b>77.03</b>	<b>Underutilization</b>	*	p <.05	
Non-MWBE	62.88%	51.81%	121.36	Overutilization			

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Table X-4: Disparity Indices – Goods and Other Services (Prime Section 143)

In the Relevant Market  
NCDOT Disparity Study

Fiscal Year	Business Ownership	Percent of Dollars	Percent of Available Firms	Disparity Index	Disparate Impact of Utilization	Less than 80%	Statistical Significance
2014	Black American	0.94%	21.95%	4.30	Underutilization	*	
	Asian American	0.71%	2.30%	30.99	Underutilization	*	
	Hispanic American	0.02%	3.05%	0.71	Underutilization	*	
	American Indian	0.04%	1.61%	2.34	Underutilization	*	
	Subcontinent Asian American	0.02%	0.25%	9.46	Underutilization	*	
	<b>TOTAL MBE</b>	1.74%	29.16%	<b>5.96</b>	<b>Underutilization</b>	*	
	Nonminority Female	2.24%	17.56%	12.73	Underutilization	*	
	<b>TOTAL MWBE</b>	3.98%	46.73%	<b>8.51</b>	<b>Underutilization</b>	*	
Non-MWBE	96.02%	53.27%	180.25	Overutilization			
2015	Black American	1.38%	21.95%	6.30	Underutilization	*	
	Asian American	0.86%	2.30%	37.29	Underutilization	*	
	Hispanic American	0.00%	3.05%	0.00	Underutilization	*	
	American Indian	0.07%	1.61%	4.05	Underutilization	*	
	Subcontinent Asian American	0.04%	0.25%	14.25	Underutilization	*	
	<b>TOTAL MBE</b>	2.34%	29.16%	<b>8.03</b>	<b>Underutilization</b>	*	
	Nonminority Female	2.65%	17.56%	15.10	Underutilization	*	
	<b>TOTAL MWBE</b>	5.00%	46.73%	<b>10.69</b>	<b>Underutilization</b>	*	
Non-MWBE	95.00%	53.27%	178.33	Overutilization			
2016	Black American	0.81%	21.95%	3.69	Underutilization	*	
	Asian American	0.56%	2.30%	24.36	Underutilization	*	
	Hispanic American	0.01%	3.05%	0.30	Underutilization	*	
	American Indian	0.01%	1.61%	0.71	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	1.39%	29.16%	<b>4.77</b>	<b>Underutilization</b>	*	
	Nonminority Female	3.73%	17.56%	21.21	Underutilization	*	
	<b>TOTAL MWBE</b>	5.12%	46.73%	<b>10.95</b>	<b>Underutilization</b>	*	
Non-MWBE	94.88%	53.27%	178.10	Overutilization			
2017	Black American	0.98%	21.95%	4.48	Underutilization	*	
	Asian American	1.12%	2.30%	48.45	Underutilization	*	
	Hispanic American	0.03%	3.05%	0.96	Underutilization	*	
	American Indian	0.03%	1.61%	1.95	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	2.16%	29.16%	<b>7.40</b>	<b>Underutilization</b>	*	
	Nonminority Female	4.14%	17.56%	23.57	Underutilization	*	
	<b>TOTAL MWBE</b>	6.30%	46.73%	<b>13.48</b>	<b>Underutilization</b>	*	
Non-MWBE	93.70%	53.27%	175.89	Overutilization			
2018	Black American	1.08%	21.95%	4.90	Underutilization	*	
	Asian American	0.49%	2.30%	21.23	Underutilization	*	
	Hispanic American	0.00%	3.05%	0.00	Underutilization	*	
	American Indian	0.00%	1.61%	0.00	Underutilization	*	
	Subcontinent Asian American	0.00%	0.25%	0.00	Underutilization	*	
	<b>TOTAL MBE</b>	1.56%	29.16%	<b>5.36</b>	<b>Underutilization</b>	*	
	Nonminority Female	2.61%	17.56%	14.89	Underutilization	*	
	<b>TOTAL MWBE</b>	4.18%	46.73%	<b>8.94</b>	<b>Underutilization</b>	*	
Non-MWBE	95.82%	53.27%	179.86	Overutilization			
Total	Black American	1.04%	21.95%	4.73	Underutilization	*	p <.05
	Asian American	0.74%	2.30%	32.19	Underutilization	*	p <.05
	Hispanic American	0.01%	3.05%	0.39	Underutilization	*	p <.05
	American Indian	0.03%	1.61%	1.84	Underutilization	*	p <.05
	Subcontinent Asian American	0.01%	0.25%	5.04	Underutilization	*	Small Number
	<b>TOTAL MBE</b>	1.83%	29.16%	<b>6.29</b>	<b>Underutilization</b>	*	p <.05
	Nonminority Female	3.03%	17.56%	17.26	Underutilization	*	p <.05
	<b>TOTAL MWBE</b>	4.86%	46.73%	<b>10.41</b>	<b>Underutilization</b>	*	p <.05
Non-MWBE	95.14%	53.27%	178.58	Overutilization			

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## APPENDIX Y – LIST OF FIRMS INCLUDED IN THE MASTER VENDOR FILE

Tables Y-1 through Y-4 present the lists of firms by Industry Category **that were included in GSPC's** Master Vendor File used as an Availability measure.

The lists of firms were pulled from the following sources, current as of the date of collection.

- NCDOT Certified SBE Businesses
- NCDOT Certified DBE List
- NCDOT Directory of Firms
- NCDOT Limited Services List
- NCDOT List of Firms
- NCDOT Prime Utilization
- NCDOT Subcontractors List
- NCDOT Prequalified Construction List
- NCDOT Prequalified Consulting Businesses
- State of North Carolina HUB List
- TERO list of American Indian Businesses

Firms were included if:

- The firm does business within an industry group from which NCDOT makes certain purchases.
- The firm's owner has taken steps (such as registration, bidding, certification, prequalification, etc.) to demonstrate interest in doing business with government.
- The firm is located within a relevant geographical area (of North Carolina) such that it can do business with NCDOT.

Firm ownership is also provided. Firms that are designated as minority or women owned firms were required to be currently certified or certified at some time during the Study Period as such by NCDOT, the State HUB Program, or the American Indian TERO.

Table Y-1: List of firms from the Master Vendor File – Construction

In the Relevant Market  
NCDOT Disparity Study

Procurement Category	Firm Name	Firm Ownership
Construction	123 TRANSPORTATION LLC	Nonminority
Construction	1ST AND GOAL HAULING	Black American
Construction	1ST CLASS TRUCKING INC	NM-Female
Construction	1ST TRUCKING	Nonminority
Construction	274 CONSTRUCTION GROUP INC	Nonminority
Construction	2ND TO NONE HAULING LLC	Nonminority
Construction	3 C HAULING LLC	Nonminority
Construction	3 HILL CONSTRUCTION LLC	Nonminority
Construction	360 PAINTING	Black American
Construction	360 SERVICES AND DEMOLITION	Nonminority
Construction	4 D CONSTRUCTION	American Indian
Construction	4 D SITE SOLUTIONS INC	Nonminority
Construction	4 SEASONS DEMOLITION INC	Nonminority
Construction	718 ENTERPRISES LLC	Black American
Construction	A & B PAVING CORPORATION	Nonminority
Construction	A & C HAULING INC	Black American
Construction	A & D MAINTENANCE INC	Nonminority
Construction	A & G ENTERPRISES INC	Nonminority
Construction	A & H INSULATION INC	NM-Female
Construction	A & P SERVICES LLC	NM-Female
Construction	A & T YOUNG TRUCKING INC	Nonminority
Construction	A + TREE AND CRANE SERVICES INC	Black American
Construction	A M UNIT PAVERS LLC	NM-Female
Construction	A PLUS LAWN CARE AND LANDSCAPING INC	Nonminority
Construction	A QUALITY PAINTING COMPANY	Black American
Construction	A R CHESSON CONSTRUCTION CO INC	Nonminority
Construction	A VOGT CONSTRUCTION	Black American
Construction	A WESTERN CAROLINA TREE CARE LLC	Nonminority
Construction	A WOMAN'S WAY PAINTING & CLEANING LLC	Nonminority
Construction	A-1 CONSTRUCTION	Nonminority
Construction	A-1 PRECISION INC	Nonminority
Construction	A-TEAM MANHOLES & RESURFACING, INC.	Black American
Construction	A/K GRADING & DEMOLITION INC	Nonminority

Construction	A&A TRUCKING	Nonminority
Construction	A&S CONCRETE CONSTRUCTION LLC	NM-Female
Construction	A1 PAVEMENT MARKING LLC	NM-Female
Construction	AA TRUCKING	Subcontinent Asian American
Construction	AARON'S GRADING & PAVING INC	Nonminority
Construction	AATRUCKING ABDRABO ALWAHISHI	Black American
Construction	ABACHI TRANSPORT INC DBA S&B TRUCKING CO	NM-Female
Construction	ABACO INC	Nonminority
Construction	ABATEMASTER INC	NM-Female
Construction	ABATEMENT TECHNOLOGY AND	Nonminority
Construction	ABBA SERVICES	Black American
Construction	ABBE CONSTRUCTION AND REMODELING LL	NM-Female
Construction	ABBOTT'S EXCAVATION COMPANY INC	NM-Female
Construction	ABE UTILITIES INC.	Nonminority
Construction	ABRAHAM & ABRAHAM PRESSURE WASHING	Black American
Construction	ABRAHAM BROOKE CRIST	Nonminority
Construction	ABRAM CONSTRUCTION INC	Black American
Construction	ABSOLOM LUCAS DBA CONCRETE DOCTORS	Nonminority
Construction	ABSOLUTE CONSTRUCTION GROUP LLC	Hispanic American
Construction	ABSOLUTE PARADISE PAINTING LLC	Nonminority
Construction	ABSOLUTE PAVEMENT SERVICES LLC	Nonminority
Construction	ABSOLUTE TRUCKING, INC.	Nonminority
Construction	AC TONKA INC	Black American
Construction	ACA LLC	Black American
Construction	ACC LANDSCAPING INC	Nonminority
Construction	ACCESS PAVING AND CONSTRUCTION LLC	Nonminority
Construction	ACCU PAINTERS OF NC LLC	Hispanic American
Construction	ACE CLEARING & CONSTRUCTION INC	Nonminority
Construction	ACE CONSTRUCTION ENTERPRISES LLC	NM-Female
Construction	ACE STEEL OF NORTH CAROLINA LLC	NM-Female
Construction	ACE/AVANT CONCRETE CONSTRUCTION CO.	Nonminority
Construction	ACH CONSTRUCTORS LLC	Nonminority
Construction	ACOSTA CONSTRUCTION AND CONCRETE	Hispanic American
Construction	ACS PAVEMENT MARKING INC	NM-Female
Construction	ACTIVE CONSTRUCTION SERVICES LLC	Black American
Construction	ADAM COVINGTON	Nonminority
Construction	ADAM M COLLINS CONSTRUCTION INC	Nonminority
Construction	ADAM YOUNG TRUCKING LLC	Nonminority
Construction	ADAMS CONTRACTING CO INC	Nonminority
Construction	ADAMS DRYWALL & CONSTRUCTION LLC	Nonminority

Construction	ADAMS TRANSPORTATION SERVICES LLC	Black American
Construction	ADCOCK CONTRACTING INC	Nonminority
Construction	ADEQUATE ONE TRUCKING INC	Black American
Construction	ADKINS QUALITY PAINTING INC	NM-Female
Construction	ADVANCE CONCRETE LLC	Nonminority
Construction	ADVANCED CONCRETE CUTTING & CORING	Nonminority
Construction	ADVANCED DRAINAGE SYSTEMS INC	Nonminority
Construction	ADVANCED FIBER NETWORK LLC	NM-Female
Construction	ADVANCED GENERAL AND ELECTRICAL CONTRACT	Nonminority
Construction	ADVANCED TREE CARE	Nonminority
Construction	ADVANTAGE ELECTRIC & UTILITIES INC	Nonminority
Construction	AEC DESIGNWORKS INC	American Indian
Construction	AFFORDABLE HEATING	Nonminority
Construction	AFFORDABLE PAVING & GRADING INC	Nonminority
Construction	AFFORDABLE PRESSURE WASHING & DEMOLITION	Black American
Construction	AFFORDABLE SOURCE TRUCKING LLC	Black American
Construction	AFFORDABLE TRUCKING LLC	Nonminority
Construction	AGGREGATE HAULERS INC	NM-Female
Construction	AIM GREEN CONSTRUCTION SERVICES LLC	NM-Female
Construction	AIR CARE HVAC SERVICES	Black American
Construction	AIR FORCE ONE INC	NM-Female
Construction	AIRFIELD SOLUTIONS LLC	NM-Female
Construction	AJT TECHNOLOGY DESIGNS INC	Black American
Construction	AKIL DONTE MILES DBA ADM TRUCKING	Black American
Construction	AL'S MASONRY AL'S MASONRY	Black American
Construction	ALAMANCE GRADING	Nonminority
Construction	ALAMANCE PAVING	Nonminority
Construction	ALAMANCE STRIPING & EQUIPMENT LLC	Hispanic American
Construction	ALAMANCE-GADDY TREE SERVICE	Nonminority
Construction	ALBEMARLE EQUIPMENT SERVICE CO LLC	NM-Female
Construction	ALBEMARLE IRRIGATION LLC	Nonminority
Construction	ALBEMARLE LANDSCAPES INC	Nonminority
Construction	ALBEMARLE PAVING CONTRACTORS LLC	Nonminority
Construction	ALBEN OTIS TRUCKING LLC	Nonminority
Construction	ALBRITTON CONSTRUCTION INC	NM-Female
Construction	ALCA TREE CARE	Nonminority
Construction	ALCO ELECTRIC INC	Nonminority
Construction	ALCOWA INC DBA ATLANTIC COAST WATERPROOFING	Hispanic American
Construction	ALDEN & SON CONSTRUCTION LLC	Nonminority

Construction	ALDERMAN BROTHERS CONSTRUCTION INC	Nonminority
Construction	ALDRED ELECTRIC OF LENOIR INC	Nonminority
Construction	ALDRIDGE BROTHERS INC	Nonminority
Construction	ALEXANDER ELECTRICAL CONTR INC OF EDENTON	Nonminority
Construction	ALEXANDER HEATIGN AND AIR CONDITIONING	NM-Female
Construction	ALFRED MCLAUGHLIN DBA ABMCLAUGHLIN GENERAL CONTRAC	Nonminority
Construction	ALL AMERICAN CONTRACTING LLC	Nonminority
Construction	ALL POINTS TRUCKING INC.	NM-Female
Construction	ALL PRO BUILDERS & RESTORATIONS LLC	Black American
Construction	ALL SEASON LAWN & TREE SERVICE	Nonminority
Construction	ALL SEASONS HEATING & COOLING	Nonminority
Construction	ALL SEASONS HVAC SALES LLC	Nonminority
Construction	ALL SYSTEMS RESTORED HVAC & ELECTRICAL LLC	Black American
Construction	ALL THINGS TRUCKING INC	Black American
Construction	ALL TREE SERVICE	Nonminority
Construction	ALLCO ELECTRIC INC	Nonminority
Construction	ALLEN CONSTRUCTION COMPANY INC	Nonminority
Construction	ALLEN GRADING COMPANY, INC.	NM-Female
Construction	ALLEN NICHOLS	Nonminority
Construction	ALLIED ROOFING COMPANY INC	Nonminority
Construction	ALLIS CONCRETE CONSTRUCTIONLLC	NM-Female
Construction	ALLISON CONTRACTORS LLC	Nonminority
Construction	ALLSTAR HEATING & COOLING LLC	Nonminority
Construction	ALLSTARR UNDERGROUND LLC	Nonminority
Construction	ALONSO'S CONSTRUCTION COMPANY LLC	Nonminority
Construction	ALPHA DEVELOPMENT CO INC	Nonminority
Construction	ALPHA OMEGA CONSTRUCTION GROUP INC	Hispanic American
Construction	ALPINE DIVISIONAL TRUCKING LLC	Black American
Construction	ALRIGHT CUSTOM STRIPING INCORPORATED	Nonminority
Construction	ALS OF NORTH CAROLINA LLC	Nonminority
Construction	ALSTON GRADING & HAULING LLC	Black American
Construction	ALSTONS HAULING INC	Black American
Construction	ALTA PAINTING LLC	Hispanic American
Construction	AM-RAIL CONSTRUCTION INC	NM-Female
Construction	AMERICA WATERPROOFING INC	Nonminority
Construction	AMERICAN CONTRACTING GROUP INC	Nonminority
Construction	AMERICAN CORNERSTONE CONSTRUCTION INC DBA AMERICAN	NM-Female
Construction	AMERICAN FENCE & CONSTRUCTION CO	Nonminority
Construction	AMERICAN SWEEP & STRIPE INC	NM-Female

Construction	AMERITECH SLOPE CONSTRUCTORS, INC.	Nonminority
Construction	AMERITECH UTILITY GROUP LTD	Nonminority
Construction	AMTECH CONSTRUCTION LLC	Asian American
Construction	AN EIMAJ PAINTING COMPANY	Black American
Construction	ANDERS GRADING LLC	Nonminority
Construction	ANDERSON AGGREGATES LLC	Nonminority
Construction	ANDERSON PAINTING & POWER WASHING CORP	Nonminority
Construction	ANDRE PERRY DBA A&P LANDSCAPING	Black American
Construction	ANDREW BROWN'S TRUCKING, INCORPORAT	Black American
Construction	ANDREW D MUNN TRUCKING	Black American
Construction	ANDREW GENERAL CONTRACTOR COMPANYINC	Hispanic American
Construction	ANDREWS CONSTRUCTION	NM-Female
Construction	ANDREWS GRADING & PAVING LLC	Nonminority
Construction	ANDREWS HAULING AND GRADING INC	NM-Female
Construction	ANDY J STOCKS	Nonminority
Construction	ANGELES CONSTRUCTION INC	Hispanic American
Construction	ANIWAYA DESIGN INC.	American Indian
Construction	ANNA'S GREENSBORO TREE SERVICE	Nonminority
Construction	ANOINTED FLOORING	Black American
Construction	ANSON CONTRACTORS	Nonminority
Construction	ANTHONY ALLEN	Nonminority
Construction	ANTHONY J BARKER JR	Nonminority
Construction	ANTHONY PEETE ELECTRICAL CONTRACTOR INC	Black American
Construction	ANTONIO TONEY DBA T & D TRUCKING	Black American
Construction	ANTWANS TRUCKING COMPANY LLC	Nonminority
Construction	AOA SIGNS INC	NM-Female
Construction	APAC-ATLANTIC INC	Nonminority
Construction	APPALACHIAN CONSTRUCTION INC	NM-Female
Construction	APPALACHIAN HYDROSEEDING & LANDSCAPING INC	Nonminority
Construction	APPALACHIAN PAVING & CONCRETE, INC.	Nonminority
Construction	APPALACHIAN SPECIALTY CONTRACTORS INC	NM-Female
Construction	APPALACHIAN TREE & CRANE INC	Nonminority
Construction	APPALACHIAN UTILITIES INC	Nonminority
Construction	APPIAN CONSTRUCTION LLC	NM-Female
Construction	APPLE TUCK & ASSOCIATES INC	Nonminority
Construction	APPLIED POLYMERICS INC	Nonminority
Construction	APPLIED WATERPROOFING COMPANY	NM-Female
Construction	APTUS GROUP USA LLC	Nonminority
Construction	AR GENERAL CONTRACTING LLC	Black American
Construction	ARBOR ENTERPRISES INC	NM-Female



Construction	ARC ONE WELDING LLC	Black American
Construction	ARCAD SERVICES LLC	Black American
Construction	ARCHER WESTERN CONSTRUCTION LLC	Nonminority
Construction	ARDELL FARMER JR DBA FARMERS LAWN SERVICE	Nonminority
Construction	ARIZE TRUCKING LLC	Black American
Construction	ARLEDGE INC.	Nonminority
Construction	ARM CONSTRUCTION CO INC	Black American
Construction	ARMEN CONSTRUCTION LLC	Hispanic American
Construction	ARMLIN MASONRY	Nonminority
Construction	ARMOUR CONSTRUCTION GROUP	Black American
Construction	ARMSTRONG & SON HEATING & AIR LLC	Nonminority
Construction	ARMSTRONG INC	NM-Female
Construction	ARNEL THIGPEN	Nonminority
Construction	ARNETTE PIPE LAYING CO INC	Nonminority
Construction	ARROWLINE PAVEMENT MARKINGS INC	Nonminority
Construction	ARROYO CONSTRUCTION LLC	Hispanic American
Construction	ART BUILDERS LLC DBA FLOOR ZONE	NM-Female
Construction	ARTESIAN PLUMBING INC	Hispanic American
Construction	ARTHUR BLACKWELL DBA BLACKWELL CONSTRUCTION	Nonminority
Construction	ARTHUR CAPEL MASONRY & HARDSCAPES LLC	Nonminority
Construction	ASCENT CONSTRUCTION SOLUTIONS LLC	Black American
Construction	ASG CONSTRUCTION SERVICES LLC	NM-Female
Construction	ASHE TRUCKING & GRADING INC	Nonminority
Construction	ASHEBORO BYPASS CONSTRUCTORS LLC	Nonminority
Construction	ASHEVILLE CONTRACTING CO INC	NM-Female
Construction	ASHLEY L WYNN HAULING	Black American
Construction	ASIA EXCAVATING SERVICE INC	Black American
Construction	ASJ WILSON CONSTRUCTION LLC	Black American
Construction	ASPHALT EMULSION INDUSTRIES LLC	Nonminority
Construction	ASPHALT EXPERTS INC	Nonminority
Construction	ASPHALT MEDIC INC	Nonminority
Construction	ASPHALT PAVING CO OF GREENSBORO INC	NM-Female
Construction	ASPHALT PAVING OF SHELBY INC	Nonminority
Construction	ASPHALT SERVICES ON DEMAND INC	NM-Female
Construction	ASPHALT SLURRY PAVERS	Nonminority
Construction	ASPHALT UNLIMITED OF ASHEVILLE INC	Black American
Construction	ASSOCIATED HEATING & AIR CONDITIONING INC	Nonminority
Construction	ASTRON GENERAL CONTRACTING COMPANY	Nonminority
Construction	AT THE RIGHT TIME HAULING LLC	Black American
Construction	ATCO TRANSPORT INC	NM-Female



Construction	ATLANTIC COAST INDUSTRIAL LLC	Nonminority
Construction	ATLANTIC COAST MARINE GROUP INC	Nonminority
Construction	ATLANTIC COAST TRUCKING INC	NM-Female
Construction	ATLANTIC CONCRETE SERVICE	Hispanic American
Construction	ATLANTIC CONTRACTING COMPANY, INC.	NM-Female
Construction	ATLANTIC ON-SITE DEVELOPMENT	Nonminority
Construction	ATLANTIC REBAR CONTRACTORS LLC	American Indian
Construction	ATLANTIC SEALCOAT & STRIPING	Nonminority
Construction	ATLANTIC STONE & TIMBER DBA WILSON & SONS CONSTRUC	Nonminority
Construction	ATLANTIC TREE EXPERTS	Nonminority
Construction	ATLANTIC UTILITIES LLC	Hispanic American
Construction	ATLAS GEO CONSTRUCTORS LLC	Nonminority
Construction	ATWATER ENTERPRISES INCORPORATED	Black American
Construction	ATWELL CONSTRUCTION CO INC	Nonminority
Construction	AUA PAVING PLUS INC	Black American
Construction	AUDUBON TREE SERVICE INC	Nonminority
Construction	AURORA RENOVATIONS AND DEVELOPMENTS LLC	Hispanic American
Construction	AUSLEY FARMS LLC	Nonminority
Construction	AUSTIN CONSTRUCTION AND GRADING COMPANY	Nonminority
Construction	AUSTIN TRUCKING LLC	Hispanic American
Construction	AUTRY CONSTRUCTION COMPANY	Black American
Construction	AUTRY GRADING INC	Nonminority
Construction	AUTRY PAINT CO	Nonminority
Construction	AV CONSTRUCTION INC	Hispanic American
Construction	AVM CONTRACTORS LLC	NM-Female
Construction	AXEL MCPHERSON CONSTRUCTION INC	Nonminority
Construction	AYERS TRUCKING INC	NM-Female
Construction	AZTECA CONSTRUCTION LLC	Nonminority
Construction	B & B CONCRETE CONSTRUCTION OF	Nonminority
Construction	B & B CRANE SERVICE LLC	NM-Female
Construction	B & B SEEDING LLC	NM-Female
Construction	B & D KISER INC	NM-Female
Construction	B & G CONSTRUCTION	Nonminority
Construction	B & I HEATING AC & ELECTRICAL LLC	Nonminority
Construction	B & J HAULING SERVICES INC	Black American
Construction	B & L CONSTRUCTION ENTERPRISES INC	Nonminority
Construction	B & M CONSTRUCTION GROUP LLC	Black American
Construction	B & N GRADING INC	NM-Female
Construction	B & R HAULING INC	Nonminority

Construction	B & S FARMS	Nonminority
Construction	B & S MILLENNIUM CONSTRUCTION	Nonminority
Construction	B AND M PRINCE DEVELOPMENT CORPORAT	Nonminority
Construction	B E SINGLETON & SONS, INC.	Nonminority
Construction	B L DOCKERY TRUCKING	Black American
Construction	B MOORE TRUCKINNG	Black American
Construction	B TECH HVAC SERVICE LLC	Nonminority
Construction	B&B TRUCKING LLC	Nonminority
Construction	B&D UTILITIES LLC	Nonminority
Construction	B&J HAULING OF MAIDEN LLC	Black American
Construction	B&L CONSTRUCTION ENTERPRISES INC	Nonminority
Construction	B&M CONSTRUCTION	NM-Female
Construction	B&N GRADING INC	NM-Female
Construction	B&N PAINTING LLC	American Indian
Construction	B&R LAWN CARE/GENERAL SUB CONTRACTOR	Black American
Construction	B4L INC	Black American
Construction	BACKWATER ENVIRONMENTAL	Nonminority
Construction	BAE TRUCKING LLC	Black American
Construction	BAILEY CONTRACTING INC	Black American
Construction	BAKER GRADING & LANDSCAPING, INC.	Nonminority
Construction	BAKER ROOFING COMPANY	Nonminority
Construction	BAKER'S BUILDING & CONSTRUCTION LLC	Black American
Construction	BAKERS TRUCKING CO LLC	Black American
Construction	BALAH INDUSTRIOUS GROUP INC	Nonminority
Construction	BALDWIN ELECTRIC INC	Hispanic American
Construction	BALFOUR BEATTY   BRANCH	Nonminority
Construction	BALFOUR BEATTY INFRASTRUCTURE INC	Nonminority
Construction	BALLARD E EVANS	Nonminority
Construction	BANKS CHANNEL PLUMBING & MECHANICAL LLC	NM-Female
Construction	BAR CONSTRUCTION COMPANY INC	Nonminority
Construction	BARBOUR BROTHERS CONSTRUCTION INC	NM-Female
Construction	BARBOZA BUILDERS INC	Black American
Construction	BARDI-DAVIS CONSTRUCTION LLC	Nonminority
Construction	BARFIELDS BACKHOE LLC	Nonminority
Construction	BARNACLE CONSTRUCTION INC	Nonminority
Construction	BARNES PAVING COMPANY INC	Nonminority
Construction	BARNHILL CONTRACTING COMPANY	Nonminority
Construction	BARRETT IRVIN & JORDAN CONTRACTORS INC	Nonminority
Construction	BARTHOLOMEW PAVING INC	NM-Female
Construction	BARTON CONTRACTING CORPORATION	Nonminority

Construction	BATEMAN TRUCKING COMPANY	NM-Female
Construction	BATISTA GRADING INC	Hispanic American
Construction	BATT'S TRUCKING LLC	Nonminority
Construction	BATTEN CERAMIC TILE INC	Nonminority
Construction	BAXLEY CORPORATION	Nonminority
Construction	BAY VALLEY UTILITY & CONSTRUCTION INC	Nonminority
Construction	BBUDC INC	Nonminority
Construction	BCG CONSTRUCTION LLC	Black American
Construction	BCI TRANSPORTATION INC	Black American
Construction	BCS CONTRACTORS LLC	Nonminority
Construction	BEA'S CONSTRUCTION CO	Nonminority
Construction	BEACH PAINTING CONTRACTORS	Nonminority
Construction	BEAM ELECTRIC COMPANY INC	Nonminority
Construction	BEAR & CO SIGNS & LIGHTING INC	NM-Female
Construction	BEASLEYS TRUCKING COMPANY	Nonminority
Construction	BEAVER BROTHERS INC	Nonminority
Construction	BECK & SON BACKHOE	Nonminority
Construction	BECO ELECTRIC INC	NM-Female
Construction	BECO INC	NM-Female
Construction	BELCHER UTILITIES INC	Nonminority
Construction	BELL CONSTRUCTION CO INC	Nonminority
Construction	BENCHMARK NETWORK SOLUTIONS INC	Nonminority
Construction	BENET ELECTRICAL	Black American
Construction	BENFIELD PAINT & BODY	Nonminority
Construction	BENNICK ENTERPRISES LLC	Nonminority
Construction	BENNIE A GASKIN HAULING INC	Black American
Construction	BENNY M COMBS	Nonminority
Construction	BENSON CONSTRUCTION, INC.	Nonminority
Construction	BENTON ROOFING	Nonminority
Construction	BERETTA DEVELOPMENT INC	Nonminority
Construction	BESCO ELECTRIC CORPORATION	Hispanic American
Construction	BESCO ELECTRIC CORPORATION DBA BESCO ELECTRICAL	Hispanic American
Construction	BEST MASONRY CONSTRUCTION	Nonminority
Construction	BEST SAND & GRAVEL	Nonminority
Construction	BETTER DAYZ TRUCKING LLC	Black American
Construction	BETTY ARCANGEL TRUCKING	Nonminority
Construction	BH ENTERPRISE AND LANDSCAPING INC	Black American
Construction	BHC LANDSCAPING	Nonminority
Construction	BIDKON PLLC	Hispanic American
Construction	BIG BOYZ TOYZ & WHEELS LLC	Black American

Construction	BIG D & K TRUCKING LLC	Black American
Construction	BIG EMPTY FARM EXCAVATING	Nonminority
Construction	BIG PRIME HAULING	Black American
Construction	BIGGS HEATING & AIR CONDITIONING INC	Nonminority
Construction	BILBREY CONSTRUCTION SERVICES INC DBA PROFESSIONAL	Nonminority
Construction	BILL H KING TRUCKING INC	Black American
Construction	BILL HOWELL & SONS CONSTRUCTION INC	Nonminority
Construction	BILL SHUFORD HEATING & AIR	Nonminority
Construction	BILL TUCKER UTILITY CONTRACTORS OF MOUNT AIRY INC	Nonminority
Construction	BILL WORLEY & SONS GENERAL	Nonminority
Construction	BILLY BILL GRADING COMPANY INC	Nonminority
Construction	BILLY ROBINSON DBA BER TRUCKING & GRAVEL	Black American
Construction	BILTMORE CONSTRUCTION LLC	NM-Female
Construction	BIRD DOG TRAFFIC CONTROL LLC	NM-Female
Construction	BJL CONSTRUCTION CO INC	Black American
Construction	BK MOODY ENTERPRISES INC	Nonminority
Construction	BKD TRANSPORT LTD	NM-Female
Construction	BKP TRUCKING LLC	Black American
Construction	BLACK BEAR PAVING & CONSTRUCTION INC	Nonminority
Construction	BLACK CONCRETE INC	Nonminority
Construction	BLACK JACK MILLING & PAVING INC	Nonminority
Construction	BLACK ROCK MILLING AND PAVING CORP	Nonminority
Construction	BLACK'S GRADING & BACKHOE INC	Nonminority
Construction	BLACKBURN CONSTRUCTION INC	Nonminority
Construction	BLACKWELLS EXCAVATING INC	Nonminority
Construction	BLAKE'S PAINTING INC	NM-Female
Construction	BLAND LANDSCAPING COMPANY INC	Nonminority
Construction	BLANKENSHIP BROTHERS CONSTRUCTION CO LLC	Nonminority
Construction	BLANKENSHIP GRADING & UTILITIES INC	Nonminority
Construction	BLG CONSTRUCTION SERVICES INC	Nonminority
Construction	BLIZZARD CONSTRUCTION CO INC	Nonminority
Construction	BLUE EAGLE SIGNS	Nonminority
Construction	BLUE MAX TRUCKING INC	Nonminority
Construction	BLUE RIDGE CONSTRUCTION CO	NM-Female
Construction	BLUE RIDGE GLASS INC	Nonminority
Construction	BLUE RIDGE GRADING & EXCAVATING	Nonminority
Construction	BLUE RIDGE POWER SWEEPING INC.	Nonminority
Construction	BLUE ROCK STRUCTURES INC	Nonminority
Construction	BLYTHE BROTHERS ASPHALT CO LLC	Nonminority

Construction	BLYTHE CONSTRUCTION INC	Nonminority
Construction	BLYTHE DEVELOPMENT CO	Nonminority
Construction	BLYTHECO CONSTRUCTION LLC	Nonminority
Construction	BMCO CONSTRUCTION, INC.	NM-Female
Construction	BMK CONCRETE LLC DBA B&B CONCRETE CONSTRUCTION OF	Nonminority
Construction	BO-DIDDY CONSTRUCTION	Black American
Construction	BOBBY BEE TRUCKING	Black American
Construction	BOBBY C HINSON CONSTRUCTION	Nonminority
Construction	BOBBY CAHOON CONSTRUCTION INC	NM-Female
Construction	BOBBY WILLIAM CARTER	Nonminority
Construction	BOBBY'S PAINTING CO INC	Black American
Construction	BOGGS PAVING, INC.	Nonminority
Construction	BOGUE CONSTRUCTION GROUP LLC	NM-Female
Construction	BOLAR CONSTRUCTION COMPANY	Nonminority
Construction	BOLLINGER & PRICE CONSTRUCTION CO	Nonminority
Construction	BOLTON CONSTRUCTION AND	Nonminority
Construction	BONITZ FLOORING GROUP INC	Nonminority
Construction	BOOKER CONSTRUCTION GROUP LLC	Black American
Construction	BOOM CONSTRUCTION LLC	Black American
Construction	BOONE & HILL GRADING CO INC	Nonminority
Construction	BOONE GEOMATRIX SUPPLY INC	NM-Female
Construction	BOONE GRADING COMPANY INC	Nonminority
Construction	BOONE'S MASONRY	Nonminority
Construction	BORDEAUX CONSTRUCTION COMPANY INC	Nonminority
Construction	BORDER REBAR LLC	Hispanic American
Construction	BORDERBELT MACHINERY & CONSTRUCTION INC	Nonminority
Construction	BORNMAN CONSTRUCTION	Nonminority
Construction	BOSS CONSTRUCTION CO INC	NM-Female
Construction	BOTHERN CONTRACTING LLC	Nonminority
Construction	BOTHERN TRUCKING LLC	NM-Female
Construction	BOWDEN CONST MANAGEMENT AND ELECTRICAL	Black American
Construction	BOWDEN ELECTRICAL INC	Black American
Construction	BOWDENS WELDING LLC	Nonminority
Construction	BOWMAN'S CONSTRUCTION	American Indian
Construction	BOYD UTILITY BORING INC	NM-Female
Construction	BRADFORD BROTHERS INCORPORATED	Nonminority
Construction	BRADLEY & CONNER GRADING CONTRACTORS INC	Nonminority
Construction	BRADLEY BUILT INC	Nonminority



Construction	BRUCE CROMER JR	Nonminority
Construction	BRUCE EDWARD TYNDALL	Nonminority
Construction	BRUCE IRVIN SAWYERS DBA SAWYERS LAWNCARE & LANDSCA	Nonminority
Construction	BRUMMITT ELECTRIC LLC	Nonminority
Construction	BRUSHWOOD PAINT GROUP LLC	Black American
Construction	BRUSHY MOUNTAIN BUILDERS INC	Nonminority
Construction	BRY-CAM TRUCKING INC	Nonminority
Construction	BRYAN'S CLEARING & GRADING INC	Nonminority
Construction	BRYANT ELECTRIC REPAIR & CONSTRUCTI	Nonminority
Construction	BRYANTS LAND & DEVELOPMENT	Nonminority
Construction	BRYDGE & LEE INC	NM-Female
Construction	BRYSON ENTERPRISES LTD DBA BRYSON GRADING & PAVING	Nonminority
Construction	BSL GALBREATH INC	Black American
Construction	BT MONDIE ROOFING COMPANY	American Indian
Construction	BUCHANAN AND SONS INC	Nonminority
Construction	BUCHANAN UNLIMITED INC DBA BUCHANAN HAULING & EXCA	Nonminority
Construction	BUCKEYE BRIDGE LLC	Nonminority
Construction	BUCKEYE CONSTRUCTION CO., INC.	Nonminority
Construction	BUCKNER PLUMBING & HEATING	NM-Female
Construction	BUD CAPPS GRADING INC	Nonminority
Construction	BUDDY CALDWELL BUILDERS INC	Nonminority
Construction	BUENA VISTA LANDSCAPING & IRRIGATION LLC	Hispanic American
Construction	BUFFKIN TRUCKING INC	American Indian
Construction	BUILDER DIRECT OF NC	Black American
Construction	BULLCARRIER TRUCKING LLC	Nonminority
Construction	BULLINGTON CONSTRUCTION INC	NM-Female
Construction	BULLINS LAND CRAFTERS LLC	Nonminority
Construction	BULLMAN HEATING & AIR INC	Nonminority
Construction	BULLOCK TRUCKING LLC	Black American
Construction	BULLSEYE CONSTRUCTION INC	Nonminority
Construction	BULOW S CARVER BUILDERS INC	Nonminority
Construction	BUMGARNER ELECTRIC COMPANY INC	Nonminority
Construction	BUNN CONSTRUCTION CO INC	NM-Female
Construction	BURGESS HAULING	Nonminority
Construction	BURKE GRADING & PAVING INC	Nonminority
Construction	BURLESON TRUCKING & GRADING INC	Nonminority
Construction	BURLEY ELECTRICAL CONTRACTORS	Nonminority
Construction	BURNETTE'S PLUMBING AND PIPE INC	Black American
Construction	BURNEY & BURNEY CONSTRUCTION CO., I	Black American



Construction	BURNS HAULING	Black American
Construction	BURR GRADING INC	Nonminority
Construction	BURRIS PLUMBING INC	Black American
Construction	BURTCH TRUCKING CO	Black American
Construction	BURUCA TRUCKING INC	Hispanic American
Construction	BUSICK GRADING & UTILITIES LLC	Nonminority
Construction	BUSY BLACK TRUCKING LLC	Black American
Construction	BYARS CONCRETE INC DBA THERESA'S CONCRETE & SERVIC	Nonminority
Construction	BYRD TRUCKING LLC	Black American
Construction	BYRON JAMES BRISTEL DBA BRISTEL TRUCKING	Nonminority
Construction	C & B TRANSPORTERS LLC	Nonminority
Construction	C & D ELECTRICAL TECHNOLOGY LLC	Black American
Construction	C & D MCCALLS CONCRETE	Black American
Construction	C & E CONSTRUCTION ENTERPRISE CORP	Nonminority
Construction	C & J COMPANY	Nonminority
Construction	C & J UTILITIES INC	Nonminority
Construction	C & T PAVING INC	Nonminority
Construction	C & W GRADING & EXCAVATING INC	Nonminority
Construction	C & Y CONSTRUCTION	Nonminority
Construction	C & Z TRUCKING	Black American
Construction	C A B CONSTRUCTION LLC	Nonminority
Construction	C A CAUDLE LLC	Black American
Construction	C A M HAULING LLC	Nonminority
Construction	C AND D TRANSPORT SERVICES INC	Black American
Construction	C AND D UTILITY LLC	Nonminority
Construction	C AND J CONSTRUCTION OF CHARLOTTE N	Black American
Construction	C B HONEYCUTT GRADING INC	Nonminority
Construction	C C STRICKLAND & SONS	Nonminority
Construction	C D WILLIAMS CONST CO INC	Nonminority
Construction	C E PATRICK LANDSCAPING INC	Black American
Construction	C GULL TREE SERVICE	Nonminority
Construction	C K EARNHARDT & SON INC	Nonminority
Construction	C M LINDSAY & SONS INC	Nonminority
Construction	C M MITCHELL CONSTRUCTION CO INC	Nonminority
Construction	C S BRADSHAW CONSTRUCTION CO INC	Nonminority
Construction	C T WILSON CONSTRUCTION COMPANY INC	Nonminority
Construction	C. & L. CONCRETE WORKS, INC.	Nonminority
Construction	C. DENNIS COSTNER	Nonminority
Construction	C. K. EARNHARDT & SON, INC.	Nonminority
Construction	C. M. LINDSAY & SONS, INC.	Nonminority



Construction	C&B GENERAL CONSTRUCTION	Black American
Construction	C&C CONSTRUCTION CO INC	Nonminority
Construction	C&C CONSTRUCTION SERVICES LLC	Nonminority
Construction	C&J CONSTRUCTION OF CHARLOTTE LLC	Black American
Construction	CACTX CORPORATION	Nonminority
Construction	CADET CONSTRUCTION COMPANY	Black American
Construction	CAG CONTRACTING LLC	Nonminority
Construction	CAIN JORDAN CONSTRUCTION LLC	Nonminority
Construction	CALDWELL CONSTRUCTION SERVICES LLC	Nonminority
Construction	CALDWELL DRILLING & BLASTING CO INC	Nonminority
Construction	CALLIS CONTRACTORS INCORPORATED	Black American
Construction	CALVIN CONSTRUCTION SERVICE LLC	Nonminority
Construction	CAMALA JANETTE FERGUSON	Nonminority
Construction	CAMERON & CAMERON ASSEMBLY MOVING & STORAGE INC	Black American
Construction	CAMPS CONSTRUCTION COMPANY	Hispanic American
Construction	CANADY'S LANDSCAPE & EROSION CONTROL	NM-Female
Construction	CANDRA CAPERS DBA FIRST CHOICE HAULING VENTURES	Nonminority
Construction	CAPE DREDGING INC	Nonminority
Construction	CAPE FEAR DRILLING SERVICES IN	NM-Female
Construction	CAPE FEAR SITEWORKS INC	Nonminority
Construction	CAPITAL AREA TRUCKING INC	Black American
Construction	CAPITAL CITY CURB & GUTTER LLC	Nonminority
Construction	CAPITAL CITY SEALANTS LLC	NM-Female
Construction	CAPITOL GRADING LLC	Nonminority
Construction	CAPPS CONSTRUCTION & PLUMBING INC	NM-Female
Construction	CARDINAL CONSTRUCTION INC	Nonminority
Construction	CARDINAL LANDSCAPING INC	Nonminority
Construction	CARL & SONS CONSTRUCTION	Black American
Construction	CARL CURRIN CONSTRUCTION CO INC	Nonminority
Construction	CARL NORRIS CONSTRUCTION COMPANY INC	Nonminority
Construction	CARL ROSE & SONS, INC.	Nonminority
Construction	CARMICHAEL CONSTRUCTION COMPANY INC	Nonminority
Construction	CAROLINA ASPHALT PAVING INC	Nonminority
Construction	CAROLINA CAJUN CONCRETE INC	NM-Female
Construction	CAROLINA COATINGS AND TILE	Nonminority
Construction	CAROLINA COMMERCIAL DETAILERS LLC	Nonminority
Construction	CAROLINA COMMERCIAL FLOORCOVER	NM-Female
Construction	CAROLINA COMMERCIAL LANDSCAPING LLC	Nonminority
Construction	CAROLINA CONCRETE & CONSTRUCTION SERVS	Nonminority
Construction	CAROLINA CONCRETE DESIGNS INC	Nonminority

Construction	CAROLINA CONSTRUCTION EQPT LLC	NM-Female
Construction	CAROLINA CONSTRUCTION OF	Nonminority
Construction	CAROLINA CONSTRUCTION PLUS LLC	Nonminority
Construction	CAROLINA CONSTRUCTION WORX LLC	Nonminority
Construction	CAROLINA CONTRACTORS OF LAKE NORMAN LLC	NM-Female
Construction	CAROLINA CORNERSTONE CONSTRUCTION INC	NM-Female
Construction	CAROLINA CURBING COMPANY INC	Nonminority
Construction	CAROLINA DEVELOPMENT & CONSTRUCTION INC	Nonminority
Construction	CAROLINA EARTH MOVERS INC	Black American
Construction	CAROLINA ENVIRONMENTAL CONTRACTING	NM-Female
Construction	CAROLINA ENVIRONMENTAL RESPONSE	Nonminority
Construction	CAROLINA FLOORING CONTRACTORS	NM-Female
Construction	CAROLINA GRADING & SITE DEVELOPMENT INC	Nonminority
Construction	CAROLINA GRADING AND UTILITIES INC	Nonminority
Construction	CAROLINA GRADING SERVICE INC	Nonminority
Construction	CAROLINA GREENSCAPES LANDSCAPING	NM-Female
Construction	CAROLINA GUARDRAIL LLC	NM-Female
Construction	CAROLINA LANDSCAPE SERVICES	Nonminority
Construction	CAROLINA LANDSCAPES CONTRACTING INC	Nonminority
Construction	CAROLINA MANAGEMENT TEAM LLC	NM-Female
Construction	CAROLINA MARINE STRUCTURES, INC.	Nonminority
Construction	CAROLINA MULCHING CO	NM-Female
Construction	CAROLINA PAVEMENT TECHNOLOGY INC	Nonminority
Construction	CAROLINA PAVING OF HICKORY INC	NM-Female
Construction	CAROLINA PAVING SEALING AND GRADING	Nonminority
Construction	CAROLINA PIPE CO INC	Nonminority
Construction	CAROLINA POWER & SIGNALIZATION INC	Nonminority
Construction	CAROLINA PRECISION GRADING	Nonminority
Construction	CAROLINA READY MIX &	Nonminority
Construction	CAROLINA SEEDING, INC.	Nonminority
Construction	CAROLINA SITEWORKS INC	Nonminority
Construction	CAROLINA SPECIALTIES CONSTRUCTION L	Nonminority
Construction	CAROLINA SPORTS FLOORS LLC	NM-Female
Construction	CAROLINA STAR CONCRETE INC	Hispanic American
Construction	CAROLINA SUNROCK LLC	Nonminority
Construction	CAROLINA TRAFFIC DEVICES INC	Nonminority
Construction	CAROLINA TRANSPORT OF OAK RIDGE INC	NM-Female
Construction	CAROLINA TREE & TURF INC	Nonminority
Construction	CAROLINA TRUCKING INC	Nonminority
Construction	CAROLINA WELDING & CONSTRUCTION INC	Black American

Construction	CAROLINA'S TOTAL CARPET & FLOOR CAR	Nonminority
Construction	CAROLINAS STAMPED CONCRETE	Nonminority
Construction	CAROLINE CONCRETE & DESIGN INC	Nonminority
Construction	CARPENTER CONSTRUCTION CO INC	Nonminority
Construction	CARROLL GENTRY HAULING	Nonminority
Construction	CARTER HAULING LLC	Nonminority
Construction	CARTER'S HIGHWAYS AND HEDGES TRUCKING	Nonminority
Construction	CASAS CONSTRUCTION MASONRY	Nonminority
Construction	CASTLEBURY PLUMBING CO LLC	Nonminority
Construction	CATAWBA RIVER CONSTRUCTION COMPANY INC	Nonminority
Construction	CATOE WELL & PUMP INC	Nonminority
Construction	CAVINESS FARMS GRADING INC	Nonminority
Construction	CB & H CONTRACTING INC	Black American
Construction	CB PLUMBING & MECHANICAL INC	NM-Female
Construction	CBK TRUCKING LLC	Nonminority
Construction	CDT CONSTRUCTION INC	Black American
Construction	CEDAR PEAKS ENTERPRISES INC	Nonminority
Construction	CEKRA INC	NM-Female
Construction	CENTRAL ASPHALT PAVING INC	Nonminority
Construction	CENTRAL CAROLINA GRADING	Nonminority
Construction	CENTRAL CAROLINA PAVING INC	Nonminority
Construction	CENTRAL CAROLINA SEEDING INC	Nonminority
Construction	CENTRAL CONCRETE OF NC INC	Hispanic American
Construction	CENTRAL CONSTRUCTION GROUP INC	Nonminority
Construction	CENTRAL CONTRACTING GROUP LLC	Nonminority
Construction	CENTURION CONSTRUCTION COMPANY INC	Nonminority
Construction	CERTIFIED CONCRETE CONSTRUCTION INC	Hispanic American
Construction	CESAR A LEON LLC	Hispanic American
Construction	CFB CONTRACTING LLC	Nonminority
Construction	CFG HAULING INC	Nonminority
Construction	CHA VIN ELECTRIC & CO INC	Nonminority
Construction	CHAD A WOODS	Nonminority
Construction	CHAD THOMPSON	Nonminority
Construction	CHAMBERLAIN TRUCKING DBA CHAMBERLAIN TRUCKING	Nonminority
Construction	CHAMBERS BACKHOE AND GRADING LLC	Nonminority
Construction	CHAMBERS EXPRESS TRUCKING INC	Black American
Construction	CHAMBERS FERRY CONSTRUCTION LLC	Nonminority
Construction	CHAPA'S DRYWALL & PAINT CO	Nonminority
Construction	CHAPMAN HAULING LLC	NM-Female
Construction	CHAPMAN SOLUTIONS LLC	Black American

Construction	CHARLES BENJAMIN MOSELEY DBA CAPE HATTERAS CONSTR	Nonminority
Construction	CHARLES BROWN JR DBA QUEST TRANSPORT	Black American
Construction	CHARLES FLETCHER PANAS DRA CFP CONSTRUCTION	Nonminority
Construction	CHARLES FORNEY	Black American
Construction	CHARLES SHAW DBA CLS TRUCKING	Nonminority
Construction	CHARLES W HUGHES CONSTRUCTION LLC	Nonminority
Construction	CHARLOTTE CUSTOM CONSTRUCTION	Nonminority
Construction	CHARLOTTE PAINT COMPANY DVA PRO-TEC FINISHES	Nonminority
Construction	CHARLOTTE TEMPERATURE CONTROLS INC	Nonminority
Construction	CHATHAM CIVIL CONTRACTING LLC	Nonminority
Construction	CHAVIS' INC	American Indian
Construction	CHAZOWN MEDIA AND ELECTRICAL INC	Black American
Construction	CHEOAH CONSTRUCTION COMPANY INC	NM-Female
Construction	CHEROHALA CONSTRUCTION INC	NM-Female
Construction	Cherokee Electrical	American Indian
Construction	CHEROKEE ENTERPRISES INC	American Indian
Construction	Cherokee Home Center	American Indian
Construction	Cherokee Mechanical Inc.	American Indian
Construction	CHEROKEE NATION CONSTRUCTION INC	American Indian
Construction	CHEROKEE WELL DRILLING	Nonminority
Construction	CHERRY CONTRACTING INC	NM-Female
Construction	CHISHOLM SERVICE, INC.	Nonminority
Construction	CHOIS CONSTRUCTION INC	Nonminority
Construction	CHRIS STEPHEN ALLEN	Nonminority
Construction	CHRISTOPHER HARDY DBA HARDYS TRUCKING	Nonminority
Construction	CHURCH BROTHERS GRADING INC	Nonminority
Construction	CIC CONSTRUCTION GROUP USA LLC	Hispanic American
Construction	CIC Technologies, Inc.	American Indian
Construction	CICELEY BASDEN TRUCKING LLC	Nonminority
Construction	CIP CONSTRUCTION & DEVELOPMENT INC	Nonminority
Construction	CIRCLE EAST CONTRACTING SERVICE INC	Black American
Construction	CITTY'S PLUMBING AND POOLS INC	Nonminority
Construction	CIVIL CONTRACTORS INC THE CIVIL GROUP	Nonminority
Construction	CIVIL SITEWORKS INC	Black American
Construction	CIVIL WORKS CONTRACTING LLC	Nonminority
Construction	CJ CONSTRUCTION	Nonminority
Construction	CK CONTRACTORS AND DEVELOPMENT LLC	Nonminority
Construction	CK'S PLUMBING & BACKFLOW LLC	Nonminority
Construction	CKL ELECTRICAL CONTRACTORS INC	NM-Female

Construction	CLANCY & THEYS CONSTRUCTION CO	Nonminority
Construction	CLARENCE ELY JR DBA CLARENCE ELY CONSTRUCTION	Nonminority
Construction	CLARK LEDBETTER GRADING & HAULING I	Nonminority
Construction	CLARK PAVEMENT MARKING INC	Nonminority
Construction	CLARK TRUCKING OF HOPE MILLS INC	Black American
Construction	CLARK'S CUSTOM GRADING INC	Nonminority
Construction	CLAUDE E. SMITH ELECTRICAL	Nonminority
Construction	CLAUSSEN CONSTRUCTION	Nonminority
Construction	CLAYTONS CLEARING AND GRADING	Nonminority
Construction	CLEA JOHNSON CONSTRUCTION CO LLC	Black American
Construction	CLEAR BLUE GRADING INC	Nonminority
Construction	CLEAR CREEK OF SALISBURY INC	NM-Female
Construction	CLEAR-CON, LLC	Nonminority
Construction	CLEARWATER- -CONSTRUCTION GROUP INC DBA REVOLUTION	Nonminority
Construction	CLEATON TRANSPORT INC	Asian American
Construction	CLEMENT CONSTRUCTION CORPORATION	Black American
Construction	CLEMMONS PAVING INC	Nonminority
Construction	CLEVE WAGSTAFF STONE MASONRY LLC	NM-Female
Construction	CLEVELAND CONTRACTORS INC	Nonminority
Construction	CLEVELAND ELECTRICAL CONTRACTORS	Nonminority
Construction	CLIFF HARRIS LANDSCAPING INC	Nonminority
Construction	CLIFTON CONSTRUCTION CO INC	NM-Female
Construction	CLIFTON D HAMLIN GRADING LLC	Nonminority
Construction	CLINTS HAULING INCORPORATED	Nonminority
Construction	CLODFELTER CONCRETE CO INC	Nonminority
Construction	CLS MANAGEMENT SERVICES INC	NM-Female
Construction	CLYBURN CONCRETE CO INC	Black American
Construction	CM SOLOMON & SON GRADING & UTILITIES INC	Nonminority
Construction	CMB MATERIALS LLC	Black American
Construction	CMC BUILDING INC	American Indian
Construction	CMC FLOORING ENTERPRISES INC	Hispanic American
Construction	CNC, INC	American Indian
Construction	CND ELECTRIC INC	Nonminority
Construction	COASTAL CAROLINA CONCRETE INC	Nonminority
Construction	COASTAL CAROLINA PUMPING, INC.	Nonminority
Construction	COASTAL CLEARING & GRADING INC	Nonminority
Construction	COASTAL CONTRACTORS INC	Nonminority
Construction	COASTAL DREDGING LLC	Nonminority
Construction	COASTAL HERITAGE CONSTRUCTION	Nonminority
Construction	COASTLINE ELECTRICAL CONST INC	Nonminority

Construction	COASTLINE PARTNERS EQUIPMENT LEASING LLC	Nonminority
Construction	COCHISE TRUCKING	NM-Female
Construction	COCHRAN EXCAVATING LLC	Nonminority
Construction	CODY GRADING CO INC	Nonminority
Construction	COED ELECTRICAL SERVICES INC	Black American
Construction	COFFMAN PLUMBING COMPANY, INC.	Nonminority
Construction	COHARIE CONSTRUCTION CO INC	Black American
Construction	COJO & SON'S TRUCKING LLC	Black American
Construction	COL CON LLC	NM-Female
Construction	COLBY ROOFING & SHEET METAL COMPANY INC	NM-Female
Construction	COLE'S BACKHOE SERVICE INC	American Indian
Construction	COLIN FAIRWEATHER & SONS LLC	Nonminority
Construction	COLLINS & SON TRUCKING	Black American
Construction	COLONNAS SHIPYARD INC DBA STEEL AMERICA	Nonminority
Construction	COLOR LANDSCAPES BY MICHAEL DICKEY INC	Nonminority
Construction	COLT SIMMONS CONSTRUCTION CO LLC	Nonminority
Construction	COLTER ELECTRIC CO	Nonminority
Construction	COMBINED CONSTRUCTION SERVICES INC	Nonminority
Construction	COMBS CONSTRUCTION CO INC	Nonminority
Construction	COMMERCIAL ACOUSTICAL & DRYWALL INC	Nonminority
Construction	Commercial Fabricators Inc	American Indian
Construction	COMMERCIAL LANDSCAPE SERVICES	Nonminority
Construction	COMMERCIAL PROPERTIES DEVELOPMENT GROUP	NM-Female
Construction	COMMERCIAL ROOFING SYSTEMS INC	American Indian
Construction	COMPLETE PLUMBING SERVICE INC	Nonminority
Construction	COMPLETE SERVICES LLC	Black American
Construction	CONCOR INC	Nonminority
Construction	CONCRETE & MATERIALS PLACEMENT LLC	Nonminority
Construction	CONCRETE CORE DRILLING AND SAWING LLC	Nonminority
Construction	CONCRETE COWBOYS LLC	Nonminority
Construction	CONCRETE MATTERS INC	Nonminority
Construction	CONCRETE PIPE INC	Nonminority
Construction	CONCRETE REPAIR & RESTORATION INC	Nonminority
Construction	CONCRETE REPAIR SOLUTIONS LLC	Nonminority
Construction	CONCRETE SERVICE CO INC	Nonminority
Construction	CONCRETE SOLUTIONS BY JIMMY HICKMAN AND	Black American
Construction	CONCRETE SPECIALTY CONTRACTORS	NM-Female
Construction	CONCRETE TECHNOLOGY SERVICES MID-ATLANTIC INC	Nonminority
Construction	CONMAT CONSTRUCTION INC	Black American
Construction	CONMAT DEVELOPMENT INC	Black American



Construction	CONNER CONSTRUCTION CORP	NM-Female
Construction	CONPHALT INC	NM-Female
Construction	CONSERVATION STATION	NM-Female
Construction	CONSOLIDATED ELECTRICAL	Nonminority
Construction	CONSOLIDATED POWER INC	Nonminority
Construction	CONSTRUCTION & LANDSCAPE SERVICES INC	NM-Female
Construction	CONSTRUCTION CONCEPTS AND DESIGN INC	Black American
Construction	CONSTRUCTION REINFORCEMENT	NM-Female
Construction	CONSTRUCTION SAFETY EXPERTS INC	Nonminority
Construction	CONSTRUCTION SERVICES CORPORATION	NM-Female
Construction	CONSTRUCTION SYSTEMS INC OF LUMBERTON	Nonminority
Construction	CONTAMINANT CONTROL INC	Nonminority
Construction	CONTI ENTERPRISES, INC	Nonminority
Construction	CONTRACT FLOORING & DESIGN INC	Nonminority
Construction	CONTROLLED ROCK DRILLING & BLASTING INC	Nonminority
Construction	COOK CONTRACTORS LLC	Nonminority
Construction	COOKE & ASSOCIATES CONSTRUCTION COMPANY	NM-Female
Construction	COOL'S REFRIGERATION SERVICE INC	Nonminority
Construction	COOPER CONSTRUCTION COMPANY INC	Nonminority
Construction	COOPER CONSTRUCTION SERVICE LLC	Nonminority
Construction	COOPER ELECTRICAL CONSTRUCTION COMPANY	Nonminority
Construction	CORBETT CONTRACTING INC	Nonminority
Construction	CORBETT LANDSCAPING	Black American
Construction	COREY BORDEAUX DBA BORDEAUX CONSTRUCTION COMPANY	Nonminority
Construction	COREY WEBB	Nonminority
Construction	CORNERSTONE CONSTRUCTION GROUP LLC	Black American
Construction	CORPORATE PAINTING INC	NM-Female
Construction	CORRY ENTERPRISES LLC	Black American
Construction	COSANDRA RAINEY DBA DUDROP TRUCKING	Nonminority
Construction	COSTNER GRADING	Nonminority
Construction	COUNTRY BOY LANDSCAPING INC	Nonminority
Construction	COUNTRY BOY TRUCKING SERVICES INC	Black American
Construction	COUNTRY CONSTRUCTION CORPORATI	Nonminority
Construction	COUNTYWIDE COMMERCIAL INC	Subcontinent Asian American
Construction	COVENANT ENTERPRISE PAINTING LLC	Black American
Construction	COVENANT STRIPING SEAL COATING & PAVING	Black American
Construction	COVENANT TRUCKING CO., INC.	Black American
Construction	COX CONSTRUCTION	Black American
Construction	COXX TRUCKING LLC	Nonminority

Construction	COZART CO INC	Nonminority
Construction	CPEELEGROUP LLC	NM-Female
Construction	CPH CONCRETE LLC	Hispanic American
Construction	CR PEELE CONSTRUCTION CO INC	Nonminority
Construction	CRAIG A SMITH	Nonminority
Construction	CRAIG MARSHBURN	Nonminority
Construction	CRAWLER PIPELINE SERVICES LLC	NM-Female
Construction	CRBEAVER INC	NM-Female
Construction	CREATIVE CONCRETE CONSTRUCTION	Nonminority
Construction	CREATIVE DESIGN AND CONSTRUCTION INC	NM-Female
Construction	CREATIVE SOLUTIONS DEVELOPMENT GROUP	Black American
Construction	CREECH & CREECH PAVING CO	Nonminority
Construction	CREECH'S PAINTING INC	Nonminority
Construction	CREEKSIDE GRADING LLC	Nonminority
Construction	CRESCENT CONSTRUCTION SERVICES	NM-Female
Construction	CRESS BROS. PLUMBING	Nonminority
Construction	CRESWELL CONSTRUCTION CORP	Nonminority
Construction	CRISP & CRISP INC	Nonminority
Construction	CRISP CONCRETE WALLS	Nonminority
Construction	CROSS CREEK CONSTRUCTION	Nonminority
Construction	CROSS RESIDENTIAL & COMMERCIAL PAINTING	Black American
Construction	CROTTS COMPANY, INC.	Nonminority
Construction	CROWDER CONSTRUCTION COMPANY	Nonminority
Construction	CROWDER HEATING & COOLING SERVICES	Black American
Construction	CROWDER TRUCKING	Black American
Construction	CROWN FLOORING LLC	NM-Female
Construction	CROWN POWER ELECTRIC	Black American
Construction	CRQ MASONRY INC	Hispanic American
Construction	CRT EXCAVATING ASSOCIATES LLC	Nonminority
Construction	CRUM CONSTRUCTION INC	Nonminority
Construction	CRUMB CONSTRUCTION LLC DBA PHIL CRUMB TRUCKING	Black American
Construction	CRUZ BROTHERS CONCRETE INC	Hispanic American
Construction	CRUZ CONCRETE EXPERTS NC LLC	Hispanic American
Construction	CS TREE SERVICES INC	Nonminority
Construction	CSJ CONSTRUCTION COMPANY INC	NM-Female
Construction	CT WILLIAMS TRUCKING LLC	Black American
Construction	CT WILSON CONSTRUCTION COMPANY INC	Nonminority
Construction	CULP BROTHERS INC	Nonminority
Construction	CUMMINGS CABINETS & COUNTERTOPS INC	Nonminority
Construction	CURB & GUTTER INC	Nonminority



Construction	CURETON CONSTRUCTION & PAVING	Nonminority
Construction	CURRIE HAULING INC	Nonminority
Construction	CURRIN SITE WORK LLC	Nonminority
Construction	CURTIN CO	NM-Female
Construction	CURTIS CONSTRUCTION COMPANY INC	Nonminority
Construction	CURTIS INSULATION CO INC	NM-Female
Construction	CURTIS TIMOTHY ROBBINS	Nonminority
Construction	CUSTOM ELECTRICAL SERVICE INC	Nonminority
Construction	CUSTOM ENTERPRISES OF LENOIR INC	NM-Female
Construction	CUSTOM PAVING INCORPORATED	Nonminority
Construction	CUSTOM SEEDING & ENVIRONMENTAL LLC	NM-Female
Construction	CUTHBERTSON TRANSPORT COMPANY INC	Black American
Construction	CW PLUMBING	Black American
Construction	D & A LINCOLN TRUCKING	Black American
Construction	D & C TRUCKING OF STOKESDALE	NM-Female
Construction	D & D ASPHALT AND PAVING	Nonminority
Construction	D & D CONCRETE CUTTING LLC	Nonminority
Construction	D & D GRADING INC	Nonminority
Construction	D & G EXCAVATING SERVICES INC	Black American
Construction	D & G HAULING INC	Black American
Construction	D & H HAULING	Nonminority
Construction	D & L PLUMBING INC	Hispanic American
Construction	D & L TRUCKING AND GRADING	Nonminority
Construction	D & M CONCRETE & CONSTRUCTION	Nonminority
Construction	D & S ASPHALT MATERIALS INC	Nonminority
Construction	D & S DEMOLITION & ABATEMENT INC	Nonminority
Construction	D & S TRUCKING	Nonminority
Construction	D & T UTILITIES INC	NM-Female
Construction	D A WILLIAMS CONSTRUCTION INC	Nonminority
Construction	D E WALKER CONSTRUCTION CO	Black American
Construction	D EVANS CONTRACTING INC	Nonminority
Construction	D G JACKSON CONSTRUCTION INC	NM-Female
Construction	D H GRIFFIN INFRASTRUCTURE LLC	Nonminority
Construction	D H GRIFFIN WRECKING CO INC	Nonminority
Construction	D HEWETT TRUCKING LLC	Black American
Construction	D R PHILLIPS LLC	Nonminority
Construction	D W WARD CONSTRUCTION COMPANY INC	Nonminority
Construction	D.W. CASTLEBERRY ASPHALT PAVING	Nonminority
Construction	D'S CONCRETE MASONRY &	Black American
Construction	D'S TRUCKING SERVICE INC	NM-Female
Construction	D&C TRUCKING OF STOKESDALE LLC	Nonminority

Construction	D&Q HAULING SERVICES LLC	Black American
Construction	D&R LANDSCAPING AND TREE SERVICE	Nonminority
Construction	D2 CONSTRUCTION SPECIALTIES INC	NM-Female
Construction	DA EVERETT CONSTRUCTION GROUP LLC	Black American
Construction	DA HAYDEN CONSTRUCTION LLC	Nonminority
Construction	DAD CONSTRUCTION	Nonminority
Construction	DAKATO HAWK CONSTRUCTION INC	American Indian
Construction	DAKOTA CONTRACTING CO	American Indian
Construction	DALLAS 1 CONSTRUCTION LLC	Nonminority
Construction	DALTON CONTRACTING LLC	Nonminority
Construction	DALTON'S QUALITY CONCRETE, LLC	NM-Female
Construction	DAN BALDWIN DAN BALDWIN CONSTRUCTION	Nonminority
Construction	DAN KING PLUMBING HEATING & AIR	Nonminority
Construction	DAN MOORE INC	Nonminority
Construction	DAN T RHODES TRUCKING LLC	Nonminority
Construction	DANCO ELECTRICAL INC	NM-Female
Construction	DANE CONSTRUCTION INC	Nonminority
Construction	DANIEL GAIL HARRIS	Nonminority
Construction	DANIEL MCHONE	Nonminority
Construction	DANIELS & DANIELS CONSTRUCTION COMPANY INC	Nonminority
Construction	DANIELS INC OF GARNER	Nonminority
Construction	DANIS CONSTRUCTION COMPANY LLC	Nonminority
Construction	DANNY AND BROTHERS TRUCKING LLC	Hispanic American
Construction	DANNY BROOKSHIRE	Nonminority
Construction	DANNY SHAWN PAYNE DBA PAYNE GRADING	Nonminority
Construction	DANNY SMITH DBA DANNY SMITH LANDSCAPIING	Nonminority
Construction	DARE ELECTRIC LLC	Nonminority
Construction	DARNELL GRADING LLC	Nonminority
Construction	DARNELL JONES TRUCKING INC	Black American
Construction	DARRELL CODY & SONS GRADING LLC	Nonminority
Construction	DARRENS BUSINESS LLC	Nonminority
Construction	DARRIGAN SEAL & STRIPE	Nonminority
Construction	DARRYL ALLEN SIMMONS	Nonminority
Construction	DARYL BARNES DBA T & L TRUCKING	Black American
Construction	DARYL LEE PARKER	Nonminority
Construction	DARYL THARRINGTON LOADER & HAULING	Nonminority
Construction	DAUGHERTY TRUCKING LLC	Black American
Construction	DAVCO ELECTRIC INC	Nonminority
Construction	DAVE'S CONSTRUCTION SERVICE INC	Nonminority

Construction	DAVID CHARLES LINCOLN DBA D&A LINCOLNS TRUCKING	Black American
Construction	DAVID DILLARD	Nonminority
Construction	DAVID EARL TOLBERT	Nonminority
Construction	DAVID F HYDE DBA HYDE CONSTRUCTION	Nonminority
Construction	DAVID H SIMPSON CONSTRUCTION CO	Nonminority
Construction	DAVID HANSEL CARVER DBA C & C SEPTIC AND GRADING	Nonminority
Construction	DAVID HICKS	Nonminority
Construction	DAVID HINTON CONSTRUTION CO INC	Black American
Construction	DAVID JARMAN TRUCKING	Nonminority
Construction	DAVID L WILLIAMS DBA D L WILLIAMS DUMP TRUCK SERVI	Nonminority
Construction	DAVID LEE EVANS D E HAULING & PAVING	Black American
Construction	DAVID PARRISH CONSTRUCTION	Nonminority
Construction	DAVID RUSSELL PERDUE	Nonminority
Construction	DAVID VAUGHN CONSTRUCTION OF PITT COUNTY	Nonminority
Construction	DAVIE CONSTRUCTION COMPANY	Nonminority
Construction	DAVIE GRADING INC	Nonminority
Construction	DAVIS & SONS TRUCKING	Black American
Construction	DAVIS GRADING, INC.	Nonminority
Construction	DAVIS QUALITY MASONRY INC	Black American
Construction	DAVIS ROOFING & WALL SYSTEMS LLC	Nonminority
Construction	DAVIS SITE SERVICES LLC	NM-Female
Construction	DAVIS&SON'S TRUCKING	Black American
Construction	DAY AND NIGHT TRUCKING INC	Hispanic American
Construction	DAY STAR INSULATION	NM-Female
Construction	DAYECO CONSTRUCTION LLC	Black American
Construction	DBE HAULERS LLC	NM-Female
Construction	DBL TRUCKING	Nonminority
Construction	DBLO Enterprises	American Indian
Construction	DBM CONSTRUCTION LLC	Nonminority
Construction	DBS CONSTRUCTION LLC	Black American
Construction	DBW INC	Nonminority
Construction	DCI ELECTRIC	NM-Female
Construction	DE WALKER CONSTRUCTION CO INC	Black American
Construction	DEAL CONSTRUCTION INC	Nonminority
Construction	DEANS ASPHALT	Nonminority
Construction	DEANS HAULING INC	Nonminority
Construction	DEB TRUCKING INC	Hispanic American

Construction	DEBRIS MANAGEMENT LCID DBA CENTRAL CAROLINA GRADIN	Nonminority
Construction	DEC I INC DYNAMIC EAST CONSTRUCTION	Nonminority
Construction	DEE JAYS TRUCKING LLC	Black American
Construction	DEE WILLIAMS AND CO INC TRI CITIES CONCRETE LLC	Black American
Construction	DEEJAY'S TRUCKING LLC	Black American
Construction	DEESE ELECTRIC COMPANY	Nonminority
Construction	DELCO INC	Subcontinent Asian American
Construction	DELLINGER GRADING COMPANY INC	Nonminority
Construction	DELLINGER INC	Nonminority
Construction	DELTA CONTRACTING INC	Nonminority
Construction	DEMOLITION & ASBESTOS REMOVAL INC	NM-Female
Construction	DENNIS WILLIAMS DBA DEES TRUCKING CO	Nonminority
Construction	DENVER PLUMBING CO INC	Nonminority
Construction	DENVER WAYNE NIXON DBA CONSTRUCTION SERVICES	Nonminority
Construction	DEREK DRYE CONSTRUCTION LLC	Nonminority
Construction	DESIGN ARCHITECTURAL WELDING & CONSTRUCT	Nonminority
Construction	DESIGNCO CONSTRUCTION INC	NM-Female
Construction	DESIGNS IN GRADING INC	Nonminority
Construction	DESOTO TRAIL CONSTRUCTION	Nonminority
Construction	DEVENROE CONSTRUCTION	Black American
Construction	DEWEY A LEWIS ENTERPRISES INC	Nonminority
Construction	DGR WATERPROOFING COMPANY LLC	Nonminority
Construction	DH CONTRACTOR SERVICES LLC	American Indian
Construction	DHEWETT TRUCKING	Black American
Construction	DHR TREES INC	Nonminority
Construction	DIAMOND CITY MARINE SERVICES LLC	Nonminority
Construction	DIAMOND CONCRETE CUTTING LLC	Nonminority
Construction	DIAMOND CONSTRUCTORS INC	Nonminority
Construction	DIAMOND CONTRACTING INC	Nonminority
Construction	DIAMOND EXCAVATION & DEMOLITION	Nonminority
Construction	DIAMOND TRUCKING 2 LLC	Nonminority
Construction	DIAMOND TRUCKING OF NC INC	Black American
Construction	DIAMONDWATER CONSTRUCTION LLC	Hispanic American
Construction	DICK YANCEY TRUCKING CO INC	Nonminority
Construction	DICKINSON HAULING & GRADING INC	NM-Female
Construction	DILLARD EXCAVATING CO INC	Nonminority
Construction	DILLARD WALLACE CONSTRUCTION CO	Nonminority

Construction	DILLINGHAM CONSTRUCTION CO INC	Nonminority
Construction	DILLON TRUCKING OF VANCEBORO LLC	Nonminority
Construction	DIRECTIONAL SERVICES INC	Nonminority
Construction	DIRTWORKS GRADING COMPANY LLC	NM-Female
Construction	DISASTER RECOVERY GROUP AND TREE SERVICE INC	Hispanic American
Construction	DIVA DUMPS LLC	Black American
Construction	DIVERSE CONSTRUCTION	Black American
Construction	DIVERSIFIED BIOMASS COMPANY	Nonminority
Construction	DIVERSIFIED ELECTRICAL TECH	NM-Female
Construction	DIVERSIFIED MECHANICAL LIMITED	NM-Female
Construction	DIVINE CONSTRUCTION COMPANY INC	NM-Female
Construction	DIVINE ELECTRIC CO LLC	Hispanic American
Construction	DIXIE GENERAL CONTRACTORS INC	NM-Female
Construction	DIXIE GRADING & EQUIPMENT INC	Nonminority
Construction	DIXON HEATING & AIR CONDITIONING	Nonminority
Construction	DIXON PAVING INC	NM-Female
Construction	DJ'S CONSTRUCTION	NM-Female
Construction	DJP TRUCKING INC	NM-Female
Construction	DK HAULING LLC	Black American
Construction	DK& J TRUCKING INC	Black American
Construction	DL HAULING AND GRADING INC	Black American
Construction	DLB TRUCKING INC	Nonminority
Construction	DLT CONSTRUCTION & DEMOLITION CO LLC	Nonminority
Construction	DLT ROOFING INC	American Indian
Construction	DM THOMPSON ENTERPRISE INC	Nonminority
Construction	DM TRUCKING II LLC	Black American
Construction	DMC CONSTRUCTION COMPANY LLC	Nonminority
Construction	DMJS INCORPORATED	NM-Female
Construction	DMW CONTRACTING INC	Nonminority
Construction	DOBIE'S TREE SERVICE	Nonminority
Construction	DOBSON TRUCKING INC	Nonminority
Construction	DOGGETT CONSTRUCTION COMPANY INC	Nonminority
Construction	DOMINATE HAULING INC	Black American
Construction	DON ADAMS GRADING INC	Nonminority
Construction	DON CHURCH DBA DON CHURCH HAULING	Nonminority
Construction	DONALD RAY SMITH JR	Nonminority
Construction	DONALD WOODS II	Nonminority
Construction	DONCO CONSTRUCTION	NM-Female
Construction	DONNIE ENGLEBRIGHT	Nonminority
Construction	DONNIE LORADO WALLIN DBA WALLIN CONSTRUCTION	Nonminority

Construction	DONNIE R TATE	Nonminority
Construction	DORSEY ALLEN STYERS DBA STYERS CONCRETE CURBING	Nonminority
Construction	DORSEY CARTER CONSTRUCTION LLC	American Indian
Construction	DOSS TRUCKING INC	NM-Female
Construction	DOT CONSTRUCTION INC	Asian American
Construction	DOUBLE A HAULING INC	NM-Female
Construction	DOUBLE D CONSTRUCTION SERVICES INC	NM-Female
Construction	DOUBLE D TRUCKING & GRADING INC	NM-Female
Construction	DOUBLE EAGLE REALTY & CONSTRUCTION INC	NM-Female
Construction	DOUBLE J DIRECTIONAL DRILLING LLC	NM-Female
Construction	DOUBLE MOUNTAIN CONSTRUCTION LLC	Nonminority
Construction	DOUBLE MOUNTAIN ENTERPRISES INC.	Nonminority
Construction	DOUBLE O DRILLING & BLASTING	Nonminority
Construction	DOUBLE R CONCRETE FINISHING	Nonminority
Construction	DOVER CRANE AND CONSTRUCTION	Nonminority
Construction	DOVER INSULATION INC	NM-Female
Construction	DOWNS CONSTRUCTION COMPANY LLC	NM-Female
Construction	DOYLE DICKERSON TERRAZZO INC	Nonminority
Construction	DPH GENERAL CONTRACTORS LLC	Nonminority
Construction	DPR CONSTRUCTION A GENERAL PARTNERSHIP	Nonminority
Construction	DRAW ENTERPRISES INC	Nonminority
Construction	DREAM-WORKS GRADING INCORPORATED	Nonminority
Construction	DREAMBUILT CONSTRUCTION INC	NM-Female
Construction	DRIGGERS ELECTRIC & CONTROL CO	American Indian
Construction	DRIVEN CONTRACTORS LLC	American Indian
Construction	DS TRUCKING SERVICE INC	NM-Female
Construction	DUANE LINVILLE GRADING	Nonminority
Construction	DUDCO INC	NM-Female
Construction	DUKE LAZZARA DEVELOPMENT, LLC	Nonminority
Construction	DUMP BROTHERS UNIVERSAL TRUCKING LLC	Black American
Construction	DUMP MASTERS INCORPORATED	Nonminority
Construction	DUNCAN CONCRETE WORKS OF RED SPRINGS IN	Nonminority
Construction	DUNCAN ELECTRIC CORP	NM-Female
Construction	DUNLAP CONSTRUCTION & UTILITIES	Nonminority
Construction	DUNLAP CONSTRUCTION COMPANY	NM-Female
Construction	DUNLAP PAINT CONTRACTS INC	NM-Female
Construction	DURANT TRUCKING AND REPAIRS LLC	Black American
Construction	DURHAM GRADING AND EXCAVATING INC	Nonminority
Construction	DURWOOD HUMPHREY AND SONS	Nonminority
Construction	DW CARR JR & SONS TRUCKING LLC	Black American

Construction	DWAYNE TYRONE SHAW DBA SHAW TRUCKING	Black American
Construction	DWIGHT W MCNEILL TRUCKING	Nonminority
Construction	DYAMON HAULING INC	Black American
Construction	DYNAMIC 6 TRUCKING INC	Black American
Construction	DYNAMIC HAULING SERVICES LLC	Black American
Construction	E & M CONTRACTING INC	Nonminority
Construction	E & T SOLUTIONS, INC.	NM-Female
Construction	E AND J TRUCKING	Black American
Construction	E MOORE ELECTRIC LLC	Black American
Construction	E P GATES CONSTRUCTION & REALTY LLC	Nonminority
Construction	E R LEWIS CONSTRUCTION CO INC	Nonminority
Construction	E S & J ENTERPRISES INC	NM-Female
Construction	E ZURDO TRUCKING INC	Hispanic American
Construction	E-H TRUCKING	Nonminority
Construction	EAGLE HAMMER CONSTRUCTION	Black American
Construction	EAGLEHAWK CONSTRUCTION	Nonminority
Construction	EAGLES CONSTRUCTION	Nonminority
Construction	EARL BREWER PARKER III	Nonminority
Construction	EARL DILLARD	Nonminority
Construction	EARNHARDT GRADING INC	Nonminority
Construction	EARTH WORKS SITE SOLUTIONS LLC	Nonminority
Construction	EAST CAROLINA DOOR CONTROL	Nonminority
Construction	EAST CAROLINA ROOFING & COATING	Nonminority
Construction	EAST CAROLINA SWEEPING AND	Nonminority
Construction	EAST COAST CONCRETE & ASPHALT RESTORATION INC	Nonminority
Construction	EAST COAST CONSTRUCTION SERVICES LLC	NM-Female
Construction	EAST COAST CONTRACTING INC	NM-Female
Construction	EAST COAST REBAR INC	NM-Female
Construction	EAST COAST SEAL COATING & STRIPING II LLC	Nonminority
Construction	EAST LANDSCAPING AND SEEDING INC DBA EAST GRADING	Nonminority
Construction	EASTERN BULK SERVICES LLC	Nonminority
Construction	EASTERN CAROLINA CONSTRUCTION INC	NM-Female
Construction	EASTERN CAROLINA DEMOLITION	Black American
Construction	EASTERN CONSTRUCT INC	Nonminority
Construction	EASTERN EARTHSCAPES & CONSTRUCTION	Black American
Construction	EASTERN INSULATION	Nonminority
Construction	EASTERN SERVICES LLC DBA RALEIGH PAVING	Nonminority
Construction	EASTERN SITE SERVICES LLC	Nonminority
Construction	EASTERN STRUCTURES LLC	Nonminority
Construction	EBERHART CONSTRUCTION INC	NM-Female



Construction	EC TRUCKING LLC	Black American
Construction	ECH DEVELOPMENT LLC DBA COREY HALL TRUCKING	Black American
Construction	ECKROTH & SON TRANSPORT INC	American Indian
Construction	ECO EXPRESS SOLUTIONS LLC	Nonminority
Construction	ECO TURF INC	Nonminority
Construction	ECOLOGIC CONSTRUCTION INC	Nonminority
Construction	ECOSYSTEMS GRADING SOLUTIONS	NM-Female
Construction	EDCIN CONSTRUCTION SERVICES	Hispanic American
Construction	EDDIE DEAN MOORE DBA EDDIE MOORE TRUCKING	Nonminority
Construction	EDDIE M GUTIERREZ DBA QUALITY TURF	Hispanic American
Construction	EDGAR VONSON LUCAS DBA EDGAR LUCAS HAULING	Nonminority
Construction	EDWARDS CONST CO	Nonminority
Construction	EDWARDS DEVELOPMENT COMPANY INC	Nonminority
Construction	EDWARDS INC	Nonminority
Construction	EDWARDS, INC.	Nonminority
Construction	EDWARDS' SITE WORKS LLC	Nonminority
Construction	EED INDUSTRIES LLC	Nonminority
Construction	EFIRD ENTERPRISES	Nonminority
Construction	EGGERS CONSTRUCTION COMPANY	Nonminority
Construction	EHRET ELECTRIC COMPANY	NM-Female
Construction	ELECTBUILDERSLLC	Black American
Construction	ELECTRIC ONE INC	Black American
Construction	ELECTRICAL INNOVATORS	Hispanic American
Construction	ELEVATION CONTRACTING GROUP LLC	Black American
Construction	ELITE AIR SOLUTIONS LLC	Nonminority
Construction	ELITE CONSTRUCTION & GRADING INC	Nonminority
Construction	ELITE DESIGN CONSTRUCTION CO LLC	Nonminority
Construction	ELLINGTON & SON	Nonminority
Construction	ELLINGTON PAVING INC	Nonminority
Construction	ELLIS DIMITRI DRONE	Nonminority
Construction	ELLIS J PARKER CONSTRUCTION	Nonminority
Construction	ELLISON CONSTRUCTION & CONTRACTING INC	Nonminority
Construction	ELLIXSON & SONS INC	NM-Female
Construction	ELROD ELECTRICAL SERVICE	NM-Female
Construction	ELTON BACCUS	Nonminority
Construction	EMERY SEALCO INC	NM-Female
Construction	EMPIRE CONSTRUCTION CO INC	Nonminority
Construction	EMPIRE PLUMBING COMPANY INC	Nonminority
Construction	ENCOMPASS BUILDING GROUP INC	Nonminority



Construction	ENERGYUNITED ELECTRIC	Nonminority
Construction	ENVIRO -EQUIPMENT	NM-Female
Construction	ENVIRONMENTAL EDGE INC	Nonminority
Construction	ENVIRONMENTAL FLOORING LLC	Nonminority
Construction	ENVIRONMENTAL HOLDINGS GROUP LLC	Nonminority
Construction	EPIC COMMERCIAL PAINTING LLC	Nonminority
Construction	ERIC S YOUNG	Nonminority
Construction	ERICK EARL SHARPE	Black American
Construction	ERNIE CARPENTER CONSTRUCTION LLC	Nonminority
Construction	ERNIE EVERETT SITE PREP AND DEMO	Nonminority
Construction	EROSION CONTROL SOLUTIONS LLC	Nonminority
Construction	EROSION DEFENCE LLC	Nonminority
Construction	EROSION SUPPLY COMPANY	NM-Female
Construction	ERVIN M BETHEA CONCRETE REINFORCING ERVIN M BETHE	Nonminority
Construction	ES WAGNER COMPANY LLC	Nonminority
Construction	ES WAGNER COMPANY LLC/SMITH-ROWE LL	Nonminority
Construction	ES&J ENTERPRISES INC	NM-Female
Construction	ESPINOZA HAULING & TRUCKING CO INC	Hispanic American
Construction	ESTRATAS LLC	Nonminority
Construction	ESTRELLO CONSTRUCTION GROUP LLC	Hispanic American
Construction	ETC CONTRACTORS LLC	Hispanic American
Construction	ETOWAH GRADING INC	Nonminority
Construction	EURE & SONS CONSTRUCTION COMPANY INC	Nonminority
Construction	EVANS CONSTRUCTION AND UTILITY INC	Nonminority
Construction	EVANS CONSTRUCTION COMPANY	Nonminority
Construction	EVANS CONSTRUCTION SERVICES	Black American
Construction	EVELYN BAYSDEN TRUCKING INC	NM-Female
Construction	EVELYN E BAYSDEN TRUCKING	NM-Female
Construction	EVERETTS LOT CLEARING & GRADING INC	NM-Female
Construction	EVERGREEN CLEARING INC	Nonminority
Construction	EXCEL CONCRETE CUTTING INC	Nonminority
Construction	EXPRESS SERVICE GROUP INC	Black American
Construction	EZ STRIPING LLC	Nonminority
Construction	F & F TRUCKING CO LLC	Nonminority
Construction	F & H LAND DEVELOPMENT INC	Nonminority
Construction	F A JENKINS CONSTRUCTION INC	Nonminority
Construction	F AND S LAND MANAGEMENT LLC	Nonminority
Construction	F-T TRUCKING LLC	Black American
Construction	F&F ASPHALT &PAVING	Black American
Construction	F7 DEVELOPMENT INC	Black American

Construction	FAB TRUCKING LLC	Black American
Construction	FABCO CONSTRUCTION INC	Nonminority
Construction	FAIRVIEW EXCAVATING LLC	Nonminority
Construction	FAITH CONTRACTING AND CONSTRUCTION INC	Black American
Construction	FAITH FULL FLOORING LLC	Hispanic American
Construction	FAITH UNDERGROUND INC	Nonminority
Construction	FAMILY MATTERS TRUCKING	Nonminority
Construction	FARMER TRANSPORT, LLC	NM-Female
Construction	FARRINGTON DEVELOPMENT CO INC	NM-Female
Construction	FARTHING CONSTRUCTION CO., INC	NM-Female
Construction	FAULCONER CONSTRUCTION CO INC	Nonminority
Construction	FAULKNER GRADING	Nonminority
Construction	FAVOR TRUCKING	Black American
Construction	FEMCO CONSTRUCTION LLC	NM-Female
Construction	FEREBEE ASPHALT CORPORATION	Nonminority
Construction	FEREBEE CORPORATION	Nonminority
Construction	FERNANDEZ CONSTRUCTION CORP	Hispanic American
Construction	FERVENT HAULING LLC	Black American
Construction	FIGUEROA TRANSPORTATION INC	Hispanic American
Construction	FILL ER UP TRUCKN	Black American
Construction	FINAL GRADE INC LLC	Nonminority
Construction	FINCH CONSTRUCTION INC	Nonminority
Construction	FINE LINE CONSTRUCTION INCORPORATED	Nonminority
Construction	FINEGRADE SERVICE LLC	Nonminority
Construction	FINISH GRADE LLC	Nonminority
Construction	FIRE & ICE CONDITIONING INC	Nonminority
Construction	FISHERS TREE SERVICE INC	Nonminority
Construction	FIVE BOYS TRUCKING	Black American
Construction	FIVE STAR PAINTING WILMINGTON LLC	Nonminority
Construction	FJP INSULATORS INC	NM-Female
Construction	FLATIRON CONSTRUCTORS INC - BLYTHE	Nonminority
Construction	FLECTCHER OXENDINE DBA OXENDINE TRUCKING CO	Nonminority
Construction	FLOYD'S TREE & STUMP REMOVAL	Nonminority
Construction	FLOYDS TRANSPORT LLC	Black American
Construction	FOOTHILLS CONSTRUCTION SERVICES INC	NM-Female
Construction	FOOTHILLS GRADING & TRUCKING INC	Nonminority
Construction	FOOTHILLS HAULING	Nonminority
Construction	FORDE TRUCKING INC	Black American
Construction	FORGA CONTRACTING INC	Nonminority
Construction	FORREST H PONDER	Nonminority

Construction	FORSYTH WATER & SEWER CONSTRUCTION INC	Nonminority
Construction	FOSS DEMOLITION INC	Nonminority
Construction	FOSTER GRADING CO INC	Nonminority
Construction	FOSTER HAULING & LANDSCAPING	Black American
Construction	FOUR A LOADER WORK LLC	Nonminority
Construction	FOUR POINTS RECYCLING LLC	NM-Female
Construction	FOUSHEE GRADING LLC	Nonminority
Construction	FOX BRIAR CONSTRUCTION LLC	Nonminority
Construction	FRANCO MASONRY CONCRETE INC	Hispanic American
Construction	FRANK HORNE CONSTRUCTION INC	Nonminority
Construction	FRANK R MORTON DBA DIXIE DOZER GRADING	Nonminority
Construction	FRANK TURNER JR BACKHOE SERVICE INC	Black American
Construction	FRANKLIN STINSON II DBA STINSON TRUCKING	Nonminority
Construction	FRANKLOWYN ROBERTSON DBA FRAN ROBERTSON BUILDING &	Nonminority
Construction	FRAZIER HAULING & GRADING INC	Nonminority
Construction	FRED ADAMS PAVING CO INC	NM-Female
Construction	FRED CONTRACTORS LLC	Hispanic American
Construction	FRED REEVES CONSTRUCTION CO INC	Nonminority
Construction	FREDA W DAVIS DBA DAVIS EXCAVATING AND GRADING	Nonminority
Construction	FREDDIE WAYNE DENTON DBA DENTON'S TREE SERVICE	Nonminority
Construction	FREDERICK DMASON JR DBA FDM HAULING	Nonminority
Construction	FREEMAN CONCRETE CO	American Indian
Construction	FREEMAN CURB & GUTTER INC	NM-Female
Construction	FREEMAN LANDSCAPE INC	NM-Female
Construction	FREEMAN TRANSPORT & HAULING SERVICES LLC	Black American
Construction	FREESTONE CONSTRUCTION LLC	Nonminority
Construction	FRENCH BROAD PAVING INC	NM-Female
Construction	FRENETTE & SON INC	Nonminority
Construction	FRESH START PAINTING SERVICE LLC	Black American
Construction	FRIENDS & BROTHERS CONCRETE	Hispanic American
Construction	FROG POND GRADING & PAVING INC	Nonminority
Construction	FROM THE GROUND UP CONSTRUCTION & DEV	Nonminority
Construction	FRONTLINE HAULING LLC	Black American
Construction	FRYE TRUCKING LLC	Nonminority
Construction	FSC II LLC	Nonminority
Construction	FULCHER ELECTRIC	Nonminority
Construction	FULFORD AND JONES ASPHALT INC	NM-Female
Construction	FULLER & CO CONSTRUCTION LLC	Nonminority
Construction	FUNDERBURK GRADING GROUP INC	Nonminority

Construction	G & D HAULING LLC	Nonminority
Construction	G & G BUILDERS OF WENDELL INC	Nonminority
Construction	G & H CONSTRUCTION AND PAVING INC	Nonminority
Construction	G & S CONTRACTORS INC	Nonminority
Construction	G C CONSTRUCTION SERVICES INC	Nonminority
Construction	G DOUBLE CONSTRUCTION INC	Black American
Construction	G N LANGLEY TRUCKING CO	Nonminority
Construction	G S CONCRETE WORK	Nonminority
Construction	G S DEVELOPMENT CORPORATION	Nonminority
Construction	G W UNDERWOOD PAVING & GRADING INC	Nonminority
Construction	G/P JENKINS INC	Nonminority
Construction	G&H HAULING LLC	Nonminority
Construction	G&T INSULATION SERVICES INC	Hispanic American
Construction	G&Y MASONRY INC	Black American
Construction	GADDIS BROS INC	Nonminority
Construction	GAFFNEY CONSTRUCTION	Nonminority
Construction	GAIL BUNTING COLLINS DBA GAIL COLLINS TRUCKING	Nonminority
Construction	GAITHER BARNES GRADING &	Nonminority
Construction	GAITHER TRUCKING	Nonminority
Construction	GALLIHER GRADING INC	Nonminority
Construction	GAME OVER ENTERPRISES INC	Black American
Construction	GAR CONSTRUCTION INC	Nonminority
Construction	GARANCO INC	Nonminority
Construction	GARDNER'S CONCRETE CUTTING AND REMOVAL	Nonminority
Construction	GARLAND BROTHERS TREE SERVICE	Nonminority
Construction	GARNER CONCRETE & SLIPFORMING INC	Nonminority
Construction	GARNER MURPHY CONSTRUCTION INC	NM-Female
Construction	GARRETT CONSTRUCTION SERVICES INC	Nonminority
Construction	GARRETT JAMES COMPANY LLC	Nonminority
Construction	GARRETT TRUCKING INC	NM-Female
Construction	GARRETT'S PIPELINE LLC	Nonminority
Construction	GARRIS GRADING & PAVING, INC.	Hispanic American
Construction	GARRISON ENTERPRISE INC	Nonminority
Construction	GARRISON GRADING & CONSTRUCTION LLC	Nonminority
Construction	GARRY CREED CONSTRUCTION INC	Nonminority
Construction	GARY LEEWILLIAMS LANDSCAPING& MAINTENCE	Nonminority
Construction	GARY SHELTON TAYLOR DBA TAYLOR LANDSCAPING & MAINT	Nonminority
Construction	GARY WAYNE BROOM DBA GARY BROOM EXCAVATING	Nonminority

Construction	GASTON ASPHALT PAVING INC	Nonminority
Construction	GATES CONCRETE & CONSTRUCTION INC	Nonminority
Construction	GATES CONSTRUCTION CO INC	Nonminority
Construction	GATEWAY CONSTRUCTION COOPERATIVE	Nonminority
Construction	GATEWAY GRADING & DEVELOPMENT INC	Nonminority
Construction	GAVEL CONSTRUCTION SERVICES INC	NM-Female
Construction	GBI DEVELOPMENT LLC	Nonminority
Construction	GBS CONSTRUCTION INC	Nonminority
Construction	GCS CONSTRUCTION SERVICES LLC	NM-Female
Construction	GDC INC	Nonminority
Construction	GELDER & ASSOCIATES INC	Nonminority
Construction	GEM CONSTRUCTORS INC	Nonminority
Construction	GENE STONER GRADING & HAULING INC	Nonminority
Construction	GENERAL CONCRETE CONSTRUCTION INC	NM-Female
Construction	GENERATIONS CONTRACTING GROUP LLC	Black American
Construction	GENESIS CONSTRUCTION OF THE CAROLINAS	Hispanic American
Construction	GENESIS PAINTING	Black American
Construction	GENTRY CUSTOM CONCRETE	Nonminority
Construction	GENTRY HEATING INC	Nonminority
Construction	GEORGE LEE FOSTER DBA	Nonminority
Construction	GEORGE MONK JR	Black American
Construction	GEORGE ROE	Nonminority
Construction	GEYMONT CONSTRUCTION CO., INC.	Nonminority
Construction	GI JANE AND ASSOCIATES INC	Black American
Construction	GIANT DEVELOPMENT INC	NM-Female
Construction	GIBBS TRUCKING LLC	Black American
Construction	GIBSON WARD STOCKS DBA STOCKS LANDSCAPING & GRADIN	Nonminority
Construction	GILBERT HAULING	Black American
Construction	GILBERT HORNER PAVING LLC	Nonminority
Construction	GILBERT TRUCKING	Black American
Construction	GILBERT'S MASONRY INC	Nonminority
Construction	GILGEOURS CONSTRUCTION CORPORATION	Black American
Construction	GILLIAM'S GRADING	Nonminority
Construction	GIRL ON THE ROOF INC	NM-Female
Construction	GK & SONS TRUCKING LLC	Nonminority
Construction	GLAZE INDEPENDENT TRUCKING LLC	Black American
Construction	GLENDA M LAMBERT DBA LAMBERT'S LANDSCAPING	Nonminority
Construction	GLENN AND SONS TRUCKING COMPANY	Black American
Construction	GLENN HORNE ELECTRICAL CONTRACTORS INC	NM-Female
Construction	GLENN'S ELEC SERVICE	Nonminority

Construction	GLENO HORNE DBA G HORNE TRUCKING	Nonminority
Construction	GLENWOOD HARRIS PERRY	Nonminority
Construction	GLOBAL CONSTRUCTION INC	Nonminority
Construction	GLOBAL HAULING LLC	Nonminority
Construction	GLOBAL TEAM ELECTRIC LLC	Black American
Construction	GLOVER CONSTRUCTION CO INC	Nonminority
Construction	GM HAULING INC	Black American
Construction	GML CONTRACTORS, INC.	NM-Female
Construction	GOD'S WAY LANDSCAPING HAULING AND GRADING LLC	Black American
Construction	GODFREY CONSTRUCTION LLC	Nonminority
Construction	GOINS PLUMBING SERVICE INC	Nonminority
Construction	GOLD EXPRESS LLC	American Indian
Construction	GOLDEN CITY CONSTRUCTION INC	Asian American
Construction	GOLDSBORO MASONRY LLC	Black American
Construction	GOLDSTAR PROJECT GROUP LLC	Nonminority
Construction	GOLIATH CONSTRUCTION	Black American
Construction	GOOD OLE BOYS CONCRETE CONST CO INC	Nonminority
Construction	GOODE & CHAMPION CONSTRUCTION	Black American
Construction	GOODING-REID TRUCKING COMPANY INC	Nonminority
Construction	GORDON & SONS FINE GRADING INC	Nonminority
Construction	GORDON COMPANY INC	Nonminority
Construction	GORDON UTILITIES	Nonminority
Construction	GOULDING CONSTRUCTION INC	NM-Female
Construction	GRA CONSTRUCTION INC	Nonminority
Construction	GRACE CONTRACTORS LLC	Black American
Construction	GRACE MEADOWS TRUCKING, LLC	Nonminority
Construction	GRADE-TECH CONSTRUCTION SOLUTIONS LLC	Nonminority
Construction	GRADEPRO SOLUTIONS INC	Nonminority
Construction	GRAGG'S GRADING COMPANY INC	Nonminority
Construction	GRAHAM COUNTY LAND COMPANY LLC	Nonminority
Construction	GRAHAM L ELLIS II DBA ELLIS LANDSCAPE CONTRACTING	Nonminority
Construction	GRAHAMS CONSTRUCTION INC	Nonminority
Construction	GRAKA BUILDERS INC	Nonminority
Construction	GRANITE CITY INSULATION	Nonminority
Construction	GRANITE CONTRACTING LLC	Nonminority
Construction	Grasshopper	American Indian
Construction	GRAYBAR ELECTRIC CO	Nonminority
Construction	GREEN & CLEAN LANDSCAPING INC	Hispanic American
Construction	GREEN LIGHT ELECTRIC, INC	Nonminority
Construction	GREEN REVIVAL LANDSCAPING	Nonminority

Construction	GREEN RIVER ENTERPRISES INC	Nonminority
Construction	GREENBERG DEVELOPMENT SERVICES	NM-Female
Construction	GREENE CONSTRUCTION INC	Nonminority
Construction	GREENSBORO CONCRETE COMMERCIAL SERVICES LLC	Nonminority
Construction	GREENVIEW LANDSCAPING INC	Nonminority
Construction	GREENVILLE PAVING & CONTRACTING INC	Nonminority
Construction	GREG HOLMAN	Nonminority
Construction	GREG'S SEALCOATING LLC	Black American
Construction	GREG'S TREE SERVICE INC	Nonminority
Construction	GREGORY AND JONES INC	Nonminority
Construction	GREGORY CARTLEDGE HAULING CO INC	Black American
Construction	GREGORY DALE SANDERS JR DBA GOLD VALLEY LANDSCAPES	Nonminority
Construction	GREGORY GRADING INC	Nonminority
Construction	GREGORY GREEN DBA GREEN HAULING CO	Nonminority
Construction	GRIFFIN MASONRY INC	Nonminority
Construction	GRIFFIN ROOFING & CONSTRUCTION	Hispanic American
Construction	GRIFFIN TODD JR DBA TODD'S GRADING & HAUL	Nonminority
Construction	GRIFFIN TRUCKING INC	Black American
Construction	GRIFFIN'S GRADING	Nonminority
Construction	GROUND BREAKERS GRADING & HAULING LLC	Nonminority
Construction	GROUND EFFECTS INC	NM-Female
Construction	GROUND THUNDER TRUCKING LLC	Nonminority
Construction	GROUND BREAKING CONSTRUCTION	Black American
Construction	GS CONCRETE WORK	Nonminority
Construction	GUFFEY CONSTRUCTION	Nonminority
Construction	GUINS EXCAVATING SERVICE	Nonminority
Construction	GULLEYS BACKHOE SERVICE	Nonminority
Construction	GUPTON LAND CLEARING LLC	NM-Female
Construction	GUSTAVO OCORO	Hispanic American
Construction	GW LILES CONSTRUCTION CO INC	Nonminority
Construction	GW TRUCKING	Black American
Construction	H & A DIRECTIONAL BORING LLC	Nonminority
Construction	H & C UTILITIES	Nonminority
Construction	H & D ASPHALT MAINTENANCE	Nonminority
Construction	H & M CONSTRUCTORS A DIVISION OF MB HAYNES CORPORA	Nonminority
Construction	H & R CONSTRUCTION	Nonminority
Construction	H DIXON DEVELOPERS AND UTILITIES LLC	Nonminority
Construction	H G REYNOLDS CO INC	Nonminority
Construction	H M KERN CORPORATION	Nonminority



Construction	H N H CONSTRUCTION CO	Nonminority
Construction	H. M. KERN CORPORATION	Nonminority
Construction	H&H HIGHWAY MAINTENANCE LLC	Nonminority
Construction	HAILEY JR HAULING INC	Black American
Construction	HAIRE PLUMBING COMPANY INC	Nonminority
Construction	HAL KIRKMAN CONSTRUCTION	Nonminority
Construction	HALE PLUMBING INC	NM-Female
Construction	HALL CONTRACTING CORPORATION	Nonminority
Construction	HALL WELL & PLUMBING INC	Nonminority
Construction	HAMILTON HAULING LLC	Black American
Construction	HAMLIN ROOFING COMPANY INC	Nonminority
Construction	HAMMILL CONSTRUCTION CO INC	NM-Female
Construction	HAMPSTEAD ELECTRICAL CONTRACTORS INC	NM-Female
Construction	HANDYMAN SERVICES INC	Nonminority
Construction	HANES CONSTRUCTION COMPANY	Nonminority
Construction	HANK BATES	Nonminority
Construction	HANK'S GRADING & TRUCKING, INC.	Nonminority
Construction	HANMISH TAPLIN JR DBA MAC TRUCKING	Nonminority
Construction	HANNAH UTILITIES INC	Nonminority
Construction	HANOVER COATINGS INC	NM-Female
Construction	HARBOR WELDING INC	Nonminority
Construction	HARCO DEVELOPMENT INCORPORATED	Nonminority
Construction	HARD TO GUARD TRUCKING LLC	Nonminority
Construction	HARDEE BROTHERS GRADING INC	Nonminority
Construction	HARDIN CONSTRUCTION & INVESTMENT GROUP	American Indian
Construction	HARDIN MASONRY & CONTRACTING SERVICES	Nonminority
Construction	HARDY LANDSCAPE CONSTRUCTION	Nonminority
Construction	HARE PIPELINE CONSTRUCTION INC	Nonminority
Construction	HARGREEN CONSTRUCTION CO INC	Nonminority
Construction	HARGUS GRADING & TRUCKING	American Indian
Construction	HARKEY ELECTRIC INC	Nonminority
Construction	HARLEY LADY TRUCKING	American Indian
Construction	HARMON ELECTRIC SERVICE INC	Nonminority
Construction	HAROLD A PURYEAR TRUCKING CO	Nonminority
Construction	HAROLD CHAPPELL'S BACKHOE & HAULING	Nonminority
Construction	HAROLD FINLEY DBA FINLEY GRADING	Nonminority
Construction	HARRELL'S TRUCKING LLC	Black American
Construction	HARRIS CONCRETE AND CONSTRUCTION	Black American
Construction	HARRIS MASONRY CONTRACTOR CORPORATION	Nonminority
Construction	HARRISON CONSTRUCTION COMPANY	Nonminority
Construction	HARRISON ELECTRIC CO	Nonminority



Construction	HARROD & ASSOC CONSTRUCTORS INC	Nonminority
Construction	HARRY LAWRENCELLC LAWRENCE PAINTING PRO	NM-Female
Construction	HARRY S SMITH	Nonminority
Construction	HART GRADING & SEPTIC TANK CO INC	Nonminority
Construction	HART SWAMP LAND INC	Black American
Construction	HART WALL AND PAVER SYSTEMS INC	Nonminority
Construction	HARVEST ENVIRONMENTAL	Nonminority
Construction	HARVEY OXENDINE JR DBA OXENDINE CONCRETE FINISHING	Nonminority
Construction	HARVEY SISK & SON GRADING LLC	NM-Female
Construction	HARVEY TRUCKING CO INC	Nonminority
Construction	HASKINS HAULING LLC	Black American
Construction	HASELL CONSTRUCTION INC	Nonminority
Construction	HATCHELL CONCRETE INC	Nonminority
Construction	HAYCO CONSTRUCTION LLC	Nonminority
Construction	HAYNES ELECTRIC UTILITY CORP	Nonminority
Construction	HAYNIES ENTERPRISES LLC	Nonminority
Construction	HAYWARD BAKER INC	Nonminority
Construction	HAYWOOD HEATING & A/C INC	Nonminority
Construction	HAYWOOD LANDSCAPES INC	Nonminority
Construction	HAZEL M MARSH DBA GREEN REVIVAL LANDSCAPING	Nonminority
Construction	HCC GRADING CONTRACTORS	Nonminority
Construction	HDC TRUCKING LLC	Nonminority
Construction	HEACOCK CONSTRUCTION COMPANY LLC	Nonminority
Construction	HEAT TRANSFER SALES OF THE	Nonminority
Construction	HEATH DIERSEN DBA LONGLEAF LANDSCAPING	Nonminority
Construction	HEATH GRADING AND UTILITY INC	Nonminority
Construction	HEATON CONSTRUCTION INCORPORATED	Nonminority
Construction	HEAVY HAULERS	Black American
Construction	HEAVY WEIGHT TRUCKING	Black American
Construction	HEDGEPEETH PAVING INC	Nonminority
Construction	HEDN2 CONTRACTING LLC	Nonminority
Construction	HEDRICK GRADING INC	Nonminority
Construction	HEI-LO TRUCKING LLC	Black American
Construction	HELPING HANDS CONSTRUCTION SERVICES LLC	NM-Female
Construction	HELTON'S BORING & CONSTRUCTION LLC	Nonminority
Construction	HEMAR INC	Hispanic American
Construction	HEMLOCK LANDSCAPING SERVICES	Nonminority
Construction	HENDRIX-BARNHILL CO INC	Nonminority
Construction	HENNINGS CONSTRUCTION CO LLC	Nonminority

Construction	HENRY EDWARD WOMBLE DBA WOMBLE TRUCKING	Nonminority
Construction	HERBERT MOSS DBA MOSS ELECTRIC	Black American
Construction	HERBERT W WRIGHT TRUCKING INC	Black American
Construction	HERITAGE GRADING & PAVING INC	NM-Female
Construction	HERMAN MOSS GRADING & DEVELOPMENT	Nonminority
Construction	HERRIN CONTRACTING	Nonminority
Construction	HERRING RIVENBARK INC	Nonminority
Construction	HERRING SITE SOLUTIONS LLC	Nonminority
Construction	HERVE CODY CONTRACTOR	Nonminority
Construction	HEYWORTH PLUMBING COMPANY INC	NM-Female
Construction	HGC INC	NM-Female
Construction	HGNS INC DBA DIRTWORKS RAIL	Nonminority
Construction	HHJ CONSTRUCTION INC	Black American
Construction	HI-LITE PAINTS	Hispanic American
Construction	HIATT & MASON ENTERPRISES INC	NM-Female
Construction	HIBBERT ENTERPRISES INC	NM-Female
Construction	HICKORY CONSTRUCTION COMPANY	NM-Female
Construction	HICKORY SEALING AND STRIPING INC	Nonminority
Construction	HICKS CONSTRUCTION ENTERPRISES INC.	Nonminority
Construction	HICKS LANDSCAPE CONTRACTORS	Nonminority
Construction	HIGDON CONST CO INC	Nonminority
Construction	HIGH COUNTRY HYDROSEEDING INC	NM-Female
Construction	HIGH POINT BUILDERS LLC	Nonminority
Construction	HIGH POINT PAINT SERVICES INC	NM-Female
Construction	HIGH ROLLER HAULING LLC	NM-Female
Construction	HIGHLAND PAVING CO LLC	Nonminority
Construction	HIGHWAY GUARDRAIL LLC	NM-Female
Construction	HILCO TRANSPORT INC	Nonminority
Construction	HILL & SON PIPELINE INCORPORATED	Nonminority
Construction	HILL ENTERPRISES INSULATION I	NM-Female
Construction	HILLCREST CONSTRUCTION INC	Nonminority
Construction	HILLS PAVING & CONSTRUCTION	Nonminority
Construction	HILLS TRUCKING	Black American
Construction	HILTON CONSTRUCTION LLC	Nonminority
Construction	HINE SITEWORK INC	NM-Female
Construction	HINES TRUCKING INC	Black American
Construction	HINSON ELECTRICAL CONTRACTORS OF KANNAPOLIS INC	Nonminority
Construction	HINTON CONCRETE LLC	Black American
Construction	HITS TRUCKING LLC	Black American
Construction	HMS CONCRETE CONSTRUCTION INC	Nonminority

Construction	HOBSON LANDSCAPING LLC	NM-Female
Construction	HODGES ELECTRIC SERVICES INC	Nonminority
Construction	HODGIN CONSTRUCTION CO	Nonminority
Construction	HOGGARD ELECTRIC LLC	Black American
Construction	HOKE ELECTRICAL SOLUTIONS INC	Black American
Construction	HOLDEN BUILDING COMPANY INC	Nonminority
Construction	HOLDING TRUCKING INC	Black American
Construction	HOLLINS CONSTRUCTION SERVICES INC	Black American
Construction	HOLT BROTHERS CONSTRUCTION LLC	Black American
Construction	HOMERUN CONSTRUCTION INC	Black American
Construction	HONDUCOM CONCRETE INC	Hispanic American
Construction	HONEY RIGHT ELECTRIC LLC	Black American
Construction	HOOPAUGH GRADING LLC	Nonminority
Construction	HOPSON GRADING INCORPORATED	Nonminority
Construction	HORIZONS TRUCKING	Nonminority
Construction	HORNE AND SON CONSTRUCTION INC	Nonminority
Construction	HORNER PAVING INC.	Nonminority
Construction	HORSEPOWER SITE SERVICES LLC	Nonminority
Construction	HORUS CONSTRUCTION OF NC INC	Black American
Construction	HOWARD BROTHERS ELECTRIC OF CHARLOTTE L	NM-Female
Construction	HOWARD CARPENTER DBA CARPENTER'S GRADING	Nonminority
Construction	HOWELL'S MASONRY INC	Nonminority
Construction	HRF ENTERPRISES LLC DBA FRADY TREE CARE	Nonminority
Construction	HRGC LLC	NM-Female
Construction	HUDSON PAVING INC	Nonminority
Construction	HUDSPETH GRADING CO INC	Nonminority
Construction	HUERTA'S LAWN CARE LANDSCAPING & CONCRET	Nonminority
Construction	HUFFMAN GRADING CO INC	Nonminority
Construction	HUFFMAN TRUCKING CO	Nonminority
Construction	HUGH HIGHTOWER	Nonminority
Construction	HUMPHREY TRUCKING INC	NM-Female
Construction	HUNTER & HUNTER GENERAL SERVICES LLC	Black American
Construction	HUNTER CONSTRUCTION GROUP INC	Nonminority
Construction	HUNTER CONTRACTING LLC	Nonminority
Construction	HUNTERSVILLE CONCRETE CONSTRUCTION INC	Nonminority
Construction	HUNTING CREEK CONSTRUCTION INC	NM-Female
Construction	HUNTLEY CONSTRUCTION CO	Nonminority
Construction	HUNTS ENTERPRISES INC	Nonminority
Construction	HUNTS TREE REMOVAL & PRUNING SERVICE INC	American Indian
Construction	HURST BUILD	NM-Female

Construction	Huskey's Paint and Design	American Indian
Construction	HUTCHCO LLC	NM-Female
Construction	HUTCHO STORM WATER AND GRADING LLC	Nonminority
Construction	HVAC STARPLUS LLC	Nonminority
Construction	HY-TECH CONSTRUCTION	Nonminority
Construction	HYATT PIPELINE LLC	Nonminority
Construction	I L LONG CONSTRUCTION CO INC	Nonminority
Construction	I TRUCK LLC	Black American
Construction	I-77 MOBILITY PARTNERS HOLDING LLC	Nonminority
Construction	IBX CONTRACTING LLC	Nonminority
Construction	ICON CUSTOM MASONRY INC	Hispanic American
Construction	ICVICTORY TRUCKING LLC	Black American
Construction	IDEAL GRADING & HAULING INC	Nonminority
Construction	IDIAS CONTRACTING LLC	NM-Female
Construction	IHN CONSTRUCTION AND DEVELOPMENT LLC	Black American
Construction	IKE'S CONSTRUCTION INC	Nonminority
Construction	IKE'S HAULING & GRADING	Nonminority
Construction	IMEC GROUP LLC	Black American
Construction	IMPERIAL LANDSCAPING LLC	Hispanic American
Construction	INCLINE CONSTRUCTION INC	NM-Female
Construction	IND & COMM INSULATION INC	NM-Female
Construction	INDEPENDENT CONSTRUCTION SERVICES LLC	Nonminority
Construction	INDERDEO INC	Asian American
Construction	INDIAN TRAIL CONSTRUCTION MANAGEMENT IN	NM-Female
Construction	INDUSTRIAL & COMMERCIAL INSULATION INC	Nonminority
Construction	INDUSTRIAL FIRE & SAFETY CO	NM-Female
Construction	INDUSTRIAL PAVING & GRADING	Nonminority
Construction	INFINITY CONSTRUCTION GROUP INC	NM-Female
Construction	INLAND CONSTRUCTION COMPANY	Nonminority
Construction	INNOVATIVE APPLIED SOLUTIONS LLC	NM-Female
Construction	INNOVATIVE TRUCKING OF RTP	Nonminority
Construction	INSITE DEVELOPMENT & DESIGN INC	Nonminority
Construction	INSTALLATION UNLIMITED INC	Black American
Construction	INSULATION BY BRANCHELIN INC	NM-Female
Construction	INSULATION TECHNOLOGY INC	NM-Female
Construction	INTEGRATED ELECTRICAL CONTRACTORS INC INTELECT INC	Nonminority
Construction	INTEGRITY CONSTRUCTION & RENOVATION INC	Black American
Construction	INTERCOASTAL MARINE LLC	Nonminority
Construction	INTERNATIONAL CONCRETE	Black American
Construction	INTERSTATE HAULING INC	Nonminority

Construction	INTERSTATE SEEDING INC	Nonminority
Construction	IRMA Y MORALES DBA GENESIS TRANSPORT	Hispanic American
Construction	IRONHEAD CONSTRUCTION COMPANY LLC	Nonminority
Construction	ISIDRO GUTIERREZ DBA GUTIERREZ HAULING	Hispanic American
Construction	ISLAND TIME BUILDERS INC	Nonminority
Construction	ISOQUANT TRUCKING NC LLC	Black American
Construction	ISRAEL EGANDU DBA TILLER OF THE SOIL	Nonminority
Construction	IVAN LAWSON	Nonminority
Construction	IVEY JOHNSON CONSTRUCTION COMPANY INC	Nonminority
Construction	IWC SEALCOATING INC	Nonminority
Construction	J & B CONSTRUCTION CO	Nonminority
Construction	J & C HEATING & COOLING	Nonminority
Construction	J & C UTILITY CONSTRUCTION LLC	Nonminority
Construction	J & D TREE PROS INC	Nonminority
Construction	J & J HAULING & REMOVAL LLC	Nonminority
Construction	J & J UNDERGROUND UTILITIES LLC	Nonminority
Construction	J & L DRILLING INC	Nonminority
Construction	J & M CONSTRUCTION COMPANY INC	Nonminority
Construction	J & M GRADING AND EXCAVATING LLC	Nonminority
Construction	J & N HAULING LLC	Black American
Construction	J & R TOUGH CONSTRUCTION CORP	Hispanic American
Construction	J & S CONCRETE	Nonminority
Construction	J & S TRUCKING	Nonminority
Construction	J A HUNT'S ENTERPRISE	American Indian
Construction	J AND P TRUCKING AND HAULING	Black American
Construction	J B DENBY GRADING INC	Nonminority
Construction	J B'S GRADING INC	Nonminority
Construction	J BRIAN TORRANS JSB CONSTRUCTION	Nonminority
Construction	J C JOHNSON CONSTRUCTION COMPANY	Nonminority
Construction	J CLIFTON CONSTRUCTION COMPANY LLC	NM-Female
Construction	J COBB TRUCKING COMPANY	Nonminority
Construction	J D GALLOWAY GRADING & EXCAVATION LLC	Nonminority
Construction	J D RAFFALDT INC	NM-Female
Construction	J D SHULER CONTRACTING CO INC	NM-Female
Construction	J E DILLAHUNT & ASSOCIATES INC	Black American
Construction	J EBRON & SON TRUCKING	Black American
Construction	J F WILKERSON CONTRACTING CO INC	Nonminority
Construction	J G DUMP TRUCK SERVICES LLC	Black American
Construction	J GARCIA TRUCKING INC	Hispanic American
Construction	J GRANVILLE BRANCH DBA BRANCH GRADING	Nonminority
Construction	J J & W TRUCKING	Black American

Construction	J K LANDSCAPING & GRADING INC	Nonminority
Construction	J L BRITT ELECTRIC INC	Nonminority
Construction	J M COLLINS HAULING LLC	Black American
Construction	J M DANIELS CONSTRUCTION CO INC	Nonminority
Construction	J MACS HAULING INC	Black American
Construction	J N GASKINS TRUCKING INC	Nonminority
Construction	J O FLOWE GRADING CO LLC	Nonminority
Construction	J OWEN TRUCKING INC	Nonminority
Construction	J P RUSS & SON INC	Nonminority
Construction	J P YATES CONSTRUCTION CO INC DBA YATES GRADING &	Nonminority
Construction	J S MCEWEN	Nonminority
Construction	J S MYERS CO INC	Nonminority
Construction	J SMITH ENTERPRISES INC	Nonminority
Construction	J T RUSSELL & SONS INC	Nonminority
Construction	J T YATES ELECTRIC SERVICE INC	Nonminority
Construction	J V BLACKWELL & SONS TRUCKING INC	NM-Female
Construction	J W TEDDER CONST CO	Nonminority
Construction	J WILLIAMS ELECTRICAL SERVICES LLC	Black American
Construction	J-ROD REBAR LLC	Hispanic American
Construction	J. GRANVILLE BRANCH	Nonminority
Construction	J. HENDERSON HARRISS, LLC	Nonminority
Construction	J.A.G. CONTRACTING LLC	Nonminority
Construction	J&E CONCRETE CONSTRUCTIONLLC	Nonminority
Construction	J&J CONCRETE INC	Nonminority
Construction	J&M Home Maintenance	American Indian
Construction	J&N HAULING LLC	Black American
Construction	J&P TRUCKING AND HAULING INC	Black American
Construction	J&Q CONSTRUCTION	Nonminority
Construction	J&W HAULING	Nonminority
Construction	JAB CONCRETE CONSTRUCTION	Nonminority
Construction	JAB TRUCKING INC	NM-Female
Construction	JABARI RICHARDSON DBA JRICH TRUCKING	Black American
Construction	JACK MILLSAPS AND SON INC	Nonminority
Construction	JACK SHIELDS GRADING INC	Nonminority
Construction	JACKSON BUILDERS INC	Nonminority
Construction	JACKSONVILLE HEATING CONTRACTORS INC	Nonminority
Construction	JACKSONVILLE PAVING COMPANY INC	Nonminority
Construction	JACOB ANDERSON COMPANY LLC	American Indian
Construction	JACOBS CONSTRUCTION & DEVELOPMENT LLC	Nonminority
Construction	JACOBS GRADING LLC	Nonminority

Construction	JAF TRUCKING INC	Hispanic American
Construction	JAIME'S CONCRETE WORKS	Nonminority
Construction	JAKOB GREENE CONSTRUCTION INC	Nonminority
Construction	JAKS DEVELOPMENT GROUP LLP	Nonminority
Construction	JAM CONSTRUCTION LLC	Hispanic American
Construction	JAMES D HINSON	Nonminority
Construction	JAMES D SANDERS JR DBA SANDERS GRADING & EXCAVATION	Nonminority
Construction	JAMES DAVID CARVER DBA JD CARVER CONCRETE	Nonminority
Construction	JAMES DURHAM HAWKINS III DBA SAFE TREE COMPANY	Nonminority
Construction	JAMES F POWELL JR CONTRACTOR LLC	Nonminority
Construction	JAMES HIGHSMITH DBA HIGHSMITH CONSTRUCTION	Nonminority
Construction	JAMES L CAYTON UTILITIES INC	Nonminority
Construction	JAMES L HINES DBA HINES CONCRETE	Black American
Construction	JAMES L MORGAN TRUCKING INC	Black American
Construction	JAMES L TURNER CONSTRUCTION INC	Black American
Construction	JAMES LEE WALTON JR	Nonminority
Construction	JAMES M YOUNG DBA BOGGY BRANCH MASONRY & CONST	Nonminority
Construction	JAMES MATTHEW AUSTIN DBA HARD TIMES TRUCKING	Nonminority
Construction	JAMES MERVIS HEWETT DBA JAMES M HEWETT TRUCKING	Nonminority
Construction	JAMES MOORE DBA MOORE'S HAULING	Black American
Construction	JAMES OLIVER HOLBROOK SR DBA HOLBROOK TREE EXPERT	Nonminority
Construction	JAMES PARKER CONSTRUCTION COMPANY INC	Nonminority
Construction	JAMES R VANNOY & SONS	Nonminority
Construction	JAMES RICHARD WYNNE	Nonminority
Construction	JAMES ROGERS SR DBA J&R TRUCKING	Black American
Construction	JAMES SEALS & STRIPES, INC.	NM-Female
Construction	JAMES STEVEN PERRY	Black American
Construction	JAMES W GARDNER III DBA GARDNER'S CONSTRUCTION COM	Nonminority
Construction	JAMES WILLIAM POE	Nonminority
Construction	JAMES WINTHROP SAUNDERS	Nonminority
Construction	JAMIE BROOKS D/B/A BROOKS & BROOKS TRUCKING	Black American
Construction	JAMIE R. WHITE	Nonminority
Construction	JANET RUTH ARCH DBA ML&S CONSTRUCTION AND SERVICES	Nonminority



Construction	JASON BLACK DBA FOOTHILLS LANDSCAPING	Nonminority
Construction	JASON GENE WARD	Nonminority
Construction	JASPER JONES TRUCKING	Black American
Construction	JASPER L NEWBORN JR DBA CONSTRUCTION HEADQUARTER	Nonminority
Construction	JC CONCRETE CONSTRUCTION LLC	Hispanic American
Construction	JC CONCRETE OF NC LLC	Nonminority
Construction	JC CONSTRUCTION	Nonminority
Construction	JC ELECTRIC INC	NM-Female
Construction	JC PIEDMONT PLUMBING REPAIR	NM-Female
Construction	JC PROPST TRUCKING LLC	Nonminority
Construction	JC TRUCKING GROUP LLC	Nonminority
Construction	JCTL HAULING LLC	Nonminority
Construction	JEANNA TRUCKING GATTON ENTERPRISE	Nonminority
Construction	JEFF D CABLE DBA CABLE PAVEMENT MARKING	Nonminority
Construction	JEFF MADDEN TRUCKING & EXCAVATING C	Nonminority
Construction	JEFFERY'S CONSTRUCTION CO INC	Nonminority
Construction	JEFFREY B SHIPMAN ENTERPRISES INC DBA SOUTHEASTERN	Nonminority
Construction	JEFFREY BOYKIN	Nonminority
Construction	JEFFREY LUCAS DBA JEFF LUCAS HAULING	Black American
Construction	JEFFREY W STRAUSS	Nonminority
Construction	JEH GRADING	Nonminority
Construction	JEH TRUCKING LLC	Black American
Construction	JENNARD HAULING LLC	Nonminority
Construction	JENNIFER'S GRADING SERVICE LLC	Nonminority
Construction	JEREMY CHAD SMITH DBA C AND V SMITH TRUCKING CO	Nonminority
Construction	JERRY BARE	Nonminority
Construction	JERRY BELL'S CONCRETE CONSTRUCTION	Nonminority
Construction	JERRY BULLUCK DBA JERRY BULLUCK CONSTRUCTION	Nonminority
Construction	JERRY CECILE	Nonminority
Construction	JERRY DEAN TOWERY	Nonminority
Construction	JERRY DEAN TOWERY DBA TOWERY GRADING & HAULING	Nonminority
Construction	JERRY GORE TRUCKING INC	NM-Female
Construction	JERRY HUSKINS TRUCKING	Nonminority
Construction	JERRY L MEBANE LLC	Black American
Construction	JERRY LAWRENCE GENERAL CONTRACTOR INC	Nonminority
Construction	JERRY PERRY	Black American



Construction	JERRY RANDOLPH WALLIN DBA WALLIN TRUCKING	Nonminority
Construction	JERRY RAY GOINS DBA NO 7 TREE SERVICE	Nonminority
Construction	JERRY T BUNN TRUCKING LLC	NM-Female
Construction	JERRY T WHITMIRE GRADING INC	Nonminority
Construction	JESSE MCEWEN & SONS GRADING INC	Nonminority
Construction	JESSIE LANES LANDSCAPING & TRUCKING	NM-Female
Construction	JFG ELECTRIC INC	Nonminority
Construction	JFH SERVICES INC	Black American
Construction	JFS CONSTRUCTION INC	Hispanic American
Construction	JG DUMP TRUCK SERVICES LLC	Black American
Construction	JIM BOBS GRADING & PAVING INC	Nonminority
Construction	JIM HILL SAND & GRAVEL CO INC	NM-Female
Construction	JIM SHORE GRADING INC	Nonminority
Construction	JIMENEZ CONSTRUCTION INCORPORATED	Nonminority
Construction	JIMMIE MAXTON HAMLET DBA HAMLET CONSTRUCTION CO	Nonminority
Construction	JIMMY GRAY BAKER DBA	Nonminority
Construction	JIMMY LEWIS & SONS GRADING & SEPTIC INC INC	Nonminority
Construction	JIMMY R LYNCH & SONS INC	Nonminority
Construction	JIRON'S CONSTRUCTION INC	Hispanic American
Construction	JK PERKINS LLC	Black American
Construction	JKJ UNDERGROUND CONSTRUCTION INC	Nonminority
Construction	JL CONCRETE CONSTRUCTION LLC	Black American
Construction	JL TUCKER CONSTRUCTION LLC	Nonminority
Construction	JL WATKINS CONSTRUCTION CO	Nonminority
Construction	JLK GRADING CO	Nonminority
Construction	JLS COMPANY LLC	NM-Female
Construction	JM LONG GRADING CO INC	Nonminority
Construction	JM TRUCKING OF MOYOCK LLC	Black American
Construction	JMAC HAULING INC	Black American
Construction	JMB TRUCKING & EXCAVATION INC	Nonminority
Construction	JMD GRADING INC DBA J & M GRADING AND EXCAVATING L	Nonminority
Construction	JMF TRUCKING INC	Hispanic American
Construction	JMR CONSTRUCTION LLC	Nonminority
Construction	JNJ CONSTRUCTION INC	Black American
Construction	JODIE YARBOROUGH DBA JODIE YARBOROUGH TRUCKING	Nonminority
Construction	JODY CALDWELL DBA JCC TRANSPORT	Black American
Construction	JOE HARRIS TRUCKING INC	Nonminority

Construction	JOE KORNEGAY DBA JOE KORNEGAY TRUCKING	Nonminority
Construction	JOE'S BACKHOE & HAULING	Nonminority
Construction	JOEY REYNOLDS PLUMBING INC	Nonminority
Construction	JOHN BLAKE LONG DBA J BLAKE LONG CONCRETE CONTRACT	Nonminority
Construction	JOHN BRYAN CLEARING AND GRADING INC	Nonminority
Construction	JOHN H WILSON & SON GRADING &	Nonminority
Construction	JOHN HENRY SPAINHOUR & SONS GRADING CO	Nonminority
Construction	JOHN J TRUCKING	Black American
Construction	JOHN L PURYEAR TRUCKING INC	NM-Female
Construction	JOHN MARKS LANDSCAPING & PROPERTY MTCE	Nonminority
Construction	JOHN MCRAE CONTRACTING LLC	Nonminority
Construction	JOHN R HODGES TRUCKING INC	Nonminority
Construction	JOHN ROBERT ROGERS DBA JOHN ROGERS CONSTRUCTION	Nonminority
Construction	JOHN THOMASON THOMASON ELECTRICAL	Nonminority
Construction	JOHN W. GREENE TRUCKING	Nonminority
Construction	JOHN WILLIAMS PLUMBING INC	Nonminority
Construction	JOHN'S PLUMBING HEATING & AIR	Nonminority
Construction	JOHN'S TRUCKING LLC	Black American
Construction	JOHNNY BRUCE STEELMAN	Nonminority
Construction	JOHNNY E CALHOUN	Nonminority
Construction	JOHNNY LOWE CONSTRUCTION INC	Nonminority
Construction	JOHNNY WHITFIELD CONCRETE SERVICE	Nonminority
Construction	JOHNSON & ASSOCIATE TRUCKING & HAULING LLC	Nonminority
Construction	JOHNSON & JOHNSON MASONRY	Black American
Construction	JOHNSON AND SONS HAULING INC	NM-Female
Construction	JOHNSON BROTHERS UTILITY & PAVING C	Nonminority
Construction	JOHNSON CONCRETE CO	NM-Female
Construction	JOHNSON CONTRACTING INC	Nonminority
Construction	JOHNSON ELECTRIC SERVICES	Black American
Construction	JOHNSON IRRIGATION & LANDSCAPE	Nonminority
Construction	JOHNSON PAVING CO INC	Nonminority
Construction	JOHNSON ROOFING CONCEPTS INC	Nonminority
Construction	JOHNSON UTILITY & GRADING LLC	Nonminority
Construction	JOHNSON'S LANDSCAPING & MAINTENANCE INC	Nonminority
Construction	JOLOSHA INC	Black American
Construction	JONATHAN ROBERTS DBA ROBERTS EXCAVATION	Nonminority
Construction	JONES & SMITH CONTRACTORS LLC	Nonminority
Construction	JONES AND ASSOCIATES	Black American

Construction	JONES DEVELOPMENT CORP	Nonminority
Construction	JONES SISTERS CONSTRUCTION	Nonminority
Construction	JONES TRUCKING DBA JONES TRUCKING	Nonminority
Construction	JONNIE BOOTH DBA BOOTH TRUCKING	Nonminority
Construction	JORDAN LAND DEVELOPMENT INC	Nonminority
Construction	JORDAN PLUMBING AND MAINTENANCE LLC	Black American
Construction	JORDAN'S MILL CONSTRUCTION INC	NM-Female
Construction	JORDAN'S TRUCKING	Nonminority
Construction	JORGE AGUILA CARRILLO DBA AGUILA'S MASONRY SERVICE	Hispanic American
Construction	JOSEPH AARON LEVERIS DBA LEVERIS CONSTRUCTION INC	Nonminority
Construction	JOSEPH DANIEL BOONE DBA BOONE'S TREE	Nonminority
Construction	JOSEPH SPINKS DBA J'S HAULING	Black American
Construction	JOSH BRADSHAW PLUMBING INC	Nonminority
Construction	JOSH TRIVETTE	Nonminority
Construction	JOYCE & ASSOCIATES CONSTRUCTION INC	Nonminority
Construction	JP CONSTRUCTION COMPANY INCORPORATED	Nonminority
Construction	JP EDWARDS INC	Nonminority
Construction	JP'S PLUMBING & HEATING INC	Nonminority
Construction	JPARKER BUILDING & CONSTRUCTION LLC	Black American
Construction	JPC HAULING INC	Nonminority
Construction	JR1 HAULING & DEBRIS INC	Nonminority
Construction	JRG ENTERPRISES, INC.	Nonminority
Construction	JS CONCRETE	Nonminority
Construction	JS MINTZ PLUMBING SERVICE INC	Nonminority
Construction	JSC CONCRETE INC	Hispanic American
Construction	JSK HAULING LLC	Nonminority
Construction	JUDGE AVERY EXCAVATING INC	Nonminority
Construction	JULIAN BOYD NELMS	Nonminority
Construction	JUNE INVESTMENTS LLC DBA JUNEBOX EARTH MOVERS (JEM	Nonminority
Construction	JUPITER ENTERPRISES INC	Nonminority
Construction	JUSTIN ODOM DBA CLEAN CUTS TREE SERVICES	Nonminority
Construction	JW DEMOLITION LLC (DBA) JW GENERAL CONTRACTORS LLC	Nonminority
Construction	JW GENERAL CONTRACTORS LLC	Nonminority
Construction	JYMCO CONSTRUCTION COMPANY INC	Nonminority
Construction	JYMCO DEVELOPMENT INC.	Nonminority
Construction	K & D LOGISTICS LLC	NM-Female
Construction	K & G GRADER SERVICE LLC	Nonminority
Construction	K & J TRANSPORT LLC	Nonminority

Construction	K & L TRUCKING	Black American
Construction	K & M PRODUCTS OF NC INC	NM-Female
Construction	K & N TRUCKING	Black American
Construction	K & P UTILITY CONTRACTORS INC	Nonminority
Construction	K & W WATER CONDITIONER LLC	Nonminority
Construction	K AND T CONSTRUCTION CO RLLP	NM-Female
Construction	K D CONSTRUCTION OF WILKES INC	Nonminority
Construction	K SMITH & CO LLC	Black American
Construction	K-TOWN ROOFING LLC	NM-Female
Construction	K&S HAULING LLC	Nonminority
Construction	KA EDWARDS CONSTRUCTION CO	Nonminority
Construction	KAD CONSTRUCTION INC	NM-Female
Construction	KAE CONTRACTING	NM-Female
Construction	KALAM CONSTRUCTION	Nonminority
Construction	KANOY GRADING & LANDSCAPING INC	Nonminority
Construction	KAP TRANSPORT INC	Black American
Construction	KAREN K MILLER	Nonminority
Construction	KARMA STAIN & SEAL INC	Black American
Construction	KASON 1 TRUCKING LLC	Nonminority
Construction	KATRINA LAVERNE ROUSE	Nonminority
Construction	KAY'S CONSTRUCTION	Nonminority
Construction	KB'S HAULING LLC	NM-Female
Construction	KBC TRUCKING COMPANY INC	Black American
Construction	KBS CONSTRUCTION COMPANY LLC	Nonminority
Construction	KC SITE DEVELOPMENT LLC	NM-Female
Construction	KEAREY BUILDERS INC	Nonminority
Construction	KEARNECO GRADING	Black American
Construction	KEEN PLUMBING CO INC	Nonminority
Construction	KEITH BENFIELD, CONTRACTOR	Nonminority
Construction	KEITH BROTHERS GRADING INC	Nonminority
Construction	KEITH LASSITER ELECTRIC SERVICE	Nonminority
Construction	KEITH OWEN DBA WOLF MOUNTAIN GRADING	Nonminority
Construction	KELBY CONSTRUCTION INC	Black American
Construction	KELLER MINING INC	Nonminority
Construction	KELLY CABLE SPLICING SERVICES LLC	NM-Female
Construction	KELLY CONSTRUCTION CO	Black American
Construction	KELLY'S NC EROSION CONTROL LLC	Nonminority
Construction	KELVIN BATTLE TRUCKING	Black American
Construction	KEMCO OF BURLINGTON INC	Nonminority
Construction	KEMP CONSTRUCTION INC	Nonminority
Construction	KEN WADDELL DBA WADDELL TRUCKING	Nonminority

Construction	KENAN CONSTRUCTION	Nonminority
Construction	KENCO GRADING INC	NM-Female
Construction	KENDRA JONES DBA JONES TRUCKING	Black American
Construction	KENNA CUSTOM PAINTING INC	NM-Female
Construction	KENNEDY CONCRETE & UTILITIES INC	Nonminority
Construction	KENNETH EDGAR STURGILL	Nonminority
Construction	KENNETH EUGENE DOUGLAS DBA DELIVERY SPECIALIST LLC	Nonminority
Construction	KENNETH GADDY ENTERPRISES LLC	Nonminority
Construction	KENNETH L HOWARD DBA K L HOWARD TRUCKING	Black American
Construction	KENNETH LEON MARTIN DBA MARTIN & MARTIN HAULING	Nonminority
Construction	KEPLEY CONSTRUCTION CO	Nonminority
Construction	KERNS TRUCKING INC	Nonminority
Construction	KERR'S HICKORY READY-MIXED	Nonminority
Construction	KERRS CONCRETE A DIVISION OF	Nonminority
Construction	KEVIN E WATSON DBA WATSON EXCAVATING CO	Nonminority
Construction	KEVIN K JACOBS GENERAL CONTRACTING	American Indian
Construction	KEVIN RICHARDSON GRADING INC	Nonminority
Construction	KEY MANAGEMENT & TRUCKING SERVICES	Black American
Construction	KEYS TRANSPORTATION INC	Black American
Construction	KEYSTONE CONTRACTING CO INC	Nonminority
Construction	KFW TRANSPORT LLC	Black American
Construction	KGG CONSTRUCTION SERVICES	NM-Female
Construction	KHEMETIC CONCRETE LLC	Black American
Construction	KHG HAULING LLC	Black American
Construction	KHUSHI ENTERPRISE INC	Asian American
Construction	KID CONSTRUCTION COMPANY INC	Black American
Construction	KIG CONSTRUCTION & BUILDING MATERIALS INC	Black American
Construction	KILO LLC	Nonminority
Construction	KIM'S PROFESSIONAL PAINTING	NM-Female
Construction	KIN-RO CONSTRUCTION COMPANY INC	Nonminority
Construction	KING ELECTRIC OF FAYETTEVILLE INC	Nonminority
Construction	KING OF KINGS CONSTRUCTION LLC	Nonminority
Construction	KINGDOM RIDERZ HAULING AND TREE SERVICE	Black American
Construction	KINGDOM TRUCKING LLC	Black American
Construction	KIP CORPORATION	Nonminority
Construction	KIRK & PAM CONSTRUCTION INC	NM-Female
Construction	KIRK DAVIS LANDSCAPE & NURSERY DBA PATTERSON'S NUR	Nonminority

Construction	KIRKMAN CONSTRUCTION INC	NM-Female
Construction	KIRKPATRICK CONCRETE OF BURLINGTON INC AN NC CO	Nonminority
Construction	KJ'S TRUCKING AND TRANSPORT LLC	Nonminority
Construction	KJW INVESTMENTS LLC DBA DSR TRUCKING	Nonminority
Construction	KLIMB TRUCKING INC	Black American
Construction	KMD CONSTRUCTION LLC	Nonminority
Construction	KML PAINTING	Black American
Construction	KMR CONSTRUCTION	Nonminority
Construction	KMT HEATING & AIR CONDITIONING CORP	Black American
Construction	KNIGHT CHOW CONSTRUCTION SERVICES LLC	Asian American
Construction	KNOX CONTRACT SEEDING INC	NM-Female
Construction	KORNEGAY'S TRUCKING INC	Black American
Construction	KOSTER CONSTRUCTION LLC	Nonminority
Construction	KP THOMPSON TRUCKING LLC	Black American
Construction	KP'S HAULING	Black American
Construction	KPH PAVING & LANDSCAPING INC	Nonminority
Construction	KPR CONSTRUCTION LLC	Nonminority
Construction	KRG UTILITY INC	Nonminority
Construction	KRIS GRAY CONSTRUCTION INC	Nonminority
Construction	KRO CONSTRUCTION LLC	NM-Female
Construction	KTF CONTRACTOR SERVICES LLC	Nonminority
Construction	KW DOCKERY CONTRACTING SERVICES INC	Nonminority
Construction	KYLE JOHNSON CONSTRUCTION INC	Nonminority
Construction	KYLEE CONSTRUCTION INC	Nonminority
Construction	KYLES TRUCKING & GRADING INC	Nonminority
Construction	L & L CONCRETE INC	Nonminority
Construction	L & L CONSTRUCTION	Nonminority
Construction	L & M CONSTRUCTION OF BLAIRS LLC	Nonminority
Construction	L & M ELECTRIC SERVICE INC	Nonminority
Construction	L BROWN & SON HAULING LLC	Black American
Construction	L I JOHNSON INC	Nonminority
Construction	L J CONSTRUCTION INC	Nonminority
Construction	L J MARTIN & SONS INC	Nonminority
Construction	L M MCLAMB & SON CONSTRUCTION CO IN	Nonminority
Construction	L R GRIFFIN & ASSOCIATES INC	NM-Female
Construction	L T HEDRICK CONSTRUCTION COMPANY INC	NM-Female
Construction	L&L DRYWALL & CONSTRUCTION INC	American Indian
Construction	LA CONCRETE INC	Nonminority
Construction	LA DOWNEY & SON INC	Nonminority
Construction	LACAYO CONCRETE FLATWORK INC	Hispanic American

Construction	LACKEY GRADING CO INC	Nonminority
Construction	LADSONPROPERTIES	Black American
Construction	LADSONS CONSTRUCTION LLC	Nonminority
Construction	LADY BUILT CONSTRUCTION	American Indian
Construction	LAKE ELECTRIC CO INC	Nonminority
Construction	LAKE VIEW CONSTRUCTION	American Indian
Construction	LAKESIDE FREIGHT & LOGISTICS INC	Black American
Construction	LAKESIDE UTILITIES INC	NM-Female
Construction	LAKEY'S BACKHOE SERVICE, INC.	Nonminority
Construction	LAMBERT'S CABLE SPLICING COMPANY LLC	Nonminority
Construction	LAMONTS TRUCKING LLC	Black American
Construction	LANCASTER ELECTRIC COMPANY LLC	Nonminority
Construction	LAND OF THE SUN, INC	NM-Female
Construction	LANDMARK GRADING INC	Nonminority
Construction	LANDMARK MATERIALS LLC	Nonminority
Construction	LANDSDOWN EARTH & PIPE INC	Nonminority
Construction	LANGLEY'S TRUCKING	Black American
Construction	LANGSTON TREE SERVICE INC	Nonminority
Construction	LANIER CONSTRUCTION & ELECTRICAL	Black American
Construction	LANIER CONSTRUCTION CO., INC.	Black American
Construction	LANIER TREE SERVICES LLC	Nonminority
Construction	LARCO CONSTRUCTION	Nonminority
Construction	LARRY B RAY ELECTRIC LLC	Nonminority
Construction	LARRY GLENN BROOKS DBA LARRY BROOKS CONSTRUCTION	Nonminority
Construction	LARRY KENNETH ASKEW DBA ASKEW'S LAWN MAINTENANCE &	Nonminority
Construction	LARRY MCDOWELL CONSTRUCTION INC	Nonminority
Construction	LARRY TODD TRIPLETT	Nonminority
Construction	LASER SITEWORK COMPANY	Black American
Construction	LATHAM ELECTRICAL COMPANY	Nonminority
Construction	LATINO GROUP DRYWALL LLC	Hispanic American
Construction	LAURA GENERAL CONTRACTOR INC	Black American
Construction	LAWING & SON SITE CONTRACTOR	Nonminority
Construction	LAWING ASPHALT COMPANY LLC	Nonminority
Construction	LAWRENCE ELECTRIC INC	Nonminority
Construction	LAWRENCE HEATING & COOLING INC	Nonminority
Construction	LAWRENCE R HANSLEY SR	Nonminority
Construction	LAWRENCE RAY HANSLEY JR.	Nonminority
Construction	LAYDEN MARINE CONSTRUCTION	Nonminority
Construction	LAYTON LLC	Nonminority
Construction	LCM BUILDERS INC	NM-Female



Construction	LDM TRANSPORT LLC	Nonminority
Construction	LDR FLOORING CONTRACTORS INC	Nonminority
Construction	LEATHERMAN GRADING INC	Nonminority
Construction	LEDFORD & PARKER INC	Nonminority
Construction	LEDFORD GRADE CONTRACTING & INVESTMENT	Nonminority
Construction	LEE CONCRETE SERVICES LLC	Nonminority
Construction	LEE CONSTRUCTION COMPANY OF THE	Nonminority
Construction	LEE ELECTRICAL CONSTRUCTION INC	Nonminority
Construction	LEE ROGERS LANDSCAPE DESIGN COMPANY	NM-Female
Construction	LEE SCISM GRADING INC	Nonminority
Construction	LEE TRUCKING & GRADING INC	Nonminority
Construction	LEE'S CONCRETE & LANDSCAPING INC	Nonminority
Construction	LEGACY CONSTRUCTION INC	Black American
Construction	LEGION ASPHALT INC	Nonminority
Construction	LEGRAND MANAGEMENT GROUP LLC	Black American
Construction	LEMASTERS CONSTRUCTION LLC	Nonminority
Construction	LEMONS BACKHOE & LOADER SERV INC	Nonminority
Construction	LEON OWNBEY	Nonminority
Construction	LEONINE BUILDING SOLUTIONS	Black American
Construction	LEROY BRUCE DBA BRUCE PAINTING CO	Black American
Construction	LERRELL MARSHMON HAULING LLC	Black American
Construction	LESLIE NICK HORTON	Nonminority
Construction	LESTER KEMP MELTON	Nonminority
Construction	LESTER THOMAS PAVING	Nonminority
Construction	LETCO INC DBA N W POOLE WELL & PUMP CO	Nonminority
Construction	LEWARO INTERIORS INC	Black American
Construction	LEWIS BACKHOE SERVICE LLC	Nonminority
Construction	LEWIS GRADING & PAVING INC	Nonminority
Construction	LEWIS JACKSON STURGILL	Nonminority
Construction	LEWIS TREE SERVICE INC DBA DBA CAROLINA TREE CARE	Nonminority
Construction	LEX ELECTRIC LLC	Nonminority
Construction	LFC TRUCKING	Black American
Construction	LIL CEES TRUCKING CO	Black American
Construction	LIL GREENES GRADING & HYDROSEEDING	Nonminority
Construction	LINEBERGER'S TREE SERVICE INC	NM-Female
Construction	LINEBERRY INC	NM-Female
Construction	LINMAC DAIRY LLC DBA A & K CONSTRUCTION SERVICES	NM-Female
Construction	LIQUID LAWNS INC	NM-Female
Construction	LISA KAY LOCKLEAR DBA RECOVERY CONSTRUCTION	Nonminority



Construction	LISBON MAINTENANCE CO INC	Nonminority
Construction	LITTLE MOUNTAIN BUILDERS OF	Nonminority
Construction	LIVING ROOFS INC	Hispanic American
Construction	LIVING WATERS TRUCKING LLC	Nonminority
Construction	LK SITEWORK INC	Nonminority
Construction	LL MASONRY INC	Hispanic American
Construction	LLOYD JONES CONSTRUCTION INC	Nonminority
Construction	LLOYD W JACOBS	Nonminority
Construction	LLOYD'S AIR CONDITIONING AND HEATING	Black American
Construction	LMJ PAVEMENT MARKING LLC	NM-Female
Construction	LMJ TRUCKING LLC	Nonminority
Construction	LOCKE-LANE CONSTRUCTION INC	Nonminority
Construction	LOCKLEAR & SON ROOFING & CONSTRUCTION	Nonminority
Construction	LOCKLEAR BORING INCORPORATED	NM-Female
Construction	LOCKLEAR CONTRACTING INC	American Indian
Construction	LOCKLEAR ROOFING INC	American Indian
Construction	LOFLINS PAVING COMPANY	Nonminority
Construction	LOGAN GRADING LLC	NM-Female
Construction	LOGAN HEATING AND AIR	Nonminority
Construction	LONESOME MOUNTAIN PAVING CO INC	Nonminority
Construction	LONG BROTHERS OF SUMMERFIELD INC	NM-Female
Construction	LONG FOUNDATION DRILLING CO	Nonminority
Construction	LONG GRADING INC	Nonminority
Construction	LONG'S TRUCKING ASPHALT	NM-Female
Construction	LONGLEAF LANDSCAPING OF FAYETTEVILLE	Nonminority
Construction	LONNIE KIKER GRADING	Nonminority
Construction	LONNIE LOCKLEAR JR & SONS CONSTRUCTION INC	Nonminority
Construction	LOPEZ CONSTRUCTION SERVICES LLC	NM-Female
Construction	LOPEZ REBAR LLC	Hispanic American
Construction	LORENE JOHNSON POWERS DBA BEE TREE CONSTRUCTION	Nonminority
Construction	LORENZA L MORGAN	Nonminority
Construction	LORI M. GIBBS	Nonminority
Construction	LORIE PALUMBO DBA COCHISE TRUCKING	NM-Female
Construction	LORMAN INC	Nonminority
Construction	LOUIS COLEY TRUCKING	Black American
Construction	LOVIN CONTRACTING CO INC	Nonminority
Construction	LOWRY CONSTRUCTION AND MECHANICAL LLC	American Indian
Construction	LP MASONRY	Black American
Construction	LT HEDRICK CONSTRUCTION COMPANY INC	NM-Female
Construction	LUKER BROTHERS INC	Nonminority

Construction	LUMINA BUILDERS INC	NM-Female
Construction	LUNDY AND SONS CONSTRUCTION	NM-Female
Construction	LUTHER CURRIN DBA LUTHER CURRIN GRADING	Nonminority
Construction	LUTHER PARKER DBA L P MASONRY	Nonminority
Construction	LUXURY LANDSCAPES & IRRIGATION LLC	Nonminority
Construction	LYDA ENTERPRISES INCORPORATED	Nonminority
Construction	LYDIA PAVING CO DBA LYDIA ASPHALT PAVING CO	Nonminority
Construction	LYN SMALL INC DBA LSI MARINE CONSTRUCTION	Nonminority
Construction	LYNCH HEAVY HAULING LLC	Black American
Construction	LYNDA WEEKS TRUCKING	Nonminority
Construction	LYNN THOMAS GRADING INC	NM-Female
Construction	LYONS EXCAVATION COMPANY INC	Black American
Construction	LYONS EXCAVATION COMPANY, INC.	Black American
Construction	M & E CONTRACTING INC	Nonminority
Construction	M & J TRUCKING BC INC	Black American
Construction	M & L RIGGERS INC	NM-Female
Construction	M & M CONSTRUCTION OF BANNER ELK IN	Nonminority
Construction	M & M FLOORING INC	Black American
Construction	M & V BUILDERS LLC	Nonminority
Construction	M H GRAVES CONSTRUCTION CO	Black American
Construction	M I G HAULING INC	Nonminority
Construction	M J HARRIS CONCRETE CONST CO	Nonminority
Construction	M L MORGAN ENTERPRISES INC DBA MORGAN TRUCKING	Nonminority
Construction	M OLIVAR TRUCKING INC	Hispanic American
Construction	M R ON TIME CONSTRUCTION INC	Hispanic American
Construction	M T MURPHY CONSTRUCTION CO INC	NM-Female
Construction	M TRUCKING CORP	Black American
Construction	M V CONCRETE RESTORATION SERVICES	Nonminority
Construction	M-R ELECTRIC & SECURITY ALARMS INC	American Indian
Construction	M-W ELECTRIC INC DBA M-W ELECTRICAL CONSTRUCTION	American Indian
Construction	M. J. PRICE CONSTRUCTION CO INC	NM-Female
Construction	M.B.H. ENTERPRISES INC	Nonminority
Construction	M&K ENTERPRISES LLC OF DENVER	Nonminority
Construction	M&T CONSTRUCTION EXCAVATION CONCRETE INC	Nonminority
Construction	MAC 1 TRUCKING INC	NM-Female
Construction	MAC JONES CONSTRUCTION INC	Nonminority
Construction	MAC TRUCKING	Black American
Construction	MACE GRADING CO INC	Nonminority

Construction	MACE TRUCKING INC	NM-Female
Construction	MACLEOD CONSTRUCTION INC	Nonminority
Construction	MADISON GRADING INC	Nonminority
Construction	MAGNOLIA CONSTRUCTION LLC	Nonminority
Construction	MAINES CONSTRUCTION	Nonminority
Construction	MAINLINE CONSTRUCTION	Nonminority
Construction	MAINLINE TRUCKING LLC	Black American
Construction	MAJOR CONTRACTORS INC	NM-Female
Construction	MALPASS CONSTRUCTION CO INC	Nonminority
Construction	MAMMOTH GRADING INC	Nonminority
Construction	MANESS EXCAVATING & GRADING	Nonminority
Construction	Maney?s Clean Up Crew	American Indian
Construction	MANLEY HEATING & COOLING INC	Nonminority
Construction	MANNING MASONRY INC	Nonminority
Construction	MANSEL CONTRACTORS LLC	Black American
Construction	MAR-TECH LAND DEVELOPERS INC	NM-Female
Construction	MARAND BUILDERS INC	Hispanic American
Construction	MARGARET SUMMERS DBA LMS DRYWALL & PLASTER	Nonminority
Construction	MARIO DERRAIL MONROE DBA MDMTRUCKING	Nonminority
Construction	MARK AUSTEN AMMONS DBA MARK AMMONS TRUCKING	Nonminority
Construction	MARK HALL ELECTRIC INC DBA ASPIRE ELEC	NM-Female
Construction	MARK MABE	Nonminority
Construction	MARK TIBBENS DBA MARK TIBBENS CONSTRUCTION	Nonminority
Construction	MARKETING ASSOCIATES INC	Nonminority
Construction	MARKS BACKHOE INC	Nonminority
Construction	MARLEY TRUCKING & DEMOLITION INC	Black American
Construction	MARTECH LAND DEVELOPERS INC	NM-Female
Construction	MARTIN & LOFTIS CLEARING &	Nonminority
Construction	MARTIN INVESTMENTS LLC	Nonminority
Construction	MARTIN LANDSCAPING CO INC	NM-Female
Construction	MARTIN PAVING & PROPERTY MAINTENANCE LLC	Nonminority
Construction	MARTIN PLUMBING SERVICE INC	Nonminority
Construction	MARTINEZ CONCRETE CUTTING & CORING LLC	Nonminority
Construction	MARTINEZ COMPANY INC	Hispanic American
Construction	MARTINEZ CONCRETE CONTRACTORS INC	Hispanic American
Construction	MARTINEZ CONSTRUCTION NC LLC	Hispanic American
Construction	MARTINEZ'S PAINTING CO	Hispanic American
Construction	MARTINS MASONRY INC	Black American

Construction	MARTY RAY CHAPMAN	Nonminority
Construction	MARVIN & SONS TREE SERVICE INC	Nonminority
Construction	MARVIN DOWDY	Black American
Construction	MARVIN G HOWARD	Nonminority
Construction	MARVIN LEE EDMUNDSON JR DBA GRADE-RITE CONSTRUCTIO	Nonminority
Construction	MASON BROTHERS GRADING & PAVING INC	Nonminority
Construction	MASON BUILDERS LLC	Black American
Construction	MASON DEWAYNE LEDFORD	Nonminority
Construction	MASONBORO CONSTRUCTION AND DEVELOPMENT	NM-Female
Construction	MASONRY RESTORATION INC DBA NAWKAW OF THE CAROLINA	Nonminority
Construction	MASONRY UNLIMITED OF CHERRYVILLE INC	Nonminority
Construction	MASSEY TRUCKING COMPANY	Black American
Construction	MASTER BUILDERS INC	Black American
Construction	MASTERCRAFT CONSTRUCTION COMPANY LLC	Nonminority
Construction	MATHESON CONSTRUCTION	Nonminority
Construction	MATHIS & SON GRADING INC	Nonminority
Construction	MATT MILLER TRUCKING &	Nonminority
Construction	MATTACHIONE CONSTRUCTION INC	Nonminority
Construction	MATTHEW BARNHILL	Nonminority
Construction	MATTHEW HASSELL DBA H&S LANDSCAPING AND GRADING	Nonminority
Construction	MATTHEWS CONSTRUCTION CO INC	Nonminority
Construction	MATTHEWS REALTY AND DEVELOPMENT LLC	Black American
Construction	MAULDINS GRADING & HAULING INC	Nonminority
Construction	MAULTSBY CONSTRUCTION INC	NM-Female
Construction	MAURICE JORDAN BUILDERS INC	Nonminority
Construction	MAURICE WILLIAMS DBA ITS ALL UP TRUCKING & HAULING	Nonminority
Construction	MAX IRRIGATION & LANDSCAPE SERVICES	Nonminority
Construction	MAX PAVING INC	Nonminority
Construction	MAYES LANDSCAPING AND CONCRETE INC	Black American
Construction	MAYMEAD INC	Nonminority
Construction	MAYNARD ELECTRIC COMPANY	Nonminority
Construction	MAYO TRANSPORT INC	NM-Female
Construction	MB HAYNES CORPORATION	Nonminority
Construction	MBTC LLC DBA ADAMS FLOORING COMPANY	Nonminority
Construction	MCARTAN CONCRETE CONSTRUCTION	Nonminority
Construction	MARTHUR CONSTRUCTION COMPANY	NM-Female
Construction	MCBRYDE CONSTRUCTION INC DBA MC INC	Black American

Construction	MCCABE LANDSCAPE GROUP INC DBA LANDSCAPES UNLIMITE	Nonminority
Construction	MCCAIN STRIPING SERVICE INC	Black American
Construction	MCCALLS GRADING & CONSTRUCTION INC	Nonminority
Construction	MCCARROLL CONSTRUCTION INC	Nonminority
Construction	MCCARTER ELECTRICAL COMPANY	Nonminority
Construction	MCCARTHY DEVELOPMENT GROUP LLC	Hispanic American
Construction	MCCI MILLER CONTRACTING & CONSTRUCTION INC	Nonminority
Construction	MCCLOUD CONSTRUCTION LLC	NM-Female
Construction	MCCLUNGS ELECTRIC CO	Nonminority
Construction	MCCLURE AND ASSOCIATES CONSTRUCTION INC	NM-Female
Construction	MCCOLLUM & ASSOCIATES PAVING LLC	American Indian
Construction	MCCOLLUM TRUCKING & GRADING INC	Nonminority
Construction	MCCONNELL GRADING INC	NM-Female
Construction	MCCORQUODALE'S ELECTRICAL INC	Nonminority
Construction	MCCOY CONTRACTING INC	Nonminority
Construction	MCDUFFIE CONSTRUCTION INC	Black American
Construction	MCELRATH CONSTRUCTION CO INC	Nonminority
Construction	MCFARLAND BUILDING GROUP LLC DBA MCFARLAND CONSTRU	Nonminority
Construction	MCGARY CONSTRUCTION LLC	Nonminority
Construction	MCGEE BROTHERS CO INC	Nonminority
Construction	MCGEE CONSTRUCTION SERVICES LLC	Black American
Construction	MCGHEES ELITE CONCRETE	Nonminority
Construction	MCGOWAN PAINTING CONTRACTORS	Nonminority
Construction	MCHANSA TRUCKING INC	Nonminority
Construction	MCINTOSH CONCRETE PUMPING INC	Nonminority
Construction	MCKINNEY DRILLING COMPANY LLC	Nonminority
Construction	MCL ENTERPRISES, INC.	Nonminority
Construction	MCLAMB TRUCKING INC	Nonminority
Construction	MCLAUGHLIN TILE INC	Black American
Construction	MCM TRUCKING	Nonminority
Construction	MCMILLAN CONSTRUCTION	Nonminority
Construction	MCMILLAN ENTERPRISES INC	NM-Female
Construction	MCMILLIAN TRUCKING LLC	Black American
Construction	MCMILLON ELECTRIC CO INC	NM-Female
Construction	MCMINN GRADING CO INC	Nonminority
Construction	MCNEELY TRUCKING CO.	Nonminority
Construction	MCPHERSON ENTERPRISES PLUMBING & TRENCHING INC	Nonminority
Construction	MCPHERSON GRADING CO	NM-Female

Construction	MCQUEEN CONSTRUCTION INC	Nonminority
Construction	MCRAE ROOFING INC	Nonminority
Construction	MCRAES TRUCKING	Nonminority
Construction	MCWHIRTER GRADING CO INC	Nonminority
Construction	MDJ ELECTRIC COMPANY	Nonminority
Construction	MDM TRUCKING MARIO D MONROE	Nonminority
Construction	MECHANICAL BUILDING SYSTEMS LLC	Nonminority
Construction	MECI & ASSOCIATES INC	NM-Female
Construction	MECKLENBURG PAINT CO INC	NM-Female
Construction	MEDLIN GRADING INC	Nonminority
Construction	MELISA JOANN WILLIAMS DBA HIGH COUNTRY TRUCKING	Nonminority
Construction	MELTON CONTRACTORS INC	Black American
Construction	MELVIN HAULING	Nonminority
Construction	MELVIN RAY JOHNSON ELECTRIC INC	Black American
Construction	MELVIN'S TRUCKING LLC	Nonminority
Construction	MEMBERS INTERIOR CONSTRUCTION INC	NM-Female
Construction	MEN ON THE MOVE EXPRESS LOGISTICS L	Black American
Construction	MENARD CONTRACTING LLC	Nonminority
Construction	MEREDITH PILING & SHORING INC	Nonminority
Construction	MERRILL MASONRY INC	NM-Female
Construction	MERRITT BROTHERS CONSTRUCTION LLC	Nonminority
Construction	METAL ROOFING CORPORATION	Nonminority
Construction	METICULOUS PAINTING @ DRYWALL LLC	Nonminority
Construction	METRO LANDMARKS CONSTRUCTION LLC	Nonminority
Construction	MH-CAROLINAS CLEARING & GRADING LLC	Nonminority
Construction	MIAMI TRUCKING LLC MIAMI TRUCKING LLC MIAMI TRUCKI	Nonminority
Construction	MICHAEL BARRY PITTILLO DBA RIDGE RUNNER TRUCKING	Nonminority
Construction	MICHAEL HENLEY DBA HENLEY'S CONCRETE FINISHING	Nonminority
Construction	MICHAEL KEITH LEWIS DBA BIG MIKE'S TRUCKING	Black American
Construction	MICHAEL LEE BROOKSHIRE	Nonminority
Construction	MICHAEL R HIGH DBA M&H ASSOCIATES	Black American
Construction	MICHAEL SPELL DBA SPELL CONSTRUCTION COMPANY	Nonminority
Construction	MICHAEL TODD PARDUE	Nonminority
Construction	MICHAEL W FLOYD DBA MICHAEL W FLOYD TRUCKING	Nonminority
Construction	MICHAEL WAYNE HALL	Nonminority
Construction	MICK DEVELOPMENT LLC	Black American

Construction	MICKEY BRASWELL TRUCKING	Black American
Construction	MID ATLANTIC EROSION CONTROL INC	Asian American
Construction	MID SOUTH DRILLING INC	Nonminority
Construction	MID-ATLANTIC EROSION CONTROL	Asian American
Construction	MID-NITE ELECTRIC CO	Nonminority
Construction	MID-SOUTH IRRIGATION & LANDSCAPE CONSTRUCTION INC	Nonminority
Construction	MIDSTATE CONTRACTORS INC	Nonminority
Construction	MIGWAY MATERIALS LLC	NM-Female
Construction	MIKE MCDONALD DBA MIKE'S TRUCKING	Nonminority
Construction	MIKE OEHLER TRUCKING INC	NM-Female
Construction	MIKE STILL GRADING INC	Nonminority
Construction	MIKE TAYLOR ELECTRIC CO INC	Nonminority
Construction	MIKE'S LANDSCAPING INC DBA MIKE ELLINGTON'S GRADIN	Nonminority
Construction	MIL SAN CONCRETE SERVICES INC	Hispanic American
Construction	MILA'S TRUCKING COMPANY, INC.	NM-Female
Construction	MILES HAULING LLC	Black American
Construction	MILITARY & FEDERAL CONSTRUCTION CO	Hispanic American
Construction	MILLENNIUM MISIR TRUCKING INC	Subcontinent Asian American
Construction	MILLENNIUM ROOFING INC	American Indian
Construction	MILLER ENGINEERING COMPANY INC	Nonminority
Construction	MILLER PLUMBING CONTRACTOR INC	NM-Female
Construction	MILLSTONE MARINE CONSTRUCTION INC	Nonminority
Construction	MINGA TRUCKING INC	Nonminority
Construction	MINGIN ENTERPRISES INC	NM-Female
Construction	MINORITY SOLUTIONS LLC	Black American
Construction	MISE CONSTRUCTION GROUP	Black American
Construction	MITCH CONTRACTING CO INC	Nonminority
Construction	MITCHELL SANDBLASTING & PAINTING LL	Nonminority
Construction	MITCHELL'S GENERAL CONTRACTING	Nonminority
Construction	MJ PLUMBING INC	Nonminority
Construction	MJW GENERAL CONTRACTOR INC	Nonminority
Construction	MOANA DEVELOPMENT LLC	Nonminority
Construction	MOBIUS ELECTRIC VENTURES INC	NM-Female
Construction	MODERN CONSTRUCTION SERVICES LLC	NM-Female
Construction	MODERN SOUTH CONSTRUCTION COMPANY LLC	Nonminority
Construction	MODERN TREE SURGERY INC	Nonminority
Construction	MODLIN ELECTRIC INC	Nonminority
Construction	MOFFAT PIPE INC	NM-Female
Construction	MOHAWK TRAFFIC SERVICES LLC	Nonminority



Construction	MONITORING MANAGEMENT INC	NM-Female
Construction	MONROE BYPASS CONSTRUCTORS LLC	Nonminority
Construction	MONROE CONSTRUCTION GROUP LLC	Nonminority
Construction	MONROE JOHNSON CONSTRUCTION INC DBA M J CONSTRUCTI	Nonminority
Construction	MONROE ROADWAYS CONTRACTORS INC	Nonminority
Construction	MONROY ERECTOR LLC	Hispanic American
Construction	MONSEES MASONRY INC	NM-Female
Construction	MONTAGUE DEVELOPMENT LLC	Nonminority
Construction	MONTEITH CONSTRUCTION CORP	Nonminority
Construction	MONTEZ SMITH TRUCKING	Black American
Construction	MONTREL NEWSOME DBA J&L HAULING AND TRANSPORT	Nonminority
Construction	MONTRELL DONTA COPPEDGE	Nonminority
Construction	MOODY GRADING PARTNERSHIP	Nonminority
Construction	MOON & LOVE TRUCKING	Nonminority
Construction	MOONEYS GRADING LLC	Nonminority
Construction	MOORE & SEAGLE CONSTRUCTION INC	Nonminority
Construction	MOORE & SON EXCAVATING	Nonminority
Construction	MOORE & SON SITE CONTRACTORS INC	Nonminority
Construction	MOORE'S TRUCKING (RUFUS EARL MOORE)	Nonminority
Construction	MOORES GRADING	Nonminority
Construction	MOR CONSTRUCTION	Black American
Construction	MORE TONS LLC	NM-Female
Construction	MORETZ HAULING INC	NM-Female
Construction	MORETZ PAVING, INC	Nonminority
Construction	MORGAN TRUCKING & GENERAL CONSTRUCT	Black American
Construction	MORLANDO CONSTRUCTION LLC	Nonminority
Construction	MORRISON ELECTROSTATIC PAINTING INC	NM-Female
Construction	MORTON TRUCKING INC	Nonminority
Construction	MOSES PAVING AND ASPHALT REPAIR LLC	Black American
Construction	MOSS ELECTRIC	Black American
Construction	MOSS-MARLOW BUILDING CO INC	Nonminority
Construction	MOTT LANDSCAPING	American Indian
Construction	MOUNTAIN CREEK CONTRACTORS INC	Nonminority
Construction	MOUNTAIN CREST LLC	Nonminority
Construction	MOUNTAIN PLUMBING & MECHANICAL INC	Nonminority
Construction	MOUNTAIN TRUCKING INC	NM-Female
Construction	MOUNTAIN UNDERGROUND INC	Nonminority
Construction	MOUNTAINSIDE GRADING INC	Nonminority
Construction	MOURSY ELECTRIC & SERVICE INC	Black American
Construction	MPT TRUCKING LLC	Nonminority



Construction	MR ON TIME CONSTRUCTION INC	Hispanic American
Construction	MR WATERPROOFING	Nonminority
Construction	MRP GRADING LLC	Nonminority
Construction	MSLEAN LLC	Black American
Construction	MSM COMMUNICATIONS INC	Nonminority
Construction	MT MURPHY CONSTRUCTION INC	NM-Female
Construction	MTS TRUCKING INC	Black American
Construction	MUGO GRAVEL & GRADING INC MUGO GRAVEL & GRADING IN	NM-Female
Construction	MULTI-STATE CONTRACTING CORP	Nonminority
Construction	MUNOZ CONTRACTING LLC	Hispanic American
Construction	MURDOCK CONCRETE	Nonminority
Construction	MURPHY CONTRACTING SERVICE INC	Black American
Construction	MURPHY LAW TRUCKING	Black American
Construction	MUTER CONSTRUCTION LLC	NM-Female
Construction	MUTHER TRUCKERS LLC	NM-Female
Construction	MV ELECTRIC LLC	NM-Female
Construction	MV MOMENTUM CONSTRUCTION	NM-Female
Construction	MWH TRUCKING LLC	Black American
Construction	MYERS PROFESSIONAL INSULATION INC	NM-Female
Construction	MYLIAN TRUCKING INC	Nonminority
Construction	MYZACK CONSTRUCTION COMPANY	Black American
Construction	N B COOPER INC	Nonminority
Construction	N B TRUCKING	Nonminority
Construction	N E WILKINS CONSTRUCTION CO INC	Nonminority
Construction	N L COOPER CO INC	Nonminority
Construction	N L MEBANE TRUCKING	Nonminority
Construction	N&N CONSTRUCTION	Nonminority
Construction	NALL CONSTRUCTION CO	NM-Female
Construction	NANETTE W EDARDS DBA WOW HAULING	Nonminority
Construction	NAPOLEON DUFF JR DBA DUFF'S TRUCKING	Black American
Construction	NAPPER SERVICE LLC	Black American
Construction	NARRON CONCRETE & CONSTRUCTION	Nonminority
Construction	NARRON CONTRACTING INC	NM-Female
Construction	NASH GRADING & EXCAVATING CONTRACTOR'S INC	Nonminority
Construction	NASSIRI DEVELOPMENT LLC	Nonminority
Construction	NATHAN WALTERS	Nonminority
Construction	NATHAN'S HEATING & AIR CONDITIONING	Nonminority
Construction	NATHANIEL STUBBS D/B/A STUBBS CONSTRUCTI	Black American
Construction	NATIONAL BRIDGE BUILDERS LLC	Nonminority

Construction	NATIONAL CONSTRUCTION SERVICES GROUP INC	Black American
Construction	NATIONAL ERECTORS REBAR INC	American Indian
Construction	NATIONAL QUARRY SERVICES INC	Nonminority
Construction	NATIONWIDE ELECTRICAL SERVICES	NM-Female
Construction	NATIVE PRIDE HAULING	American Indian
Construction	NATIVE SCAPES LANDSCAPING	American Indian
Construction	Native Son Masonry	American Indian
Construction	NATURAL CHOICE CONTRACTING LLC	Nonminority
Construction	Naturally Green	American Indian
Construction	NC COMMUNICATIONS INC	Nonminority
Construction	NC EARTHWORKS INC	Nonminority
Construction	NC MOR-FLOW PLUMBING LLC	Black American
Construction	NC VINTAGE REDESIGN LLC	Nonminority
Construction	NCM DEMOLITION AND REMEDIATION LP	Nonminority
Construction	NEAL ELMER SPENCER	Nonminority
Construction	NEFF TREE SERVICE INC	Nonminority
Construction	NEHEMIAH BUILDERS INC	Black American
Construction	NEILL GRADING & CONSTRUCTION CO., I	Nonminority
Construction	NELSON MOORE GRADING, INC	Nonminority
Construction	NEO CORPORATION	Nonminority
Construction	NETWORK NAVIGATION INC	Asian American
Construction	NEUSE TILE SERVICE INC	NM-Female
Construction	NEW AGE DEVELOPMENT GROUP	Black American
Construction	NEW BEGINNING LANDSCAPE LLC	Black American
Construction	NEW DIMENSIONS IN PAVEMENT MARKINGS INC	NM-Female
Construction	NEW DIMENSIONS OUTDOOR SERVICES INC	Nonminority
Construction	NEW ERA TECHNOLOGIES OF NC	Black American
Construction	NEW HORIZON TOWERS INC	NM-Female
Construction	NEW IMPACT CONSTRUCTION CORPORATION	Nonminority
Construction	NEW LINE CONSTRUCTION LLC	Nonminority
Construction	NEW MILLENIUM LOGISTICS LLC	Nonminority
Construction	NEW REVELATIONS LLC	Black American
Construction	NEW SHINE CONCRETE	Hispanic American
Construction	NEW SOUTH MAINTENANCE, INC.	Nonminority
Construction	NEW VI PRO PAINTERS INC	Black American
Construction	NEWCO ELECTRIC LLC	NM-Female
Construction	NEWCOMB & CO	Nonminority
Construction	NEWCON, INC.	Nonminority
Construction	NEWSOME GRADING CO., LLC	Nonminority
Construction	NFE CONSTRUCTION SERVICES LLC	Nonminority

Construction	NGE SERVICES, INC.	Nonminority
Construction	NHM CONSTRUCTORS LLC	Nonminority
Construction	NIA CONSTRUCTION INC	Black American
Construction	NICHOLS & SON ELECTRIC INC	Black American
Construction	NICHOLS CUSTOM BUILDERS & DESIGN INC	Black American
Construction	NICK'S PLUMBING INC	NM-Female
Construction	NICKELSTON FENCE CO, INC.	Nonminority
Construction	NICKELSTON INDUSTRIES INC	NM-Female
Construction	NICKERSON TRANSPORT INC	Black American
Construction	NICKY CONSTRUCTION CO INC	NM-Female
Construction	NINA ELECTRIC INC	Nonminority
Construction	NIXON CONTRACTING LLC	Nonminority
Construction	NJD CONSTRUCTION	Hispanic American
Construction	NJR CONSTRUCTION LLC	Black American
Construction	NJR GROUP INC	Nonminority
Construction	NO LIMITS LOCKWOOD II LLC	Black American
Construction	NO MATTER WHAT TRUCKING INC	Black American
Construction	NOAH FRANKLIN COCKMAN DBA KAY CEE TRUCKING	Nonminority
Construction	NORLINA GRADING & EXCAVATING	Asian American
Construction	NORMAN R CARTER CARTERS HIGHWAYS & HEDGES TRUCKING	Nonminority
Construction	NORMAN'S GRADING, INC.	Nonminority
Construction	NORRIS CONSTRUCTION	Nonminority
Construction	NORRIS DIGGIN LLC	Nonminority
Construction	NORRIS PARKS DBA N P HAULING	Nonminority
Construction	NORTH CAROLINA CONCRETE	Nonminority
Construction	NORTH PIEDMONT SERVICES CORP	Nonminority
Construction	NORTH RALEIGH TREE & BUCKET TRUCK SERVICES INC	Nonminority
Construction	NORTH STAR UTILITY LLC	Nonminority
Construction	NORTH STATE ENVIRONMENTAL INC	NM-Female
Construction	NORTH STATE WATER AND SEWER INC	NM-Female
Construction	NORTH WEST CONSTRUCTION	Nonminority
Construction	NORTHERN LIGHTS LINE STRIPING INC	Nonminority
Construction	NORTHMEN LLC	Nonminority
Construction	NORTHWEST TREE SERVICE LLC	Nonminority
Construction	NORWOOD'S LANDSCAPING	Nonminority
Construction	NOVUS CONSTRUCTION	Nonminority
Construction	NU-PIPE LLC	Nonminority
Construction	NU-TECH PAVING COMPANY INC	NM-Female
Construction	NUPRANA LLC	Black American

Construction	O H PLUMBING INC & UTILITIES	Nonminority
Construction	O V DEMOLITION & CONSTRUCTION INC	Nonminority
Construction	O'BRIEN SOUTHERN TRENCHING,	Nonminority
Construction	O'NEAL CONTRACTING COMPANY	NM-Female
Construction	O'NEAL GRADING INC	Nonminority
Construction	OCDECOYS AND MILLWORKS	Nonminority
Construction	OCEAN BUILDERS LLC	Nonminority
Construction	OCOROENTERPRISES	Hispanic American
Construction	ODELL COOPER DBA C & Z TRUCKING	Black American
Construction	ODELL LOWRY DBA LOWRY TRUCKING	Nonminority
Construction	ODELL SMITH & SONS PLUMBING CO INC	Nonminority
Construction	ODOM TRUCKING COMPANY INC	Nonminority
Construction	ODOM'S GRADING INC	Nonminority
Construction	OLIVER & SON TRUCKING LLC	Nonminority
Construction	OLIVER BROTHERS MILLING AND PAVING	Nonminority
Construction	OLIVER CONSTRUCTION OF THE CAROLINAS	Nonminority
Construction	OLIVER PAVING COMPANY	NM-Female
Construction	OLIVERS TRUCK CENTER AND	Black American
Construction	OLYMPIC ENTERPRISES INC	Nonminority
Construction	OMEGA DEVELOPMENT CO LLC	Nonminority
Construction	OMER G. FERRELL & SON GRADING INC.	Nonminority
Construction	OMNI SOURCE SOLUTIONS LLC	Black American
Construction	ON DECK TRUCKING LLC	NM-Female
Construction	ON POINT OUTDOORS LLC	Nonminority
Construction	ON SITE LANDSCAPE & IRRIGATION LLC	Nonminority
Construction	ON THE LEVEL CONCRETE LLC	Nonminority
Construction	ON THE RHODE TRUCKING LLC	Black American
Construction	ON TIME CONSTRUCTION INC	NM-Female
Construction	ONE ACCORD SERVICES LLC	Black American
Construction	ONSITE DEVELOPMENT LLC	Nonminority
Construction	ON SLOW GRADING & PAVING INC	Nonminority
Construction	ONYX DEVELOPMENT & CONSTRUCTION LLC	Nonminority
Construction	Oocumma Enterprises	American Indian
Construction	OP CONSTRUCTION LLC	Black American
Construction	OPPOR2UNITY TRUCKING LLC	Black American
Construction	ORAL'S CONSTRUCTION COMPANY INC	American Indian
Construction	ORR CONTRACTING INC	Nonminority
Construction	OSBORNE CONSTRUCTION	Nonminority
Construction	OSLEY ESPONDA DBA K AND G TRUCKING	Nonminority
Construction	OTIS L SHAW JR DBA SHAW'S FAMILY TRUCKING	Nonminority
Construction	OUTBACK CONSTRUCTION COMPANY	Nonminority

Construction	OWEN CONTRACTING LLC	Nonminority
Construction	OWEN HANSON	Nonminority
Construction	OWENS CONSTRUCTION CO INC	Nonminority
Construction	OWENS ROOFING INC	Nonminority
Construction	OWLE CONSTRUCTION LLC	American Indian
Construction	OWLE CONTAINER INCORPORATED	American Indian
Construction	OX CONSTRUCTION LLC	Hispanic American
Construction	OZONE W LEWIS DBA LEWIS HAULING SERVICE	Nonminority
Construction	P & H CONTRACTING LLC	NM-Female
Construction	P & J CONTRACT HAULING OF CLAYTON INC	NM-Female
Construction	P & J HAULING	Nonminority
Construction	P & J LANDSCAPING INC	Nonminority
Construction	P & L CONSTRUCTION CO INC	Nonminority
Construction	P & S GRADING LLC	Nonminority
Construction	P B CONSTRUCTION OF FOUR OAKS LLC	Nonminority
Construction	P F PLUMBING CONTRACTORS INC	Nonminority
Construction	P&C CONSTRUCTION	Nonminority
Construction	P&L CONSTRUCTION COMPANY	Nonminority
Construction	P&S GRADING LLC	NM-Female
Construction	PABST & HILBURN PA	NM-Female
Construction	PACA CONSTRUCTION GROUP LLC	Nonminority
Construction	PACIFIC TRUCKING INC	Black American
Construction	PACK MULE HAULING LLC	Nonminority
Construction	PACO CONCRETE CONST CO INC	Nonminority
Construction	PACOS CONSTRUCTION CO INC	Nonminority
Construction	PADCO EXCAVATING INC	NM-Female
Construction	PADGETT ROOFING & BUILDING CO	Nonminority
Construction	PAGE AND ASSOCIATES INC	NM-Female
Construction	PAIGE'S CONCRETE	Nonminority
Construction	PAINTING THE CAROLINAS LLC	NM-Female
Construction	PAINTMASTER LLC	Hispanic American
Construction	PALADIN LIMITED LLC	Nonminority
Construction	PALMER TRUCKING AND LOGISTICS CORPORATION	Black American
Construction	PAMELA STALEY GUNTER DBA GUNTER TRUCKING CO	NM-Female
Construction	PAMLICO LAND & TIMBER DEVELOPMENT LLC	Nonminority
Construction	PANDURE'S BULLDOZER SERVICE	Nonminority
Construction	PANGLES CONSTRUCTION LLC	Nonminority
Construction	PARADIGM ENERGY AND CONSTRUCTION GRPLLC	Nonminority
Construction	PARAGON BUILDING CORPORATION	Nonminority

Construction	PARAMOUNT ELECTRICAL SERVICES INC	Nonminority
Construction	PARAMOUNT ROOFING LLC	Nonminority
Construction	PARHAM DRYWALL	Nonminority
Construction	PARIS CONSTRUCTION COMPANY LLC	Black American
Construction	PARK CONSTRUCTION OF NC INC	Nonminority
Construction	PARKER PAVING COMPANY INC	Nonminority
Construction	PARKER-STOCKSTILL CONSTRUCTION, INC	Nonminority
Construction	PARKER'S MASONRY	Nonminority
Construction	PARKS LAND DEVELOPMENT INC	Nonminority
Construction	PARRIS CONSTRUCTION	Nonminority
Construction	PARRISH CONTRACTING LLC	Nonminority
Construction	Partridge Construction	American Indian
Construction	PASCO CONCRETE CONSTRUCTION INC	Nonminority
Construction	PAT'S TRUCKING	Nonminority
Construction	PATE SAULS LLC	Black American
Construction	PATRICIA JOYNER DBA B P JOYNER TRUCKING	Nonminority
Construction	PATRICIA V CALHOUN	Nonminority
Construction	PATRICK DELANE YOUNG DBA PDY CONSTRUCTION	Nonminority
Construction	PATRICK MORRIS FOSTER	Nonminority
Construction	PATRICK POUGH DBA TARHEEL XPRESS TRUCKING	Nonminority
Construction	PATRICK TODD BURLESON	Nonminority
Construction	PATRICK VOTAVA	Nonminority
Construction	PATRIOT HAULING LLC	Nonminority
Construction	PATSY I GREENE	Nonminority
Construction	PATTERSON CONSTRUCTION AND ENVIRONMENTAL DEVELOPME	Nonminority
Construction	PATTERSON PAVING COMPANY INC	Nonminority
Construction	PATTON CONSTRUCTION GROUP, INC	Nonminority
Construction	PAUL ANTHONY ADKINS DBA BIG DAWG TRUCKING	Nonminority
Construction	PAUL BARBOUR AND SON INC	NM-Female
Construction	PAUL CHUU DBA P & J HAULING	Asian American
Construction	PAUL D WILLIAMS	Black American
Construction	PAUL HOWARD CONSTRUCTION CO INC	Nonminority
Construction	PAUL M BOST TRUCKING CO INC	NM-Female
Construction	PAVEMENT IMPROVEMENTS LLC	Nonminority
Construction	PAVING PROFESSIONALS INC	Nonminority
Construction	PAVING SOLUTIONS	Nonminority
Construction	PAVING THE WAY HAULING LLC	Black American
Construction	PCL CIVIL CONSTRUCTORS INC	Nonminority

Construction	PCM CONSTRUCTION, INC.	Hispanic American
Construction	PCM TRUCKING LLC	Nonminority
Construction	PCS CONSTRUCTION SERVICES INC	Nonminority
Construction	PDC, INC.	Nonminority
Construction	PEAK BRANCH CONSTRUCTION INC	Nonminority
Construction	PEARCE'S BACKHOE SERVICE	Nonminority
Construction	PEARCE'S GRADING & LANDSCAPINGLLC	NM-Female
Construction	PEARSONS TRUCKING INC	Black American
Construction	PEDULLA TRUCKING EXCAVATING & PAVING INC	NM-Female
Construction	PEGGY ROBERTS DBA B & R TRUCKING	Nonminority
Construction	PENLAND HEATING AND AIR CONDITIONING INC	Nonminority
Construction	PEOPLE'S REBAR-CONCRETE CONSTRUCTIONLLC	Nonminority
Construction	PERCEPTION PIONEERS CONSTRUCTION LLC	Nonminority
Construction	PERFORMANCE CABLING TECHNOLOGIES	Nonminority
Construction	PERFORMANCE HEATING & COOLING	Nonminority
Construction	PERFORMANCE MANAGED	Nonminority
Construction	PERFORMANCE PIPELINE LLC	Nonminority
Construction	PERFORMANCE SEALING & STRIPING INC	Nonminority
Construction	PERFORMANCE SITE COMPANY NC LLC	Nonminority
Construction	PERKERSON LANDSCAPES LLC	Nonminority
Construction	PERRYS HAULING	Nonminority
Construction	PETE WALL PLUMBING	Nonminority
Construction	PETERKIN HAULING LLC	Black American
Construction	PETERSON GRADING LLC	Nonminority
Construction	PETERSONRAEBEX INC	NM-Female
Construction	PETERSONS LANDSCAPING	Nonminority
Construction	PETTIFORD TRUCKING	Black American
Construction	PGA CONSTRUCTION INC	NM-Female
Construction	PHELPS & WHITE CONST CO INC	NM-Female
Construction	PHILEN CONSTRUCTION & LANDSCAPING CO	NM-Female
Construction	PHILIP H BRACEWELL III DBA BRACEWELL CONSTRUCTION	Nonminority
Construction	PHILIP RAY SMITH SR	Nonminority
Construction	PHILLIP ARRINGTON PAINTING	Nonminority
Construction	PHILLIP HOWARD WARREN	Nonminority
Construction	PHILLIP W SMITH JR DBA PHILLIP SMITH CONSTRUCTION	Nonminority
Construction	PHILLIPS GRADING INC	Nonminority
Construction	PHILLIPS TRUCKING	Nonminority
Construction	PHOENIX HAULING LLC	Black American
Construction	PHOENIX ROOFING LLC	Nonminority
Construction	PHOENIX SPIRIT GROUP LLC	Nonminority



Construction	PHOINIX CONSTRUCTION INC	Nonminority
Construction	PHYLLIS YANDLE	Nonminority
Construction	PICKARD HAULING INC	Black American
Construction	PIEDMONT ASPHALT PAVING CO INC	Nonminority
Construction	PIEDMONT DEVELOPMENT	Nonminority
Construction	PIEDMONT DOOR AUTOMATION	Nonminority
Construction	PIEDMONT DRILLING & BLASTING INC	Nonminority
Construction	PIEDMONT GRADING AND	NM-Female
Construction	PIEDMONT LLC	Nonminority
Construction	PIEDMONT PAVING INC	Nonminority
Construction	PIEDMONT PERFORMANCE PLUMBING INC	Hispanic American
Construction	PIEDMONT UTILITY GROUP INC	Nonminority
Construction	PIERRE COLEMAN DBA P & D MASONRY	Nonminority
Construction	PINEY CREEK CONSTRUCTION INC	Nonminority
Construction	PINION GRADING AND CLEARING LLC	Nonminority
Construction	PINNACLE CONSTRUCTION COMPANY	Nonminority
Construction	PINNACLE GRADING	Nonminority
Construction	PINNACLE LANDSCAPE LLC	Nonminority
Construction	PINNACLE MASONRY INC	Nonminority
Construction	PIONEER GENERAL CONTRACTORS	Hispanic American
Construction	PIONEER UTILITIES & PLUMBING INC	Nonminority
Construction	PIPELINE UTILITIES INC	Nonminority
Construction	PIPEVIEW TECHNOLOGIES LLC	NM-Female
Construction	PITTMAN TRUCKING	Nonminority
Construction	PKH TRUCKING INC	NM-Female
Construction	PLAN B CONSTRUCTION INC	Nonminority
Construction	PLATINUM LOGISTICS INC	Black American
Construction	PLAYER INC	Nonminority
Construction	PLT CONSTRUCTION CO., INC.	Nonminority
Construction	PLT RBP JV CONSTRUCTION	Nonminority
Construction	PLT UTILITIES INC	Nonminority
Construction	PLUMB RITE PLUMBING CO	Nonminority
Construction	PLUMMERS TRANSPORT INC	Black American
Construction	PM SPECIALTY CONSTRUCTION	Hispanic American
Construction	PMB CONSTRUCTION COMPANY	Nonminority
Construction	PMD TRUCKING INC	Nonminority
Construction	PMS HAULING INC	Nonminority
Construction	POLANCO TRUCKING	Nonminority
Construction	PONDER ENTERPRISE LLC	Nonminority
Construction	POOLE PAVING AND STRIPING OF NC LLC	Nonminority
Construction	POOR BOY TRUCKING	American Indian



Construction	POPE HAULING	Nonminority
Construction	PORT CITY BUILDERS INC	Hispanic American
Construction	PORT CITY GRADING & PAVING INC	Nonminority
Construction	PORTABLE WELDING SERVICE INC	Nonminority
Construction	PORTILLO TRANSPORT INC	Hispanic American
Construction	POTTER CONSTRUCTION SERVICES INC	Nonminority
Construction	POTTS TRUCKING CO	Black American
Construction	POWELL BROS INC	NM-Female
Construction	POWELL'S UNLIMITED LANDSCAPES	Nonminority
Construction	POWERMASTER ELECTRIC INCORPORATED	NM-Female
Construction	PPRE ECONOMIC DEVELOPMENT CORP	Black American
Construction	PRAYLOR CONSTRUCTION COMPANY INC	Black American
Construction	PRECISION CLEARING AND GRADING LLC	Nonminority
Construction	PRECISION CONTRACTORS INC	Nonminority
Construction	PRECISION EARTH AND PIPE LLC	Nonminority
Construction	PRECISION EXCAVATION LLC	Nonminority
Construction	PRECISION PAVING INC	Nonminority
Construction	PRECISION STRIPING	Nonminority
Construction	PRECISION TREE SERVICE	Nonminority
Construction	PREMIER DESIGN BUILDERS, INC	Black American
Construction	PREMIER LIGHTING CONTRACTORS DBA PLC INC	Nonminority
Construction	PREMIERE PAVING LLC	Nonminority
Construction	PREMIUM PAINTING AND RENOVATIONS	Nonminority
Construction	PRESTEC INC	NM-Female
Construction	PRESTIGE PIPELINE LLC	Nonminority
Construction	PRICE CONSTRUCTION CO	Nonminority
Construction	PRIDE CONTRACTING INC	NM-Female
Construction	PRIDE PLUMBING INC	NM-Female
Construction	PRIDGEN BROTHERS CONTRACTORS INC	Nonminority
Construction	PRIEST GRADING CO INC	Nonminority
Construction	PRIME DEVELOPMENT GROUP LLC	Nonminority
Construction	PRIVATE TRUCKING INC	Nonminority
Construction	PRIVETTE ENTERPRISES INC	Nonminority
Construction	PRO 356 ELECTRIC INC	NM-Female
Construction	PRO CONCRETE CONSTRUCTION INC	Nonminority
Construction	PRO CONSTRUCTION INC	Nonminority
Construction	PRO SEAL & STRIPING LLC	Nonminority
Construction	PRO SEAL SYSTEMS OF NC INC	Nonminority
Construction	PRO-PAVE INC	Nonminority
Construction	PRO-SITE SERVICES INC	Black American
Construction	PRO-TECH CONSTRUCTION INC	NM-Female

Construction	PRODUCTION PAINTING & DECORATING INC	Black American
Construction	PROFESSIONAL DRYWALL LLC	Hispanic American
Construction	PROFESSIONAL HEATING & A/C VENT INC	Nonminority
Construction	PROFESSIONAL PLUMBING	Nonminority
Construction	PROFESSIONAL STRIPING & SEALCOATING INC	Nonminority
Construction	PROFESSIONAL TREE LLC	Nonminority
Construction	PROFESSIONAL TRUCKING SERVICES LLC	Nonminority
Construction	PROGREEN LANDSCAPE SOLUTIONS LLC	Nonminority
Construction	PROGRESSIVE CONTRACTING COMPANY INC	Nonminority
Construction	PROPST CONSTRUCTION COMPANY	Nonminority
Construction	PROPST FENCING PROPST COMMERCIAL CONSTRUCTION INC	Nonminority
Construction	PROTECH MECHANICAL INC	Nonminority
Construction	PROVIDENCE BUILDING SYSTEMS LLC	NM-Female
Construction	PROVIDENCE CONSTRUCTION SERVICES LLC	Nonminority
Construction	PSA CONSTRUCTION INC	NM-Female
Construction	PULL CONSTRUCTION COMPANY INC	Black American
Construction	PULLEN CONSTRUCTION COMPANY LLC	Black American
Construction	PURPOSE DRIVEN SEEDING & MULCHING	American Indian
Construction	PURYEAR ENTERPRISES LLC	NM-Female
Construction	PURYEAR TRANSPORT INC	Nonminority
Construction	PUSHING LOGISTICS	Black American
Construction	PYATT HEATING & AIR CONDITIONING	Nonminority
Construction	PYRAMID CONSTRUCTION COMPANY INC	Nonminority
Construction	Q-BALL TRUCKING INC	Black American
Construction	QM ENTERPRISES INC	Black American
Construction	QUALITY COUNTS CONSTRUCTION LLC	Nonminority
Construction	QUALITY ELECTRIC INC	Nonminority
Construction	QUALITY LANDSCAPE AND SEPTIC INC	Nonminority
Construction	QUALITY LAWN & LANDSCAPES LLC	Nonminority
Construction	QUALITY MECHANICAL CONTRACTORS	Nonminority
Construction	QUALITY ROOFERS & GUTTERING INC	Nonminority
Construction	QUALITY SPRAY INSULATION	Black American
Construction	QUALITY TREE SERVICE	Nonminority
Construction	QUANTUM INSULATION INC	NM-Female
Construction	QUEEN BEE TRUCKING INC	Hispanic American
Construction	QUEEN'S HAULING INC	Hispanic American
Construction	QUENTIN T SCOTT DBA SCOTT TRUCKING	Black American
Construction	QUICK STRIP	Nonminority
Construction	QUIET STORM CONSTRUCTION INC	Black American
Construction	QUIJANO BROTHERS CONCRETE SERVICES	Nonminority

Construction	QUIK FENCE, INC.	Nonminority
Construction	QUINN SALES INC	Nonminority
Construction	QUINT II QUAD TRUCKING INC	Black American
Construction	QWEST BUILDING CORPORATION	Nonminority
Construction	QWEST ELECTRIC LLC	NM-Female
Construction	R & A OF ANSON INC	Nonminority
Construction	R & G CONSTRUCTION CO	Nonminority
Construction	R & M LANDSCAPING & MAINTENANCE CO	Nonminority
Construction	R & N CONSTRUCTION GROUP LLC	NM-Female
Construction	R & P EUDY CONSTRUCTION INC	Nonminority
Construction	R & R CAULKING CORP	Nonminority
Construction	R & R CONSTRUCTION	Nonminority
Construction	R & R TRUCKING	Nonminority
Construction	R & W CONSTRUCTION COMPANY INC	Nonminority
Construction	R & W HAULING	Nonminority
Construction	R A HOY HEATING & AIR CONDITIONING INC	Nonminority
Construction	R BROWN ELECTRIC SERVICE INC	Nonminority
Construction	R D BRASWELL CONSTRUCTION	Nonminority
Construction	R D FRANKLIN ELECTRIC INC	Nonminority
Construction	R E D TRUCKING LLC	Nonminority
Construction	R F SHINN CONTRACTOR INC	Nonminority
Construction	R G EXCAVATING INC	NM-Female
Construction	R G HOWARD LLC	Nonminority
Construction	R G LANDSCAPE LLC	Nonminority
Construction	R G SMITH LANDSCAPING LTD DBA US LAWNS OF ASHEVILL	Nonminority
Construction	R GARCIA TRUCKING INC	Hispanic American
Construction	R KIRBY TRUCKING LLC	Black American
Construction	R L RAFFALDT INC	NM-Female
Construction	R L THOMPSON CO INC	Black American
Construction	R M HAYES CONSTRUCTION INC	Nonminority
Construction	R MILLER II HAULING LLC	Black American
Construction	R T OVERBY TRUCKING & CONST	Nonminority
Construction	R. H. PRICE, INC.	Nonminority
Construction	R.E. BURNS & SONS CO., INC.	Nonminority
Construction	R.W. HAULING & GRADING	Nonminority
Construction	R&JS ROOFING REPAIR INC	American Indian
Construction	R&W CONSTRUCTION OF NC INC	Black American
Construction	R3 CONSTRUCTION LLC (DBA) R3 ROOFING SERVICES	Nonminority
Construction	RABBITSKIN ENTERPRISES LLC	Nonminority
Construction	RABCO INC OF N.C.	Nonminority

Construction	RADCO CONSTRUCTION SERVICES INC DBA RA	NM-Female
Construction	RAH TRUCKING INC	Subcontinent Asian American
Construction	RALEIGH CONCRETE LLC	Hispanic American
Construction	RALEIGH EAST CONCRETE CONSTRUCTION LLC	Nonminority
Construction	RALEIGH-DURHAM ROADBUILDERS	Nonminority
Construction	RALPH ADKINS DBA ABC TREE SERVICE	Nonminority
Construction	RALPH BULLOCK PROPERTIES LLC	Black American
Construction	RALPH HODGE CONSTRUCTION COMPANY	Nonminority
Construction	RALPH NANCE & SONS INC	Nonminority
Construction	RAM UTILITIES INC	Nonminority
Construction	RAM DEVELOPMENT OF MOORESVILLE INC	Nonminority
Construction	RAM PAVEMENT SERVICES INC	Nonminority
Construction	RAM UTILITY & CONSTRUCTION CO LLC	Nonminority
Construction	RAMBO MASONRY	Hispanic American
Construction	RAMIREZ MASONRY INC	Hispanic American
Construction	RAMSEY CONSTRUCTION	Nonminority
Construction	RAND STREET CONSTRUCTION LLC	Nonminority
Construction	RANDALL E GRIFFIN	Nonminority
Construction	RANDALL L HALL HAYWOOD GRADING & EXCAVATING LLC	Nonminority
Construction	RANDALL R MORAN DBA R R MORAN LAND CLEARING AND DE	Nonminority
Construction	RANDY BURLESON TRUCKING INC	Nonminority
Construction	RANDY K MELTON DBA RKM TRANSPORT	American Indian
Construction	RANDY PEELER CONCRETE FINISHING	Nonminority
Construction	RANDY TUCKER	Nonminority
Construction	RANDY W JONES GRADING CO INC	Nonminority
Construction	RANKIN GRADING INC	Black American
Construction	RANSON GRADING INC	Nonminority
Construction	RASOOL ELECTRICAL & CONSTRUCTION	Black American
Construction	RAVEN CONTRACTING INC	Nonminority
Construction	Raxter?s Concrete Finishing	American Indian
Construction	RAY ARTHUR TRANTHAM DBA TRANTHAM AND SON GRADING	Nonminority
Construction	RAY BRYANT DBA RB TRUCKING	Nonminority
Construction	RAY CANTRELL DBA RAY CANTRELL TRUCKING	Nonminority
Construction	RAY CLARK CONSTRUCTION, INC.	Nonminority
Construction	RAY SMITH CONSTRUCTION COMPANY INC	Nonminority
Construction	RAY'S ASPHALT PAVING LLC	Nonminority
Construction	RAYDAL CONSTRUCTION LLC	Nonminority
Construction	RAYMOND DARRELL GREENE	Nonminority

Construction	RAYMOND L BROOKS	Nonminority
Construction	RAYMOND WILLIAMSON CONSTRUCTION	Nonminority
Construction	RAZORBACK BORING INC	Nonminority
Construction	RBS GRADING & EXCAVATING INC	American Indian
Construction	RC BUILDERS & GRADING INC	Nonminority
Construction	RCI CUSTOM CONSTRUCTION INC	Nonminority
Construction	RCI DEMOLITION INC	Nonminority
Construction	RCI ELECTRICAL CONTRACTING COR	Asian American
Construction	RCJ CONTRACTING LLC	Nonminority
Construction	RCM GRADING OF WILKES COUNTY INC	Nonminority
Construction	RCOM INC	NM-Female
Construction	RDU PAVING INC	NM-Female
Construction	RDV CONTRACTING, INC	Nonminority
Construction	RE BURNS & SONS CO INC	Nonminority
Construction	RE SIFFORD UTILITY INC	Black American
Construction	REA GENERAL CONTRACTORS INC	Nonminority
Construction	REACH CONSTRUCTION GROUP LLC	Black American
Construction	READY CONTRACTORS INC	Nonminority
Construction	READY HAUL TRUCKING INC	Black American
Construction	REALTEC DRYWALL LLC	Black American
Construction	REALTREE SERVICES LLC	Nonminority
Construction	REBECCA J COOLEY DBA COOLEY & COMPANY LANDSCAPE CO	Nonminority
Construction	RECOVERY MAINTENANCE LLC	Black American
Construction	RECOVERY RECONSTRUCTION SERVICES LLC	Nonminority
Construction	RED CLAY INDUSTRIES	Nonminority
Construction	RED DOG DRILLING LLC	Nonminority
Construction	RED ROOSTER CONTRACTORS LLC	Hispanic American
Construction	REDDRICK MASONRY	Black American
Construction	REDFEARN'S TRUCKING LLC	Black American
Construction	REDMILL LANDSCAPE & NURSERY INC	Nonminority
Construction	REDSTREESERVICE	Asian American
Construction	REEVES DEVELOPMENT CO	Nonminority
Construction	REGAL LENOIR YOUNT	Nonminority
Construction	REGGIE SHULL TRUCKING	Nonminority
Construction	REGGIE YOUNT	Nonminority
Construction	REGINALD LLOYD DBA LLOYD'S TRUCKING	Nonminority
Construction	REGIONAL CONCRETE & CONSTRUCTION	Nonminority
Construction	REGIONAL SITE SOLUTIONS INC	NM-Female
Construction	REGISTER'S LAND DEVELOPMENT	Nonminority
Construction	REIDSVILLE HEATING & AIR	Nonminority

Construction	RELIABLE SOLUTIONS CONSTRUCTION	Hispanic American
Construction	RELIABLE WALLCOVERING LLC	Nonminority
Construction	RELIANCE CONSTRUCTION MANAGEMENT COMPANY	Black American
Construction	REPUBLIC ELECTRIC CO INC	Hispanic American
Construction	RESCUE CONSTRUCTION SOLUTIONS INC	Black American
Construction	RESPESS BROTHERS LLC	Nonminority
Construction	REX AMOS GOODMAN	Nonminority
Construction	REYNOLDA ELECTRIC COMPANY INC	Nonminority
Construction	REYNOLDS ENTERPRISES INC DB/A MAPLE OAKS LANDSCAP	Nonminority
Construction	REYNOLDS FENCE & GUARDRAIL INC	NM-Female
Construction	REYNOLDS HAULING INC	NM-Female
Construction	REYNOLDS LANDSCAPE MAINTENANCE	Nonminority
Construction	RFI CONSTRUCTION LLC	Black American
Construction	RHINEHART LAND CLEARING & GRADING	Nonminority
Construction	RHODES BROTHERS PAVING INC	Nonminority
Construction	RHODES TRUCKING	Nonminority
Construction	RICHARD BURRAGE INC	Nonminority
Construction	RICHARD LAY CONSTRUCTION & CRANE LLC	Nonminority
Construction	Richard Smoker Contracting	American Indian
Construction	RICHARDS EXCAVATING CO	Nonminority
Construction	RICHEY GRADING & HAULING	Nonminority
Construction	RICHMOND TRUCKING	Black American
Construction	RICK BOSTIC CONSTRUCTION & DEMOLITI	Nonminority
Construction	RICK LEE SMITH DBA SMITH'S TREE SERVICE	Nonminority
Construction	RICK MABE GRADING INC	Nonminority
Construction	RICKS ELECTRIC CO OF SELMA	Nonminority
Construction	RICKS TRUCKING COMPANY	Nonminority
Construction	RICKY B MESSER	Nonminority
Construction	RICKY COOK EXCAVATING CO INC	Nonminority
Construction	RICKY FRAZIER CONSTRUCTION LLC	Nonminority
Construction	RICKY GARNER ELECTRIC	Nonminority
Construction	RICKY HAMILTON	Nonminority
Construction	RICKY LOCKLEAR CONSTRUCTION INC	American Indian
Construction	RICKY SHERRILL	Nonminority
Construction	RIDDICKS HAULING INC	Black American
Construction	RIFENBURG CONSTRUCTION INC	Nonminority
Construction	RIGGS HARROD BUILDERS INC	Nonminority
Construction	RIGHT BUILD CONSTRUCTION SERVICES LLC	Black American
Construction	RIGHT BUILD INTERNATIONAL INC	Black American
Construction	RIGHT ELECTRIC LLC	Black American

Construction	RIGHTWAY CONSTRUCTION INCORPORATED	Nonminority
Construction	RIKE ROOFING SERVICES	NM-Female
Construction	RILEY PAVING INC	Nonminority
Construction	RITCHIE CONSTRUCTION CO INC	Nonminority
Construction	RIVAL CONSTRUCTION INC	Nonminority
Construction	RIVENBARK CONSTRUCTION CO	Nonminority
Construction	RIVER WORKS INCORPORATED	Nonminority
Construction	RIVERSIDE CONTRACTORS INC	Nonminority
Construction	RIVERSIDE DEVELOPMENT CORPORATION	Nonminority
Construction	RIVERSIDE EXCAVATION INC	Nonminority
Construction	RIVERSIDE SAND, INC.	Nonminority
Construction	RIVERSIDE STUMP DUMP INC	NM-Female
Construction	RIVERVIEW CONSTRUCTION	Nonminority
Construction	RJ BREWER GRADING CO INC	Nonminority
Construction	RJ CARLSON DBA CARLSON'S LANDSCAPING	Nonminority
Construction	RJ LEEPER CONSTRUCTION LLC	Black American
Construction	RJJ CONSTRUCTION LLC	Black American
Construction	RJS GRADING LLC	Nonminority
Construction	RLB TRUCKING INC	Black American
Construction	RMB GROUP TOTAL SITEWORK CONSTRUCTION LL	Nonminority
Construction	RML GRADING & EXCAVATING INC	NM-Female
Construction	ROAD READY CAROLINA LLC	Nonminority
Construction	ROADBUILDERS INC	Nonminority
Construction	ROADMASTERS TRAFFIC CONTROL LLC	NM-Female
Construction	ROADRUNNER CONCRETE LLC	Hispanic American
Construction	ROADSAFE TRAFFIC SYSTEMS INC	Nonminority
Construction	ROADWAY CONSTRUCTION SOLUTOINS LLC	Nonminority
Construction	ROADWORKS CONSTRUCTION COMPANY LLC	Nonminority
Construction	ROANOKE DEVELOPMENTAL CENTER	Nonminority
Construction	ROBBINS PAINT & CARPET LLC	Nonminority
Construction	ROBBINSVILLE CUSTOM MOULDING INC.	Nonminority
Construction	ROBERSON CONTRACTING, LLC	Nonminority
Construction	ROBERSON'S HEATING & AIR CONDITIONING INC	Nonminority
Construction	ROBERT AUBREY BARR JR DBA TRC CONSTRUCTION	Nonminority
Construction	ROBERT BALDWIN TRUCKING INC	Black American
Construction	ROBERT DAWSON PLUMBING & CONSTRUCTION	Nonminority
Construction	ROBERT L BERRY CONSTRUCTION INC	Nonminority
Construction	ROBERT L HARRIS JR DBA ROBERT HARRIS TRUCKING	Nonminority
Construction	ROBERT L TUCK DBA TUCK'S TRUCKING	Nonminority



Construction	ROBERT L WHITTED DBA WHITTED HAULING	Nonminority
Construction	ROBERT LEVON JOHNSON DBA LEVON'S TREE SERVICE	Nonminority
Construction	ROBERT M MERRILL MERRILL DUMP TRUCK BACKHO TRACTOR	Nonminority
Construction	ROBERT STALLINGS CONTRACTING	Nonminority
Construction	ROBERT WAYNE FOWLER DBA FOWLER'S BACKHOE SERVICE	Nonminority
Construction	ROBERTS LANDSCAPE & PROPERTY MANAGEMENT	Nonminority
Construction	ROBERTSON ELECTRIC	Nonminority
Construction	ROBIN CHAMPION DBA WAY TRUCKING & HAULING	Nonminority
Construction	ROBIN WALSTON	Nonminority
Construction	ROBINSON TRUCKING & GRADING LLC	Nonminority
Construction	ROCK TRUCKING	Nonminority
Construction	ROCK WORK DRILLING AND BLASTING LLC	Nonminority
Construction	ROCKIN D TRUCKING LLC	Nonminority
Construction	RODGERS BUILDERS INC	NM-Female
Construction	RODNEY C HOBBS CONTRACT HAULING	Nonminority
Construction	RODNEY L COUCH	Nonminority
Construction	RODNEY W PRUITT DBA BINGO'S BACKHOE	Nonminority
Construction	RODRIGUEZ SPECIALIST CONSTRUCTION SERVICE DBA JUAN	Nonminority
Construction	ROGERS GROUP INC	Nonminority
Construction	ROHADFOX CONSTRUCTION CONTROL	Black American
Construction	RONALD ELLIOTT FISHER DBA RFISHER CONSTRUCTION	Nonminority
Construction	RONALD F BRIGGS	Nonminority
Construction	RONALD HILL DBA R HILL TRUCKING	Nonminority
Construction	RONALD WHITMORE TRUCKING	Nonminority
Construction	RONNIE ALFONZA ARRINGTON DBA L & R HAULING	Nonminority
Construction	RONNIE EARL LOCKLEAR SR DBA RONNIES EARTHMOVING SE	Nonminority
Construction	RONNIE RAY COOK TRUCKING INC	Nonminority
Construction	RONNIE RAY LOCKAMY DBA LOCKAMY & SON'S TRUCKING	Nonminority
Construction	ROOF SOLUTIONS INC	Asian American
Construction	ROPER CONSTRUCTION LLC	Black American
Construction	ROSCOE JAMES MILLSAPS	Nonminority
Construction	ROSE BROTHERS PAVING CO INC	Nonminority
Construction	ROSENBLATT AND ASSOCIATES, INC	Nonminority



Construction	ROSEWOOD TRUCKING LLC	Nonminority
Construction	ROTO-ROOTER	Nonminority
Construction	ROUNDTREE ENTERPRISES OF CHARLOTTE,	Nonminority
Construction	ROY E THORB MASONRY CO INC	Nonminority
Construction	ROY WICKER DBA DBA WICKER'S TRUCKING	Nonminority
Construction	ROY'S TREE SERVICE	Nonminority
Construction	ROYAL ELECTRIC SERVICE INC	Nonminority
Construction	ROYAL TRUCKING	Nonminority
Construction	ROYALS CONTRACTING INC	NM-Female
Construction	RPC CONTRACTING INC	Nonminority
Construction	RPG CONSTRUCTION LLC	Black American
Construction	RRC CONCRETE INC	Hispanic American
Construction	RTP ELECTRICAL SERVICES LLC	NM-Female
Construction	RTSB LLP	Nonminority
Construction	RUBY PAVEMENT MARKING LLC	Nonminority
Construction	RUDDS HAULING INC	Black American
Construction	RUDY'S ROOFING	Nonminority
Construction	RUFUS YOUNG CONSTRUCTION INC	American Indian
Construction	RUIZ TRUCKING	Hispanic American
Construction	RUMBURG GRADING INC	NM-Female
Construction	RUMSEY CONSTRUCTION & RENOVATION LLC	American Indian
Construction	RURAL PLUMBING & HEATING INC	Nonminority
Construction	RUSH MASONRY MANAGEMENT LLC	NM-Female
Construction	RUSSELL ENTERPRISES LLC	Nonminority
Construction	RUSSELL RICE JR DBA RUSSELL AND SON LANDSCAPING	Black American
Construction	RUSSELLS PAINT + CONSTRUCTION LLC	Nonminority
Construction	RUSSO CONSTRUCTION INC	NM-Female
Construction	RUSTON PAVING CO INC	Nonminority
Construction	RUTHERFORD HEATING & AIR	Nonminority
Construction	RW EAGLE CONSTRUCTION COMPANY INC	Nonminority
Construction	RW HAULING & GRADING	Nonminority
Construction	RW TRUCKING INC	Black American
Construction	RWS CONSTRUCTION INC	Nonminority
Construction	RYAN AUSTIN GUNTER	Nonminority
Construction	S & B GENERAL BENNY BRASINGTON	Nonminority
Construction	S & C CONSTRUCTION LLC	Nonminority
Construction	S & I CONCRETE CONSTRUCTION LLC	Nonminority
Construction	S & J EAST COAL TRUCKING LLC	Nonminority
Construction	S & R ENTERPRISES OF THE CAROLINAS	Nonminority
Construction	S & S ALUMINUM & CONSTRUCTION CO INC	Nonminority

Construction	S & S BACKHOE SERVICES INC	Nonminority
Construction	S & S BUILDING AND DEVELOPMENT LLC	Nonminority
Construction	S & S ELECTRICAL	Nonminority
Construction	S & S HAULING INC	Nonminority
Construction	S & S TREE SERVICE	Nonminority
Construction	S BATTLE TRUCKING	Nonminority
Construction	S J FLOWE GRADING CO INC	Nonminority
Construction	S LYNN LEE TRUCKING INC	Nonminority
Construction	S MCNEILL TRUCKING	Black American
Construction	S SALLOUM CONTRACTORS INC	Asian American
Construction	S WILLIAMS CONSTRUCTION	Black American
Construction	S. M. SMITH & SONS, INC.	Nonminority
Construction	S&K ELECTRICAL CONTRACTORS LLC	NM-Female
Construction	S&L PAINTING & DECORATING INC	NM-Female
Construction	SA HAULING & UTILITIES LLC	Nonminority
Construction	SAC ENTERPRISES INC	Nonminority
Construction	SAFER CONCRETE AND CONSTRUCTION LLC	Hispanic American
Construction	SAFETY STRIPE MARKING CO INC	Nonminority
Construction	SAFFO CONTRACTORS INC	Nonminority
Construction	SAL CONSTRUCTION CO INC	Subcontinent Asian American
Construction	SALES GRADING INC	Black American
Construction	SALINA KAY BETHEA DBA DE & DE HAULING	Black American
Construction	SAMMY WADE GALLOWAY DBA SAMMY GALLOWAY GRADING	Nonminority
Construction	SAMSONS CONSTRUCTION INC	Black American
Construction	SAMUEL HUNT'S TRUCKING CO INC	American Indian
Construction	SANCHEZ TRUCKING	Nonminority
Construction	SANCO CONSTRUCTION COMPANY INC	Nonminority
Construction	SAND AND LAND LLC	Nonminority
Construction	SAND DOLLAR CONSTRUCTION COMPANY INC	Nonminority
Construction	SANDERS TRUCKING OF ERWIN LLC	Black American
Construction	SANDERS UTILITY CONSTRUCTION CO INC	NM-Female
Construction	SANDHILLS CONTRACTORS INC	Nonminority
Construction	SANDHILLS HAULING INC	NM-Female
Construction	SANDHILLS UTILITY SERVICES LLC	Nonminority
Construction	SANDI'S ELECTRICAL SERVICE INC	NM-Female
Construction	SANDMARC CONSTRUCTION	Nonminority
Construction	SANDRA MEZA DBA SANDRAS HAULING	Nonminority
Construction	SANDRA PAGE DBA PAGE TRUCKING	Nonminority
Construction	SANDY LEE CLINE JR.	Nonminority
Construction	SANDYS HAULING & BACKHOE SERVICE IN	Nonminority

Construction	SANFORD CONTRACTORS INC	Nonminority
Construction	SANGELL DISTRIBUTION INC DBA ANGELL PAVING	Nonminority
Construction	SANTIS FLOORING SERVICE INC	Hispanic American
Construction	SANTONIO VERSHAWN MARSHALL DBA MARSHALL TRUCKING	Nonminority
Construction	SARDIA ENTERPRISES LLC	Black American
Construction	SASSER GRADING & DRAINAGE INC	NM-Female
Construction	SASSIE TRUCKING INC	Nonminority
Construction	SATTERFIELD PAVING CO LLC	Nonminority
Construction	SAULS HAULING	Black American
Construction	SAUNDERS CONSTRUCTION SERVICES INC	Nonminority
Construction	SAVAI SMITH ENTERPRISES GCS PAINT CONTRACTORS LLC	Nonminority
Construction	SAWYER & SONS CONSTRUCTION INC	Nonminority
Construction	SAWYER'S LAND DEVELOPING INC	Nonminority
Construction	SAWYERS CREEK CONTRACTING INC	Nonminority
Construction	SB&O TECHNICAL CONSTRUCTION&REPAIR INC	Black American
Construction	SBC CONTRACTING INC	Black American
Construction	SBP CONSTRUCTION LLC	Nonminority
Construction	SCHETTINI FLOOR SOLUTIONS LLC	Hispanic American
Construction	SCHMOLKE CONSTRUCTION	Nonminority
Construction	SCOTIA CONSTRUCTION INC	Nonminority
Construction	SCOTT MITCHELL ANDERSON	Nonminority
Construction	SCOTT TRUCKING	Black American
Construction	SCOTT'S PAINTING & DRYWALLINC	American Indian
Construction	SCOTTS TRUCKING COMPANY	Black American
Construction	SDR CONSTRUCTION COMPANY INC	NM-Female
Construction	SEABREEZE ELECTRIC AND LIGHTING INC	Nonminority
Construction	SEACOAST CONCRETE CUTTING INC	Nonminority
Construction	SEAGROVES ELECTRICAL SERVICE INC	Nonminority
Construction	SEAL BROTHERS CONTRACTING LLC	NM-Female
Construction	SEALAND CONTRACTORS CORP	Nonminority
Construction	SEASHORE BUILDERS INC	NM-Female
Construction	SECOND CHANCE AT MENDING BRIDGES (SCMB)	Black American
Construction	SEEGARS FENCE CO INC OF RALEIGH	Nonminority
Construction	SELCO CONSTRUCTION INC	Nonminority
Construction	SELECT CONCRETE CONSTRUCTION LLC	NM-Female
Construction	SEMPRE INC	Black American
Construction	SERVICE ROOFING & SHEET METAL CO	Nonminority
Construction	SEVEN LAKES CONTRACTING & ASPHALT SERVIC	NM-Female
Construction	SEVENSKI TRUCKING INC	Nonminority

Construction	SEYMORE LANDSCAPING INC	Black American
Construction	SG DRILLING	Nonminority
Construction	SHALIMAR CONSTRUCTION	Nonminority
Construction	SHARON ANDERSON TATUM	Nonminority
Construction	SHARP-CARTER FLOORING CORP	Nonminority
Construction	SHARPE BROTHERS	Nonminority
Construction	SHARPE'S ELECTRICAL LLC	Black American
Construction	SHAUN LACKEY EXCAVATING LLC	Nonminority
Construction	SHAUN THOMPSON DBA CURBMAN CONSTRUCTION	Black American
Construction	SHAVENDER TRUCKING LLC	Nonminority
Construction	SHAWN R CABRAL CONSTRUCTION LLC	Nonminority
Construction	SHELBY HEATING & AIR	Nonminority
Construction	SHELDON STOLL	Nonminority
Construction	SHELTON LOGGING & CHIPPING INC	Nonminority
Construction	SHELTON WILLIAMS DBA WILLIAMS HAULING SERVICE	Nonminority
Construction	SHERMAN HOWARD	Nonminority
Construction	SHERRY'S SEEDING & GRASS CUTTING IN	NM-Female
Construction	SHILOH UTILITIES INC	Nonminority
Construction	SHINESTONE TRUCKING LLC	Nonminority
Construction	SHIRLEE M. COMBS	Nonminority
Construction	SHON WESTBROOK	Nonminority
Construction	SHORELINE TRUCKING LLC	Black American
Construction	Shuler & Sons Construction Inc.	American Indian
Construction	SHULER'S III CONCRETE	Black American
Construction	SIB GENERAL CONTRACTORS LLC	Black American
Construction	SIDES CONTRACTING CO INC	NM-Female
Construction	SIDEWALK LEVELERS INC	Nonminority
Construction	SIDNEY B MCLEAN	Nonminority
Construction	SIENKWICZ CONTRACTING	Nonminority
Construction	SIGNATURE PLUMBING INC	Nonminority
Construction	SILAS RIDGE CONSTRUCTION SERVICES INC	Nonminority
Construction	SILVERBACK BROTHERS LLC	Black American
Construction	SIMAAN CONSTRUCTION INC	Nonminority
Construction	SIMCON COMPANY LLC	Nonminority
Construction	SIMMON'S TREE SERVICE	Nonminority
Construction	SIMMONS MASONRY INC	NM-Female
Construction	SIMMONS PUBLIC UTILITY SITE WORK INC	Black American
Construction	SIMONS LANDSCAPING SERVICES LLC	Black American
Construction	SIMPSON ELECTRICAL INC	NM-Female
Construction	SINCLAIR'S PAINTING	Black American

Construction	SINGH SITE DEVELOPMENT	Subcontinent Asian American
Construction	SISK GRADING INC	Nonminority
Construction	SITE DEVELOPMENT CORPORATION	Nonminority
Construction	SITE-PREP INC OF NC	Nonminority
Construction	SITESCAPES LLC	Nonminority
Construction	SITEWORKS LLC	NM-Female
Construction	SIX GRANDS TRUCKING	Black American
Construction	SIYA ELECTRICAL	Asian American
Construction	SJC CONSTRUCTION LLC	Nonminority
Construction	SK HAULING LLC	Subcontinent Asian American
Construction	SKC INC	NM-Female
Construction	SKINNER - SMITH CONSTRUCTION INC	Nonminority
Construction	SKYROCK CONCRETE FINISHING INC	Hispanic American
Construction	SKYROCK CONSTRUCTION LLC	Black American
Construction	SLADE LANDSCAPING INC	Nonminority
Construction	SLM CONSTRUCTION INC	NM-Female
Construction	SLOAN TRUCKING	Black American
Construction	SM & J SERVICES LLC	NM-Female
Construction	SMART ELECTRIC COMPANY INC	NM-Female
Construction	SMELCER CONTRACTORS INC	Nonminority
Construction	SMITH & SONS CONSTRUCTION INC	NM-Female
Construction	SMITH BROTHERS PAVING INC	Nonminority
Construction	SMITH CONCRETE AND SERVICES INC	Nonminority
Construction	Smith Construction	American Indian
Construction	SMITH EXCAVATING LLC	Nonminority
Construction	SMITH INSULATION INC	NM-Female
Construction	SMITH JAMISON DBA SMITH JAMISON	Nonminority
Construction	SMITH PAVING INC	Nonminority
Construction	SMITH-ROWE, LLC	Nonminority
Construction	SMITHS DEMOLITION & CLEAN UP LLC	Nonminority
Construction	SMOKY MOUNTAIN LAND MANAGEMENT LLC	Nonminority
Construction	SMOOTH'S TRAFFIC CONTROL LLC	Nonminority
Construction	SMR ENTERPRISES LLC	Nonminority
Construction	SMYRE'S LANDSCAPING	Nonminority
Construction	SNEED ROBERTSON & ASSOCIATES INC	American Indian
Construction	SOLID ROCK TRUCKING INC	Black American
Construction	SOLID SITE INC	American Indian
Construction	Solis Lawn Services	American Indian
Construction	SOLOMON'S ENTERPRISE LLC	NM-Female
Construction	SONNY DEVELOPMENT LLC	Nonminority

Construction	SOSEBEE PAVEMENT MARKINGS LLC	Nonminority
Construction	SOUTH CREEK CONSTRUCTION INC	Nonminority
Construction	SOUTH END PROPERTY MGMT LLC	Black American
Construction	SOUTH RIVER ELECTRIC	Nonminority
Construction	SOUTHEAST CAISSONS LLC	NM-Female
Construction	SOUTHEAST CONTRACTING GROUP INC	Nonminority
Construction	SOUTHEAST UTILITY CONSTRUCTION LLC	NM-Female
Construction	SOUTHEASTERN EROSION CONTROL LLC	American Indian
Construction	SOUTHEASTERN GRADING & CLEARING INC	Nonminority
Construction	SOUTHEASTERN PROPERTIES AND DEVELOPMENT COMPANY	Nonminority
Construction	SOUTHEND PAINTING & WC INC	Asian American
Construction	SOUTHERN APPALACHIAN GRADING AND EXCAVATION INC	Nonminority
Construction	SOUTHERN ASPHALT INC	Nonminority
Construction	SOUTHERN GRACE TRUCKING LLC	Nonminority
Construction	SOUTHERN HAULING INC	Black American
Construction	SOUTHERN LADYS TRANSPORT LLC SOUTHERN LADYS TRANS	Black American
Construction	SOUTHERN LANDSCAPING SERVICES INC	Nonminority
Construction	SOUTHERN MECHANICAL INSULATION OF NC LLC	NM-Female
Construction	SOUTHERN PAINT & WATERPROOFING COMPANY INC	Nonminority
Construction	SOUTHERN RECONSTRUCTION INC	Nonminority
Construction	SOUTHERNCROSS UTILITIES INC	Nonminority
Construction	SOUTHERNSCAPES INC	Asian American
Construction	SOUTHMOORE HEATING & COOLING	Nonminority
Construction	SOUTHPORT ELECTRICAL SERVICE INC	NM-Female
Construction	SOUTHSIDE CONSTRUCTORS INC	Nonminority
Construction	SOUTHWEST TRUCKING INC	Nonminority
Construction	SOWERS CONSTRUCTION CO INC	Nonminority
Construction	SPAN BUILDERS LLC	Nonminority
Construction	SPARKS CONTRACTING INC	Nonminority
Construction	SPARKS GRADING & EXCAVATING LLC	Nonminority
Construction	SPEARS TRUCKING	Nonminority
Construction	SPECTRA BUILDERS INC	NM-Female
Construction	SPIKES-OUT TREE CARE LLC	Black American
Construction	SPINNAKER GENERAL CONTRACTORS INC	Nonminority
Construction	SPIRIT ELECTRICAL COMPANY	Black American
Construction	SPRINKLE CREEK LANDSCAPING	Nonminority
Construction	SPUR CONSTRUCTION LLC	Nonminority

Construction	SRS ENTERPRISES LLC	Nonminority
Construction	SSMC INC	Black American
Construction	ST CLAIR TRUCKING INC	Black American
Construction	ST GRADING & BACKHOE SERVICE	Nonminority
Construction	STALEY HAULING INC	Nonminority
Construction	STALEY INSULATING INC	Nonminority
Construction	STALLINGS PLUMBING HEATING &	Nonminority
Construction	STANCIL PAINTING & SERVICES INC	Nonminority
Construction	STANIEL KEY LANDSCAPING	Nonminority
Construction	STAR CONSTRUCTION SERVICES LLC	Nonminority
Construction	STARLIGHT PAINTING CONTRACTORS INC	Hispanic American
Construction	STARR ELECTRIC COMPANY INC	Nonminority
Construction	STARR TRUCKING LLC	Nonminority
Construction	STARTEK ELECTRIC INC	Nonminority
Construction	STATE BD OF EXAMINERS PLUMBING	Nonminority
Construction	STATE CONSTRUCTION	NM-Female
Construction	STATE CONTRACTING INC	NM-Female
Construction	STATE UTILITY CONTRACTORS INC	Nonminority
Construction	STATESVILLE PAINTING & MAINTENANCE	Black American
Construction	STAY ALERT SAFETY SERVICES LLC	NM-Female
Construction	STAY SAFE TRAFFIC CONTROL LLC	Nonminority
Construction	STEFANIE MCDANIEL DBA DAVIE ROAD SERVICE	Nonminority
Construction	STELLA CONSTRUCTION CO INC	Nonminority
Construction	STEP CONSTRUCTION, INC.	Black American
Construction	STEPPE CONSTRUCTION INC	Nonminority
Construction	STEVE & SONS CONSTRUCTION	Hispanic American
Construction	STEVE B SIMMONS CONSTRUCTION CO LLC	Nonminority
Construction	STEVE TATE & SON PLUMBING INC	Nonminority
Construction	STEVEN CHRISTOPHER BACK	Nonminority
Construction	STEVEN EDWARDS CONSTRUCTION INC	Nonminority
Construction	STEVIE'S FLOORS & MORE INC	NM-Female
Construction	STEWART GROUP ENTERPRISES LLC	Nonminority
Construction	STEWART HAULING & BACKHOE INC	NM-Female
Construction	STEWARTS GRADING & HAULING INC	Nonminority
Construction	STEWARTS HYDROSEEDING INC	Nonminority
Construction	STILES TRUCKING INC	NM-Female
Construction	STILLWELL BROTHERS LLC	Nonminority
Construction	STILLWELL CONSTRUCTION CORPORATION	Nonminority
Construction	STILLWELL ENTERPRISES INC	Nonminority
Construction	STITT TRUCKING LLC	Black American
Construction	STOCKS & TAYLOR CONSTRUCTION INC	Nonminority



Construction	STOKES LANDSCAPING	Black American
Construction	STONE CREEK MASONRY INC	NM-Female
Construction	STONEHENGE BUILDING INC	NM-Female
Construction	STONEY CREEK CONSTRUCTION INC	NM-Female
Construction	STORM ELECTRIC CO INC	NM-Female
Construction	STORM WATER PIPE SOLUTIONS LLC	Nonminority
Construction	STORMWATER MAINTENANCE INC	Nonminority
Construction	STOUT TRUCKING INC	Nonminority
Construction	STRAIGHT LINE CONSTRUCTION INC	Nonminority
Construction	STRAIGHTLINE PAVEMENT MARKING INC	Nonminority
Construction	STRATCON CONTRACTING CORP	Black American
Construction	STREAMLINES TRUCKING INC	Black American
Construction	STREETER TRUCKING COMPANY	Black American
Construction	STRICKLAND WATERPROOFING CO INC	Nonminority
Construction	STRIPING CONCEPTS LLC	Nonminority
Construction	STRONGBOW STRATEGIES LLC	American Indian
Construction	STROUD BROTHERS GRADING	Nonminority
Construction	STRUCTURAL COATINGS, INC.	Nonminority
Construction	STRUCTURAL STEEL OF CAROLINA LLC	NM-Female
Construction	STRUCTURAL STEEL PRODUCTS	Nonminority
Construction	STRUCTURE BUILDING COMPANY INC	Black American
Construction	STRUCTURES & ADJUSTMENTS LLC	Nonminority
Construction	STUCKEYS BACKHOE SERVICE INC	Nonminority
Construction	STYRON'S TREE SERVICE LLC	Nonminority
Construction	SUBSURFACE CONSTRUCTION COMPANY LLC - -	Nonminority
Construction	SUBURBAN ELECTRIC CONTRACTORS OF NC INC	NM-Female
Construction	SUGAR TRUCKING INC	Nonminority
Construction	SULLIVAN EASTERN INC	Nonminority
Construction	SUMMA GENERAL CONTRACTORS LLC	Hispanic American
Construction	SUMMIT DEVELOPERS INC	Nonminority
Construction	SUN KING TRUCKING LLC	Nonminority
Construction	SUNBURY RURAL DEVELOPER LLC	Nonminority
Construction	Sunkota Contracting Co., LLC	American Indian
Construction	SUNLAND BUILDERS INC	Nonminority
Construction	SUNNY DAY LANDSCAPING	Nonminority
Construction	SUNRISE REPAIR AND CONSTRUCTION INC	Asian American
Construction	SUNRISE ROOFING INC	NM-Female
Construction	SUNSET RIDGE LANDSCAPES INC	Nonminority
Construction	SUNSHINE CONTRACTING & CONSTRUCTION	Nonminority
Construction	SUNSHINE TREE & FENCE INC	NM-Female
Construction	SUPERIOR CONCRETE OF NC INC	Nonminority



Construction	SUPERIOR CRANES INC	Nonminority
Construction	SUPERIOR LANDSCAPE SERVICES INC	Nonminority
Construction	SUPERIOR MECHANICAL SYSTEMS INC	Black American
Construction	SUPERIOR PIPING FABRICATORS & ERECTOR'S	NM-Female
Construction	SUPERIOR SEEDING INC	NM-Female
Construction	SUPERIOR TREE LLC	Nonminority
Construction	SUPREME SWEEPERS LLC	Black American
Construction	SURE POWER ELECTRIC INC	Black American
Construction	SURELIFT INC.	Nonminority
Construction	SURFACEMAX INC	NM-Female
Construction	SURRY - YADKIN FLOORING INC	Nonminority
Construction	SUTTON TRUCKING LLC	NM-Female
Construction	SVG CONCRETE PUMPING INC	Hispanic American
Construction	SW LEDFORD GRADE CONTRACTING INC	Nonminority
Construction	SWARTZ BUILDING SOLUTIONS INC	Nonminority
Construction	SYKES GRADING SERVICE LLC	Nonminority
Construction	SYKO DEVELOPMENT LLC	Nonminority
Construction	T & H CONSTRUCTION OF NC INC	Nonminority
Construction	T & H ELECTRICAL CORPORATION	Nonminority
Construction	T & J PLUMBING REPAIR INC	Nonminority
Construction	T & J UTILITIES	Nonminority
Construction	T & K UTILITIES INC	Nonminority
Construction	T & M CONSTRUCTION GROUP LLC	Black American
Construction	T & N TRANSPORT, INC.	Nonminority
Construction	T & R UNDERGROUND CONSTRUCTION	Nonminority
Construction	T A HOWARD & SON	Black American
Construction	T A RUPERT WATERPROOFING INC	NM-Female
Construction	T A WOODS COMPANY	NM-Female
Construction	T D EURE MARINE CONSTRUCTION LLC	Nonminority
Construction	T E DAVIS CONSTRUCTION COMPANY	Nonminority
Construction	T FIELDS TRUCKING LLC	Nonminority
Construction	T J 'S MARINE CONSTRUCTION LLC	Nonminority
Construction	T JOHNSON TRUCKING	Black American
Construction	T L WILLIAMS GRADING CONTRACTOR INC	Nonminority
Construction	T L WORLEY ELECTRIC	Nonminority
Construction	T LANIER INC	Nonminority
Construction	T P HOWARD'S PLUMBING CO INC	Nonminority
Construction	T R VERNAL PAVING INC	Nonminority
Construction	T T D CONSTRUCTION INC	Nonminority
Construction	T W LEWIS ELECTRIC INC	Nonminority
Construction	T-REX CONSTRUCTION INC	Black American

Construction	T.A. LOVING COMPANY	Nonminority
Construction	T.P. SMITH CONSTRUCTION CORP.	Nonminority
Construction	T&C TREE SPECIALIST LLC	Nonminority
Construction	T&T ABATEMENT CONTRACTOR SERVICES	NM-Female
Construction	T&T ENTERPRISE LLC	Nonminority
Construction	T2 CONTRACTING INC	Nonminority
Construction	TAG CONTRACTING INC	Nonminority
Construction	TAIWO INTERNATIONAL INC	Black American
Construction	TALINA R PENNINGTON	Nonminority
Construction	TALTON CONTRACTING LLC	Nonminority
Construction	TAMCO CONSTRUCTION SITE MANAGEMENT LLC	Nonminority
Construction	TAMRON'S HAULING GRADING AND LANDSCAP	Nonminority
Construction	TAP CONSTRUCTION INCORPORATED	Nonminority
Construction	TAPROOT CONSTRUCTION LLC	Nonminority
Construction	TAR HEEL RAILROAD CONSTRUCTION CO INC	NM-Female
Construction	TARHEEL CONCRETE	Nonminority
Construction	TARHEEL DRYWALL INC	Nonminority
Construction	TARHEEL GRADING & PAVING, INC.	Nonminority
Construction	TARHEEL PAVING & ASPHALT COMPANY	Nonminority
Construction	TARPON CONSTRUCTION INC	NM-Female
Construction	TAUNTON ENTERPRISES LLC	Nonminority
Construction	TAYLCO INC	Nonminority
Construction	TAYLCO INC DBA GREENSTATE LANDSCAPE	NM-Female
Construction	TAYLOR BROS MARINE CONST INC	Nonminority
Construction	TAYLOR TRUCKING LLC	Nonminority
Construction	TAYLOR'S GRADING AND UTILITIES INC	Nonminority
Construction	TAYLOR'S HAULING & GRADING LLC	Nonminority
Construction	TAYLOR'S LANDSCAPING SERVICE INC	Nonminority
Construction	TAYLORS HAULING & GRADING LLC	Nonminority
Construction	TAYLORS LAWN AND LANDSCAPE INC DBA TAYLORS SITEWOR	Nonminority
Construction	TCB BUILDERS LLC	Nonminority
Construction	TCB CONTRACTORS LLC	Black American
Construction	TCP CONCRETE CONSTRUCTION INC	Nonminority
Construction	TDL TRUCKING LLC	Black American
Construction	TEABERRY CONSTRUCTION CO. INC.	Nonminority
Construction	TEAGUE CONTRACTING INC	Nonminority
Construction	TEAM CONSTRUCTION LLC	Hispanic American
Construction	TEAM J CONSTRUCTION COMPANY LLC	Black American
Construction	TEAM TRUCKING AND TRANSPORT LLC	NM-Female
Construction	TEC ELECTRIC LLC	Black American

Construction	TECO TRUCKING LLC	Nonminority
Construction	TED FRANKLIN	Nonminority
Construction	TED MICKEY GRADING & UTILITIES	Nonminority
Construction	TEMPLE GRADING & CONSTRUCTION CO INC	Nonminority
Construction	TENNOCA CONSTRUCTION COMPANY	Nonminority
Construction	TERESA M. APPERSON	Nonminority
Construction	TERRY BROTHERS CONST CO INC	Nonminority
Construction	TERRY BUCKS CONTRACTING LLC	Nonminority
Construction	TERRY L. FLEMING	Nonminority
Construction	TERRY SPELL MECHANICAL SERVICES INC	Nonminority
Construction	TERRY'S ENTERPRISE	Black American
Construction	TERRY'S PLUMBING & UTILITIES	Nonminority
Construction	TESH- TROXLER LANDSCAPES & DESIGNS INC	Nonminority
Construction	TETRA TECH CONSTRUCTION INC	Nonminority
Construction	TETRALINE CONSTRUCTION & UTILITY SERVICE	Hispanic American
Construction	THAD ADAMS TRUCKING INC	NM-Female
Construction	THALLE CONSTRUCTION CO., INC.	Nonminority
Construction	THE COMPANY STREET CONSTRUCTION CO LLC	Nonminority
Construction	THE DANIELE COMPANY LLC	Black American
Construction	THE FOSTER GROUP LLC	Black American
Construction	THE FREIGHT BROKERY LLC	Black American
Construction	THE HMC PAVING & CONSTRUCTION CO IN	Nonminority
Construction	THE HUFFSTETLER GROUP INC	Nonminority
Construction	THE HURLEY GROUP LLC	Nonminority
Construction	THE INNOVATIVE CONTRACTING GROUP	Black American
Construction	THE J RYAN CORPORATION LLC	Nonminority
Construction	THE J W HAMPTON COMPANY	NM-Female
Construction	THE LANE CONSTRUCTION CORPORATION	Nonminority
Construction	THE LANE-BLYTHE CONSTRUCTION JV	Nonminority
Construction	THE MASONRY CO INC	Hispanic American
Construction	THE MCCOY GROUP LLC	Nonminority
Construction	THE METROLINA LANDSCAPE COMPANY	Nonminority
Construction	THE MYERS DEVELOPMENT GROUP LLC	Black American
Construction	THE PROFESSIONALS MANAGEMENT GROUP INC	Black American
Construction	THE SPRUILL CONSTRUCTION CORP	Black American
Construction	THE TARA GROUP OF LUMBERTON INC	Nonminority
Construction	THEODORE SIMMONS DBA T SIMMONS BACKHOE & CONCRETE	Nonminority
Construction	THERESA'S CONCRETE SERVICE INC	NM-Female
Construction	THOMAS LYONS JR DBA THOMAS LYONS HAULING	Nonminority
Construction	THOMAS SIMPSON CONSTRUCTION	Nonminority

Construction	THOMAS STANLEY GRADING &	NM-Female
Construction	THOMAS WAYNE IVEY	Nonminority
Construction	THOMASON CONCRETE	Nonminority
Construction	THOMPSON GRADING HAULING & CRANE	Nonminority
Construction	THOMPSON TRUCKING	Nonminority
Construction	THOMPSON'S ELECTRICAL &	Nonminority
Construction	THOMPSON'S TREE SERVICE	Nonminority
Construction	THOMSON CORDER & COMPANY	Nonminority
Construction	THORE ENTERPRISES INC	NM-Female
Construction	THREADLINE PRODUCTS INC	NM-Female
Construction	THUNDER CONTRACTING INC	Nonminority
Construction	TIENTA TRANSPORT INC	NM-Female
Construction	TIERNEY COMMERCIAL CONSTRUCTION LLC	Nonminority
Construction	TIERNEY CONSTRUCTION LLC	Nonminority
Construction	TILE BY FREDDY INC	Nonminority
Construction	TILE-IT INCORPORATED	Nonminority
Construction	TILLERY CONCRETE LLC	Nonminority
Construction	TIM EDWARDS LANDSCAPING INC	Nonminority
Construction	TIM HOLLEY EXCAVATING & DIRECTIONAL DRILLING INC	Nonminority
Construction	TIM JOHNSON LANDSCAPING INC	Nonminority
Construction	TIM PHELPS & CO	Nonminority
Construction	TIM SCHENK ELECTRIC INC	Nonminority
Construction	TIM SEAGRAVES TRUCKING LLC	Nonminority
Construction	TIMCO ENTERPRISES INC	Nonminority
Construction	TIMCO INSULATION & FIREPLACE LLC	Nonminority
Construction	TIMMMY HENSON HINSON'S PLUMBING	Nonminority
Construction	TIMMY COPPEDGE	Nonminority
Construction	TIMMY COPPEDGE DBA TIMMY COPPEDGE TRUCKING	Nonminority
Construction	TIMOTHY A CAVE	Nonminority
Construction	TIMOTHY C BEESON	Nonminority
Construction	TIMS CONCRETE FINISHING LLC	Nonminority
Construction	TIMS HEATING & AIR CONDITIONING INC	Nonminority
Construction	TIPTON & YOUNG	Nonminority
Construction	TJ SEALEY TRUCKING LLC	Nonminority
Construction	TLC CONSTRUCTION SERVICES INC	Nonminority
Construction	TLC WORKS INC	Nonminority
Construction	TNS TRUCKING INC	NM-Female
Construction	TO THE TOP TRUCKING LLC	Black American
Construction	TODD BURLESON GRADING & PAVING INC	Nonminority

Construction	TODD NORMAN THOMAS DBA DEBRIS PRO CONTAINERS & DEM	Nonminority
Construction	TODD STEGALL TRUCKING CO INC	Nonminority
Construction	TODD W ELMORE	Nonminority
Construction	TOM CAT TRUCKING INC	NM-Female
Construction	TOM THUMB ASPHALT INC	Nonminority
Construction	TOM'S ASPHALT MAINTENANCE INC	Nonminority
Construction	TOMLIN LAWNCARE & TREE SERVICE LLC	Nonminority
Construction	TOMMIE PERRY DBA PERRY'S TRUCKING	Nonminority
Construction	TOMMY HAWK CONCRETE CONSTRUCTION	Nonminority
Construction	TOMMY MAST	Nonminority
Construction	TONY AND SHELLYS TREE SERVICE INC	Nonminority
Construction	TONY M MARTIN DBA T MARTIN HAULING	Black American
Construction	TONY TOON DBA TOON TRUCKING	Black American
Construction	TONYS CONSTRUCTION SERVICE INC	Nonminority
Construction	TONYS TRUCKING	Black American
Construction	TOP NOTCH HAULING/TRUCKING LLC	Nonminority
Construction	TOPPS PREMIER INC	Black American
Construction	TOTAL CONCRETE SOLUTIONS LLC	Nonminority
Construction	TOTTEN TRUCKING INC	Black American
Construction	TOWN & COUNTRY TREE SERVICE	Nonminority
Construction	TOWNS TRUCKING LLC	Black American
Construction	TP SMITH CONSTRUCTION CORP	Nonminority
Construction	TRACE AND COMPANY INC	Nonminority
Construction	TRACO DRYWALL INC	NM-Female
Construction	TRACY KEVIN WINSTON DBA WINSTONS TRUCKING	Nonminority
Construction	TRACY KING HAULING	American Indian
Construction	TRADE STREET ADVISORS LLC	Black American
Construction	TRADEMARK CONSTRUCTION INC	American Indian
Construction	TRADER CONSTRUCTION CO	Nonminority
Construction	TRAFFIC CONTROL SAFETY SERVICES, IN	NM-Female
Construction	TRANSLOAD SOLUTIONS LLC	Nonminority
Construction	TRANSOU AND SON LANDSCAPING	Black American
Construction	TRANSSTATE LLC	Nonminority
Construction	TREE ENTERPRISES LLC	NM-Female
Construction	TREE OF THE LIFE CONSTRUCTION INC	Hispanic American
Construction	TREECEIA BARE ELLER	NM-Female
Construction	TREESCAPE INC	Nonminority
Construction	TREJO CONSTRUCTION LLC	Nonminority
Construction	TREXLER TRUCKING INC	Nonminority
Construction	TRI-COUNTY PAVING, INC.	Nonminority

Construction	TRI-COUNTY TRANSPORT INC	Black American
Construction	TRI-ELECTRIC INC	Nonminority
Construction	TRI-LAKES PAVING INC	Nonminority
Construction	TRIAD CURB & CONCRETE INC	NM-Female
Construction	TRIAD ROAD MAINTENANCE CO INC	NM-Female
Construction	TRIAD TRUCKING LLC	NM-Female
Construction	TRIANGLE CAULKING & WATERPROOF	NM-Female
Construction	TRIANGLE COMMERCIAL PAINTING LLC	NM-Female
Construction	TRIANGLE CONCRETE AND CONTRACTING INC	NM-Female
Construction	TRIANGLE ELECTRIC GROUP INC	Nonminority
Construction	TRIANGLE GRADING & PAVING INC	Nonminority
Construction	TRIANGLE INSULATION SERVICES	NM-Female
Construction	TRICO ELECTRIC CO., INC.	NM-Female
Construction	TRICO GRADING INC	Nonminority
Construction	TRIDENT ELECTRICAL INC	NM-Female
Construction	TRIGON OF WHITEVILLE CONCRETE, INC	Nonminority
Construction	TRINITY PAVING INC	Nonminority
Construction	TRIPAN LLC	Nonminority
Construction	TRIPLE B CONTRACTING	Nonminority
Construction	TRIPLE B HAULING LLC	NM-Female
Construction	TRIPLE D & C TRUCKING COMPANY	Nonminority
Construction	TRIPLE H PLUMBING & CONSTRUCTION	Nonminority
Construction	TRIPLE-R ELECTRIC INC	NM-Female
Construction	TRIPP BROTHERS INC	Nonminority
Construction	TRIPP'S CONSTRUCTION LLC	Nonminority
Construction	TRIPPS TRUCKING LLC	Asian American
Construction	TRITON SITEWORK DEVELOPMENT LLC	Nonminority
Construction	TRIUMPH TRUCKING & HAULING	Nonminority
Construction	TRIUNE ELECTRIC INC	Nonminority
Construction	TROPICAL PAINTING & GENERAL CONSTRUCTION	Hispanic American
Construction	TROY WHITE DBA DONE RIGHT THE FIRST TIME CONTRACTO	Black American
Construction	TROY WILLIAMS CONSTRUCTION LLC	Nonminority
Construction	TRU-PRO TRANSPORT LLC	Black American
Construction	TRUE LINE COMPANY INC	Nonminority
Construction	TRUELECTRIC	Black American
Construction	TRULINE INC	Nonminority
Construction	TRULL CONTRACTING, LLC	NM-Female
Construction	TSH TRUCKING LLC	Nonminority
Construction	TSIMMONSBACHHOE CONCRETE	Black American
Construction	TUFF TREE WERKS	Nonminority

Construction	TUGMAN'S TRUCKING INC	Nonminority
Construction	TURNER ASPHALT INC	Nonminority
Construction	TURNER LANDSCAPING SERVICES INC	Nonminority
Construction	TURNER MOUNTAIN CONSTRUCTION	Nonminority
Construction	TURNER UTILITIES INC	Black American
Construction	TURNKEY CONTRACTORS INC	Nonminority
Construction	TWC, INC	Nonminority
Construction	TWIN DESIGNS AND CONSTRUCTION LLC	Black American
Construction	TWINS TRANSPORT LLC	Black American
Construction	TWO AMIGOS HEATING AND AIR LLC	Nonminority
Construction	TWO BROTHERS UTILITIES LLC	Nonminority
Construction	TWO RIVERS OF THE CAROLINAS INC	Nonminority
Construction	TWO SHOE TRUCKING	Nonminority
Construction	TYNISHA M JONES HAULING	Nonminority
Construction	TYRUS DAVIS DBA DAVIS TRANSPORT	Black American
Construction	TYSON ELECTRICAL HEATING &	Nonminority
Construction	U NITA STRIPE INC	NM-Female
Construction	U S UNDERGROUND INC	Nonminority
Construction	U&L CONTRACRTORS LLC	Nonminority
Construction	UGLY BOYS TRUCKING	Nonminority
Construction	UL EXCAVATING & GRADING LLC	Nonminority
Construction	ULTIMATE ASPHALT LLC	Black American
Construction	UMA GEOTECHNICAL CONSTRUCTION INC	Nonminority
Construction	UNCOMMON GROUNDS LANDSCAPING LLC	Nonminority
Construction	UNDER CONSTRUCTION CAROLINAS LLP	Black American
Construction	UNDERCUTTER TREE SERVICE	Nonminority
Construction	UNDERGROUND SOLUTIONS INC	Nonminority
Construction	UNDERWOOD CONSTRUCTION	Black American
Construction	UNDERWOOD CONTRACTING INC	Nonminority
Construction	UNDERWOOD TRUCKING	Nonminority
Construction	UNIFOUR CONCRETE CONSTRUCTION LLC	Nonminority
Construction	UNION CONCRETE	Nonminority
Construction	UNION GROVE LANDSCAPE	NM-Female
Construction	UNION TREE EXPERTS	Nonminority
Construction	UNIQUE CONSTRUCTION CONCEPTS	Nonminority
Construction	UNIQUELY GREEN INSULATION	Black American
Construction	UNIT PAVING INC	Nonminority
Construction	UNITED BUILDERS GROUP LLC	Black American
Construction	UNITED CONSTRUCTION INC	Nonminority
Construction	UNITED CONTRACTING INCORPORATED	Nonminority
Construction	UNITED INFRASTRUCTURE GROUP INC	Nonminority



Construction	UNITED PAINTING SERVICES INC	Hispanic American
Construction	UNITED SUBCONTRACTORS INC DBA ALLIED INSULATION	Nonminority
Construction	UNITED TRUCKING SOLUTIONS INC	Black American
Construction	UNITY ELECTRICAL CONTRACTING	Nonminority
Construction	UNITY THREE TRUCKING INC	Black American
Construction	UNIVERSAL HAULING LLC	Nonminority
Construction	UNIVERSITY FLOORING SOLUTIONS LLC	Black American
Construction	UNLIMITED PLUMBING & REPAIR	Nonminority
Construction	UNSHAKABLE BUILDERS LLC	Black American
Construction	UPPERROOM MASONRY	Black American
Construction	USA CONCRETE AND CONTRACTUAL SERVICES	Black American
Construction	USA CONSTRUCTION CO	Asian American
Construction	USA WATERPROOFING INC	Hispanic American
Construction	UTILITIES PLUS INC	NM-Female
Construction	UTILITY SPECIALIST CO INC	Nonminority
Construction	V & B SOLUTIONS LLC	Black American
Construction	V & D TRUCKING	Black American
Construction	VALDESE CONCRETE WORKS INC DBA VALDESE CONCRETE IN	NM-Female
Construction	VALENTINE WELDING SERVICES INC	NM-Female
Construction	VALLEY TRUCKING INC	NM-Female
Construction	VANCE CONSTRUCTION COMPANY	Nonminority
Construction	VANHOOK TRUCKING INC	Black American
Construction	VARNELL'S CUSTOM HAULING INC	Nonminority
Construction	VAUGHN/RICKETTS CONTRACTING INC	Nonminority
Construction	VBW HAULING LLC	Nonminority
Construction	VECTOR ELECTRIC COMPANY	Nonminority
Construction	VENABLE BROTHERS WELL CONSTRUCTION INC	Nonminority
Construction	VENTURE UTILITY CONSTRUCTION INC	Nonminority
Construction	VERNA GARLAND	NM-Female
Construction	VERTICAL WALLS INC	Nonminority
Construction	VESS CONSTRUCTION LLC	Nonminority
Construction	VETERANS COMMERCIAL & FLOOR MI	Black American
Construction	VHM CONTRACTING LLC	Black American
Construction	VIA ELECTRIC CO	Hispanic American
Construction	VICKY L DOHRER DBA V TECHNOLOGIES	Nonminority
Construction	VIMA CONSTRUCTION CORPORATION	Nonminority
Construction	VINSON & ANDERSON	Nonminority
Construction	VIRGINIA S WYNN HAULING	Nonminority
Construction	VISION 21 CONSTRUCTION & DEVELOPMENT	Nonminority
Construction	VISION FLOORING	NM-Female



Construction	VISION NC LLC	Nonminority
Construction	VIVIAN & SONS TRUCKING INC	NM-Female
Construction	VIZIONS IN CONSTRUCTION & MGMT COMPANY	Nonminority
Construction	VMI TRUCKING LLC	Nonminority
Construction	VPC BUILDERS	NM-Female
Construction	VULCAN CONSTRUCTION MATERIALS LLC	Nonminority
Construction	W & W CRANE & RIGGING INC	NM-Female
Construction	W & W TRUCKING & DEMOLITION	Black American
Construction	W AND P TRUCKING LLC	Black American
Construction	W BROOKS CONSTRUCTION INC	Nonminority
Construction	W C BLACK & SONS INC	Nonminority
Construction	W C CONSTRUCTION COMPANY LLC	Nonminority
Construction	W D SMITH GRADING INC	Nonminority
Construction	W E GARRISON CO	NM-Female
Construction	W E GROVE TRUCKING CO	Nonminority
Construction	W G LEWIS TRUCKING INC	Black American
Construction	W H PEOPLES LOGISTICS LLC	Black American
Construction	W J'S LANDSCAPING EROSION CONTROL	Nonminority
Construction	W LANDSCAPING	Black American
Construction	W M HECKSTALL INC	Black American
Construction	W M WARR & SON INC	Nonminority
Construction	W P CONTRACTORS LLC	NM-Female
Construction	W R BLEVINS PLUMBING CO INC	Nonminority
Construction	W R WILLIS CONSTRUCTION	Nonminority
Construction	W S ROBINSON TRUCKING LLC	Nonminority
Construction	W W LANDSCAPING INC	Nonminority
Construction	W W TRUCKING & DEMOLITION SERV	Black American
Construction	W&W TRUCKING & DEMOLITION SERVICES,	Black American
Construction	WADDELL TRUCKING INC	Nonminority
Construction	WADE HARDIN PLUMBING INC	Nonminority
Construction	WAFF CONTRACTING INC	Nonminority
Construction	WAGNER CONTRACTING LLC	NM-Female
Construction	WAKE CONSTRUCTION LLC	Nonminority
Construction	WALDEN PAINTING & CONSTRUCTION	Black American
Construction	WALDENS CONCRETE INC	Nonminority
Construction	WALTER ERNEST CLARK DBA W C TRUCKING	Black American
Construction	WALTER STANCIL ENTERPRISE INC	Black American
Construction	WAM HAULING	Black American
Construction	WAR PAINT ENTERPRISES LLC	American Indian
Construction	WARD'S WATERPROOFING	NM-Female
Construction	WARSAW HEATING & A/C INC.	Nonminority

Construction	WASHINGTON CONCRETE WORKS INC	Black American
Construction	WASPCO CORPORATION	NM-Female
Construction	WATERPROOFING SPECIALTIES INC	Hispanic American
Construction	WATERS BROTHERS CONSTRUCTION CO	Nonminority
Construction	WATERS WORKS INC	Nonminority
Construction	WATKINS SITE DEVELOPMENT	Nonminority
Construction	WATSON CONTRACTING INC	Nonminority
Construction	WATSON ELECTRICAL CONSTRUCTION CO L	Nonminority
Construction	WAUGH ASPHALT INC	Nonminority
Construction	WAYNCO ROOFING LLC	Nonminority
Construction	WAYNE BROTHERS INC	Nonminority
Construction	WAYNE EBRON TRUCKING	Black American
Construction	WAYNE ROOFING & SHEET METAL CO	Nonminority
Construction	WAYNE'S BACKHOE SERVICE INC	Nonminority
Construction	WBC TRUCKING	Black American
Construction	WC CONSTRUCTION COMPANY LLC	Black American
Construction	WEAVER INSULATION CO INC	Nonminority
Construction	WEAVER TRUCKING LLC	Nonminority
Construction	WEAVER'S ASPHALT & MAINTENANCE CO I	Nonminority
Construction	WEBB & PRICE ROOFING CO	Nonminority
Construction	WEBB'S TREE SERVICE	Nonminority
Construction	WEBSTER'S COOLING SYSTEMS INC	Nonminority
Construction	WEEKS HAULING	Black American
Construction	WEG ELECTRIC INC	Nonminority
Construction	WELBORN'S GRADING & EXCAVA. LLC	Nonminority
Construction	WELCH HAULING & GRADING INC	Nonminority
Construction	WELLCO TRUCKING INC	Nonminority
Construction	WELLONS CONSTRUCTION INC	Nonminority
Construction	Wells & West, Inc	American Indian
Construction	WELLS BROTHERS CONSTRUCTION COMPANY	Nonminority
Construction	WELTON J JACKSON JR DBA W J JACKSON CONSTRUCTION C	Nonminority
Construction	WES BEN COMPANY INC	Nonminority
Construction	WESLEY R BRACEY DBA BRACEY TRUCKING	Nonminority
Construction	WESLEY'S CONSTRUCTION & LANDSCAPING INC	Nonminority
Construction	WESS CONSTRUCTION AND REMODELING LLC	Hispanic American
Construction	WEST CONTRACTING INC	Nonminority
Construction	WESTBROOK CONTRACTING LLC	Nonminority
Construction	WESTCO TRUCKING CO	Nonminority
Construction	WESTERN BUILDERS OF SYLVA INC	Nonminority
Construction	WESTERN WATERPROOFING COMPANY OF AMERICA	Nonminority

Construction	WHALEYS DRYWALL LLC	Hispanic American
Construction	WHARTON & DOUGLAS TRUCKING LLC	Nonminority
Construction	WHB TRUCKING CO INC	Nonminority
Construction	WHITE & WHITE GROUP LLC	Black American
Construction	WHITE & WILLIAMS CO, INC.	Nonminority
Construction	WHITE CONSTRUCTION GROUP INC	Nonminority
Construction	WHITE GRADING INC	Nonminority
Construction	WHITE OAK CONSTRUCTION CORP	Nonminority
Construction	WHITEHURST PAVING CO INC	Nonminority
Construction	WHITEHURST TRUCKING	Black American
Construction	WHITFIELD TRUCKING	Nonminority
Construction	WHITING CONSTRUCTION CO INC	Nonminority
Construction	WHITLEY CONTRACTING INC	NM-Female
Construction	WHITMAN TRUCKING	Nonminority
Construction	WHITMIRE TRUCKING INC	Nonminority
Construction	WHITSON ELECTRIC	NM-Female
Construction	WIC INC WOMEN IN CONSTRUCTION I	NM-Female
Construction	WIGGINS CONST CO	Nonminority
Construction	WILLIAM DELOSH	Nonminority
Construction	WILLIAM DOUGLAS BROWN JR	Nonminority
Construction	WILLIAM DWAYNE JONES	Nonminority
Construction	WILLIAM E HANSLEY	Nonminority
Construction	WILLIAM E SMITH MASONRY INC	Black American
Construction	WILLIAM JACK ADAMS DBA JACK ADAMS CONSTRUCTION	Nonminority
Construction	WILLIAM JOSEPH GREER	Nonminority
Construction	WILLIAM LESLIE MCCALL MCCALL'S LANDSCAPE & TREE SE	Nonminority
Construction	WILLIAM MCKENZIE DBA KMAC TRUCKING	Black American
Construction	WILLIAM PICKARD TRUCKING COMPANY INC	Nonminority
Construction	WILLIAM T HOLLAND	Nonminority
Construction	WILLIAMS CONCRETE OF FAYETTEVILLE INC	Nonminority
Construction	WILLIAMS CONSTRUCTION CO INC	Nonminority
Construction	WILLIAMS ELECTRIC COMPANY	Nonminority
Construction	WILLIAMS LANDSCAPING	Nonminority
Construction	WILLIAMS PAVING INC	Nonminority
Construction	WILLIAMS UTILITY LLC	Nonminority
Construction	WILLIE & ROY'S TRUCKING LLC	Black American
Construction	WILLIE BOND DBA W R BOND TRUCKING	Black American
Construction	WILLIE DERRICK PEAKE JR DBA PEAKE CONSTRUCTION	Black American
Construction	WILLIE HILL JR	Nonminority

Construction	WILLIE JONES JR DBA TRUE WAY TRUCKING	Black American
Construction	WILLIS CARROLL DBA CARROLL SMALL REPAIRS	Black American
Construction	WILLIS WELDING & REPAIR INC	Nonminority
Construction	WILSON & SONS CONSTRUCTION	Hispanic American
Construction	WILSON CLEARING & MULCHING INC	Nonminority
Construction	WINGATE EXCAVATING & UTILITIES INC	NM-Female
Construction	WINGO ENTERPRISES INC	Nonminority
Construction	WINKLER TRUCKING INC.	Nonminority
Construction	WINSTEAD LANDSCAPE SERVICES LLC	Black American
Construction	WINSTON-SALEM BELTWAY CONSTRUCTORS LLC	Nonminority
Construction	WISHALL CONTRACTING CO LLC	Nonminority
Construction	WITH-IT-HAULING	Nonminority
Construction	WM DUNN CONSTRUCTION LLC	Asian American
Construction	WM HECKSTALLINC	Black American
Construction	WMF LAND SERVICES LLC	Nonminority
Construction	WNC PAVING , INC.	Nonminority
Construction	WNC ROOFING LLC	NM-Female
Construction	WNC TRUCKING LLC	Nonminority
Construction	WNC WHITE CORPORATION	Nonminority
Construction	WO WHITE LLC	Nonminority
Construction	WOLFPEN DEVELOPERS LLC	Nonminority
Construction	WOLVERINE DEVELOPMENT SERVICES	Nonminority
Construction	WOOD HARVEST INC	Nonminority
Construction	WOODARD ENTERPRISES	Black American
Construction	WOODCHUCK TREE SERVICE INC	Nonminority
Construction	WODELL TRANSPORT INC	NM-Female
Construction	WOODLAND VEGETATION MANAGEMENT INC	Nonminority
Construction	WOODY'S TRUCKING INC	NM-Female
Construction	WOODY'S WATERPROOFING INC	Black American
Construction	WOODYS HOME IMPROVEMENT	Nonminority
Construction	WOOTEN'S ELECTRIC INC	Nonminority
Construction	WRIGHT CONTRACTING LLC	Nonminority
Construction	WRIGHTSVILLE BEACH PLUMBING	NM-Female
Construction	WS PARKS CONTRACTING LLC	Nonminority
Construction	WW&A CONTRACTORS LLC	Black American
Construction	WYNN SITE DEVELOPMENT INC	Nonminority
Construction	WYNN TRUCKING CO INC	Nonminority
Construction	XPECT YA LOAD TRUCKING LLC	Black American
Construction	XTREME SERVICES INC	Nonminority
Construction	XXX TRUCKING COMPANY	Nonminority
Construction	YADKIN VALLEY CONST. INC.	Nonminority

Construction	YADKIN VALLEY PAVING INC	NM-Female
Construction	YARBOROUGH HAULING INC	Black American
Construction	YARD BIRD LANDSCAPING & GRADING LLC	Black American
Construction	YATES CONSTRUCTION CO., INC.	Nonminority
Construction	YATES&FUNDERBURK CONCRETE FINISHING INC	Nonminority
Construction	YELLOW DOG GRADING & LANDSCAPING LLC	Nonminority
Construction	YELLOW DOT INC DBA YELLOW DOT HEATING & AIR CONDIT	Nonminority
Construction	YES REAL ESTATE CONSTRUCTION GROUP INC	Nonminority
Construction	YODER & JENKS CONSTRUCTION	Nonminority
Construction	YOKELEY SEEDING CO INC	Nonminority
Construction	YOUNG & MCQUEEN GRADING CO INC	Nonminority
Construction	YOUNG CONSTRUCTION COMPANY INC	Nonminority
Construction	YOUNG'S TREE SERVICE INC	Nonminority
Construction	YOUNT CONSTRUCTION COMPANY INCORPORATED	Nonminority
Construction	YOW'S TRUCKING INC	Nonminority
Construction	Z LOLLIS REAL ESTATE DEVELOPMENT CO	Black American
Construction	ZACHARY DANIEL SZABO	Nonminority
Construction	ZACHARY RAMEY	Nonminority
Construction	ZACHRY CONSTRUCTION CORPORATION	Nonminority
Construction	ZALES CONTRACT SERVICES INC	Nonminority
Construction	ZAZA PAINT INC	Hispanic American
Construction	ZDS LANDSCAPING	Nonminority
Construction	ZION BUILDERS LLC	Hispanic American

Griffin & Strong, P.C. 2021

Table Y-2: List of firms from the Master Vendor File – A&E  
 In the Relevant Market  
 NCDOT Disparity Study

Industry Category	Firm Name	Firm Ownership
A&E	2301STUDIO PLLC (DBA BLOC DESIGN PLLC)	Nonminority
A&E	3 G WILDLIFE AND LAND MANAGEMENT LLC	Nonminority
A&E	A & D ENVIRONMENTAL SERVICES INC	Nonminority
A&E	A MORTON THOMAS AND ASSOCIATES INC	Nonminority
A&E	A SHOT ABOVE OF WNC LLC	Nonminority
A&E	A'S INITIATIVE LLC	Nonminority
A&E	A1 CONSULTING GROUP, INC.	Subcontinent Asian American
A&E	ABSOLUTE APPRAISAL & ACQUISITION LLC 46-4208615	Nonminority
A&E	ABZ DESIGN GROUP INC DAB ABZ CREATIVE	NM-Female
A&E	ACCELERATE ENGINEERING PLLC	Asian American
A&E	ACCUTECH SURVEYING & MAPPING LLP	Nonminority
A&E	ACME PRESERVATION SERVICES LLC	Nonminority
A&E	ADEPT ENGINEERING SOLUTIONS LL	Black American
A&E	ADVANCED CONTRACTORS INC	Nonminority
A&E	ADVANCED DEVELOPMENT CONCEPTS LLC	Nonminority
A&E	ADVANCED EROSION TECHNIQUES INC	Nonminority
A&E	ADW ARCHITECTS PA	Nonminority
A&E	AECOM TECHNICAL SERVICES	Nonminority
A&E	AERORAQ ENGINEERING INC	Black American
A&E	AFFILIATED ENGINEERS INC	Nonminority
A&E	AG ZOUTEWELLE PA AG ZOUTEWELLE SURVEYORS	Nonminority
A&E	AIRAVAT LLC	Nonminority
A&E	AK SOUND ENGINEERING	Black American
A&E	AL'S LANDSCAPE & DESIGN	Nonminority
A&E	ALABI ARCHITECTURE PLLC	Black American
A&E	ALBEMARLE & ASSOCIATES LTD	Nonminority
A&E	ALDERMAN ENVIRONMENTAL SERVICES INC	Nonminority
A&E	Alford Engineering, RLLP	American Indian
A&E	ALICIA RAVETTO ARCHITECT PA	Hispanic American
A&E	ALIS ENVIRONMENTAL INC	Nonminority
A&E	ALL AMERICAN DEEP FOUNDATION INC	Nonminority
A&E	ALLEY WILLIAMS CARMEN & KING INC	Nonminority
A&E	ALLIANCE LAND SURVEYING	Nonminority
A&E	ALLIED ASSOCIATES PA	Nonminority

A&E	ALLIED CONTRACT GROUP LLC	Nonminority
A&E	ALLIEWAY MARKETING INC	NM-Female
A&E	ALLISON BLANKS ARCHITECT PLLC	NM-Female
A&E	ALPHA & OMEGA GROUP PC	Nonminority
A&E	ALR ARCHITECTURE PC	Black American
A&E	ALTA ENGINEERING SOUTHEAST PLLC	Nonminority
A&E	ALTA PLANNING AND DESIGN INC	Nonminority
A&E	AMEC NORTH CAROLINA, INC.	Nonminority
A&E	AMERICAN ENGINEERING ASSOCIATES	Nonminority
A&E	AMERIDRILL CORPORATION	NM-Female
A&E	ANDERSON ARCHITECTURE PLLC	NM-Female
A&E	ANDERSON ENGINEERING & ASSOCIATES PA	Nonminority
A&E	ANDRE JOHNSON ARCHITECT PLLC	Black American
A&E	ANDREW CONSULTING ENGINEERS PC	Nonminority
A&E	ANEGRAM STUDIO PA	Nonminority
A&E	API ENGINEERING INC	Nonminority
A&E	APOGEE CONSULTING GROUP PA	Nonminority
A&E	APPALACHIAN LANDSLIDE CONSULTANTS PLLC	NM-Female
A&E	APPLIED DRONE SYSTEMS LLC	Black American
A&E	APTIM COASTAL PLANNING & ENGINEERING OF NORTH CARO	Nonminority
A&E	AQUA SOURCE LLC	Nonminority
A&E	ARCADIS G&M OF NORTH CAROLINA, INC.	Nonminority
A&E	ARCHAEOLOGICAL CONSULTANTS	NM-Female
A&E	ARCHITECT FOR LIFE - A PROFESSIONAL CORP	Black American
A&E	ARCHITECTURAL DESIGN STUDIO PA	Nonminority
A&E	ARCONS DESIGN STUDIO PC	Asian American
A&E	ARETE ENGINEERS PLLC	Nonminority
A&E	ARK CONSULTING GROUP PLLC	Nonminority
A&E	ARMOR ENGINEERING & DESIGN INC	Nonminority
A&E	ARMSTRONG GLEN PC	Nonminority
A&E	ARORA ENGINEERS INC	Subcontinent Asian American
A&E	ASBESTOS PROFESSIONAL SERVICES	Nonminority
A&E	ATC ASSOCIATES OF NORTH CAROLINA PC	Nonminority
A&E	ATKINS NORTH AMERICA INC	Nonminority
A&E	ATLANTIC CIVIL LLC	Nonminority
A&E	ATLANTIC COAST ENGINEERING AND TESTING INC	Nonminority
A&E	ATLANTIC SURVEYING PA	Nonminority
A&E	ATLAS ENGINEERING INC	Nonminority
A&E	AVCON, INC.	Asian American



A&E	AVIOIMAGE MAPPING SERVICES INC	Nonminority
A&E	AXIOM ENVIRONMENTAL INC	Nonminority
A&E	AXIOM FOUNDATIONS LLC	Nonminority
A&E	BACK FORTY LAND MANAGEMENT	Nonminority
A&E	BAM TECHNOLOGY CONSULTING LLC	Black American
A&E	BAREROOT DESIGNS PLLC	Nonminority
A&E	BARLOW DESIGN INC DBA ACCESSIBLE DESIGN FOR THE BL	Nonminority
A&E	BARRY D DAVIS SURVEYING PLLC	Nonminority
A&E	BARRY H OAKES SURVEYING PA	Nonminority
A&E	BASELINE MOBILITY GROUP INC	Subcontinent Asian American
A&E	BASS NIXON & KENNEDY INC	Nonminority
A&E	BATEMAN CIVIL SURVEY COMPANY PC	Nonminority
A&E	BAXTER ARMISTEAD ARCHITECTURE PC	Nonminority
A&E	BBM ASSOCIATES INC	Nonminority
A&E	BEN PATTON LAND SURVEYING PLLC	Nonminority
A&E	BENCHMARK CMR INC D/B/A - BENCHMARK PLANNING	Nonminority
A&E	BERGMANN ASSOCIATES ARCHITECTS ENGI	Nonminority
A&E	BLACKROCK ENGINEERS INC	Nonminority
A&E	BLUE RIDGE ENGINEERING PLLC	Nonminority
A&E	BLUE RIDGE ENVIRONMENTAL CONSULTANTS PA	Nonminority
A&E	BLUE RIDGE GEOMATICS PA BREC PA	Nonminority
A&E	BOBBIT SURVEYING PA	Nonminority
A&E	BOBBITT A&E LLC DBA BOBBITT A&E PLLC	Nonminority
A&E	BOHLER ENGINEERING NC PLLC	Nonminority
A&E	BOOMERANG DESIGN PA	Nonminority
A&E	BOOTH & ASSOCIATES LLC	Nonminority
A&E	BOSWELL SURVEYORS INC	Nonminority
A&E	BOWMAN - BUNN PC	Nonminority
A&E	BOYLE CONSULTING ENGINEERS PLLC	Nonminority
A&E	BRADY SURVEYING COMPANY	Nonminority
A&E	BRANNAN INSPECTION SERVICES INC	Nonminority
A&E	BRE ENGINEERS PLLC	Nonminority
A&E	BUILDING & EARTH SCIENCES LLP	Nonminority
A&E	BURKE DESIGN GROUP PA	Nonminority
A&E	BURROW SURVEYS INC	Nonminority
A&E	BURTON ENGINEERING ASSOCIATES PC	Nonminority
A&E	C DESIGN INC	Nonminority
A&E	CAHOON & KASTEN ARCHITECTS PC	Nonminority
A&E	CAIDUS DESIGN PLLC	Nonminority



A&E	CALYX ENGINEERS AND CONSULTANTS INC	NM-Female
A&E	CAMPO & ASSOCIATES PLLC	Nonminority
A&E	CAPE FEAR ENGINEERING INC	Nonminority
A&E	CAPSTONE CIVIL ENGINEERING INC	Black American
A&E	CAROLINA CONCRETE LANDSCAPE & DESIGN LLC	Nonminority
A&E	CAROLINA ECOSYSTEMS INC	Nonminority
A&E	CAROLINA ENVIROTECH INC.	Nonminority
A&E	CAROLINA LAND ACQUISITIONS INC	Nonminority
A&E	CAROLINA SOIL INVESTIGATIONS LLC	Nonminority
A&E	CAROLINA STRUCTURAL CONSULTANTS	Nonminority
A&E	CAROLINA TRANSPORTATION ENGINEERS	Nonminority
A&E	CAROLINA WETLAND SERVICES INC	NM-Female
A&E	CAROLINAS GEOTECHNICAL GROUP PLLC	Nonminority
A&E	CARTOGRAPHIC AERIAL MAPPING INC	Hispanic American
A&E	CDM SMITH INC	Nonminority
A&E	CEH CONSULTING LLC	Nonminority
A&E	CES GROUP ENGINEERS LLP	NM-Female
A&E	CH ENGINEERING PLLC	NM-Female
A&E	CH2M HILL INC	Nonminority
A&E	CHAMBERS ENGINEERING PA	Nonminority
A&E	CHANCE SURVEYING COMPANY PA	American Indian
A&E	CHARLES E THEISEN AIA - ARCHITECT	Hispanic American
A&E	CHEATHAM AND ASSOCIATES PA	Nonminority
A&E	CHESTER ENGINEERS (NORTH CAROLINA) INC	Black American
A&E	CHICORA PLLC	American Indian
A&E	CHRISTIAN ENGINEERING INC	Black American
A&E	CIVIL & ENVIRONMENTAL CONSULTANTS	Nonminority
A&E	CIVIL ENGINEERING PROFESSIONAL SERVICES	Black American
A&E	CJS CONVEYANCE PLLC	Nonminority
A&E	CLAYTON ENGINEERING & DESIGN PLLC	Nonminority
A&E	CLEARBOX FORECAST GROUP PLLC	Nonminority
A&E	CLEARSCAPES, PA	Nonminority
A&E	CLEARWATER ENVIRONMENTAL CONSULTANTS INC	Nonminority
A&E	CLH DESIGN PA	NM-Female
A&E	CLINTON E GRAVELY AIA ARCHI	Black American
A&E	CLP SERVICES PC	Nonminority
A&E	CMW DESIGN STRATEGIES PLLC	Nonminority
A&E	COALY DESIGN PC	NM-Female
A&E	COASTAL ARCHITECTURE PLLC	Nonminority

A&E	COASTAL ENGINEERING & SURVEYING INC	Hispanic American
A&E	COASTAL SITE DESIGN PC	Nonminority
A&E	COLE DESIGN ASSOCIATES	NM-Female
A&E	COLEJENEST & STONE	Nonminority
A&E	COMPASS GEOMATICS PLLC	Nonminority
A&E	CONCORD ENGINEERING & SURVEYING INC DBA CESI	Nonminority
A&E	CONFLUENCE ENGINEERING, PC	Nonminority
A&E	CONTECH ENGINEERED SOLUTIONS LLC	Nonminority
A&E	COOPER AND ASSOCIATES SURVEYORS PA	NM-Female
A&E	COURY SCIENCE AND ENGINEERING PLLC	NM-Female
A&E	COVE LANDSCAPING & DESIGN LLC	Nonminority
A&E	CPT ENGINEERING AND SURVEYING INC	Nonminority
A&E	CRAIG M NEWTON ENGINEER PC	Nonminority
A&E	CRITEK ENGINEERING GROUP PC	Black American
A&E	CROSSROAD SURVEYING SERVICES LLP	NM-Female
A&E	CROWNER GUNN LLC	Nonminority
A&E	CSBO ARCHITECTURE PC	Hispanic American
A&E	DANIEL CONSULTANTS INC	Subcontinent Asian American
A&E	DANIELS CREATIVE CONSULTING LLC	Black American
A&E	DARRIN L REID LAND SURVEYING & PLANNING	Nonminority
A&E	DAVE WISSELL PE PC	Nonminority
A&E	DAVID E GALL ARCHITECT PA	Nonminority
A&E	DAVIS KANE ARCHITECTS PA	Nonminority
A&E	DAVIS-MARTIN-POWELL & ASSOCIATES INC	Nonminority
A&E	DEAN E HILL LAND SURVEYING	Nonminority
A&E	DEBORAH JOY DBA LEGACY RESEARCH ASSOCIATES	Nonminority
A&E	DEBORAH M BROWN LANDSCAPE ARCH	NM-Female
A&E	DELOATCH CONSULTING & TESTING LLC	Black American
A&E	DENNIS RAY BLACKMON RLS LAND SURVEYING	Nonminority
A&E	DESIGN RESOURCE GROUP PA	NM-Female
A&E	DEWBERRY & DAVIS, INC.	Nonminority
A&E	DEWBERRY ENGINEERS INC	Nonminority
A&E	DICKSON DRONE IMAGERY LLC DBA BIRDS I VIDEO CHARLO	Nonminority
A&E	DIXIE LAND SURVEYING PLLC	Nonminority
A&E	DOUGLAS SURVEYING PLCC	Nonminority
A&E	DR J H CARTER III & ASSOCIATES INC	Nonminority
A&E	DRMP INC	Nonminority
A&E	DTW ARCHITECTS & PLANNERS LTD	Hispanic American
A&E	DUNCAN-KENNEDY LAND SURVEYING PLLC	Nonminority

A&E	DUNCKLEE & DUNHAM PC	Nonminority
A&E	EAGLE POINT INSPECTIONS LLC	Black American
A&E	EAST COAST ENGINEERING & SURVEYING PC	Nonminority
A&E	EASTERN ENVIRONMENTAL INC	Nonminority
A&E	EATON SCIENTIFIC LS INC	Nonminority
A&E	ECLS GLOBAL INC	Nonminority
A&E	ECOLOGICAL ENGINEERING LLP	NM-Female
A&E	ECOSYSTEM PLANNING & RESTORATION P	Nonminority
A&E	ECS CAROLINAS LLP	Nonminority
A&E	ECS SOUTHEAST LLP	Nonminority
A&E	ED HOLMES & ASSOCIATES LAND SURVEYORS PA	Nonminority
A&E	EDMONDSON ENGINEERS PA	Nonminority
A&E	EEC INC	Asian American
A&E	ELECTRICAL ENGINEERED SYSTEMS INC	Nonminority
A&E	ELEVATE DESIGN & BUILD	Black American
A&E	ELISA FERGUSON DBA ERF CONSULTING & INSPECTION SER	Nonminority
A&E	ELITE REAL ESTATE SOLUTIONS LLC	Nonminority
A&E	ELLEN CASSILLY ARCHITECT INC	NM-Female
A&E	ELLUM ENGINEERING INC	NM-Female
A&E	ELM ENGINEERING INC	NM-Female
A&E	EMS ENVIRONMENTAL INC	Nonminority
A&E	ENGINEERED DESIGNS INC	NM-Female
A&E	ENGINEERED FOUNDATION SOLUTIONS PLLC EFS PLLC	Nonminority
A&E	ENPURICON INC	Nonminority
A&E	ENVIRO ASSESSMENTS EAST INC	Nonminority
A&E	ENVIRONMENTAL CORPORATION OF	Nonminority
A&E	ENVIRONMENTAL EVALUATION SERVICES INC	Nonminority
A&E	ENVIRONMENTAL SERVICES INC	NM-Female
A&E	ENVIRONMENTAL-WATER RESOURCES ENGINEERS & SCIENTIS	Asian American
A&E	EQUINOX ENVIRONMENTAL CONSULTATION & DESIGN INC	Nonminority
A&E	ESP ASSOCIATES INC	Nonminority
A&E	ESPINOSA ARCHITECTURE + CONSULTING PC	Hispanic American
A&E	EVANS ENGINEERING INC	Nonminority
A&E	EVOKE STUDIO ARCHITECTURE PLLC	Black American
A&E	EXPLICIT ENGINEERING DESIGN & ANALYSIS SOLUTIONS P	Nonminority
A&E	EXULT ENGINEERING PC	Nonminority
A&E	EYOTT SURVEYING PLLC	Nonminority
A&E	FALCON ENGINEERING INC	NM-Female
A&E	FDH ENGINEERING INC	Nonminority

A&E	FEARNBACH HISTORY SERVICES INC	NM-Female
A&E	FELICI LABS PLLC	NM-Female
A&E	FLEETWOOD DANIELS GROUP LLC	Nonminority
A&E	FLEHAN ENGINEERING INC	NM-Female
A&E	FLEMING & ASSOCIATES PA	Nonminority
A&E	FLEMING ENGINEERING INC	Nonminority
A&E	FLORENCE & HUTCHESON, INC.	Nonminority
A&E	FM ENGINEERING PLLC	Black American
A&E	FOREGROUND CONSULTING LLC	Nonminority
A&E	FORESITE ENGINEERING & SURVEYING PC	Nonminority
A&E	FOUNTAINWORKS, INC	Nonminority
A&E	FRICTION SHIFT PROJECTS LLC	NM-Female
A&E	GALLAGHER PLANNING SERVICES	NM-Female
A&E	GANNETT FLEMING INC	Nonminority
A&E	GARDENKEEPERS LANDSCAPE & DESIGN INC	NM-Female
A&E	GARDNER & MCDANIEL PA	NM-Female
A&E	GASKINS LAND SURVEYING P A	Nonminority
A&E	GENSLER ARCHITECTURE DESIGN & PLANNING	Nonminority
A&E	GEO SOLUTIONS LIMITED INC	Nonminority
A&E	GEO-HYDRO ENGINEERS INC	Nonminority
A&E	GEODATA CORP	Nonminority
A&E	GEODYNAMICS LLC	NM-Female
A&E	GEOLOGICAL RESOURCES INC	Nonminority
A&E	GEOPHYSICAL SURVEY INVESTIGATIONS PLLC	Nonminority
A&E	GEORGE FINCH/BONEY AND ASSOCIATES PA	Nonminority
A&E	GEORGE K LANKFORD LLC	Nonminority
A&E	GEOSCIENCE & TECHNOLOGY PA	Nonminority
A&E	GEOSONICS INC	Nonminority
A&E	GEOTECHNOLOGIES INC PA	Nonminority
A&E	GET THE LEAD OUT LLC	NM-Female
A&E	GIBSON ENGINEERS PC	NM-Female
A&E	GILBERT ENGINEERING COMPANY	Nonminority
A&E	GMB CONSULTING INC	Nonminority
A&E	GORDON E JOHNSON DBA GORDON JOHNSON ARCHITECTURE	Nonminority
A&E	GPA PROF SURVEYORS OF CHARLOTTE	Nonminority
A&E	GPI GEOSPATIAL INC	Nonminority
A&E	GRADIENT PLLC	Nonminority
A&E	GREEN LIGHT TRAFFIC SERVICES INC	Nonminority
A&E	GREENFIELD DEVELOPMENT COMPANY	Nonminority

A&E	GREENHORNE & O'MARA, INC.	Nonminority
A&E	GREENMAN-PEDERSEN INC	Nonminority
A&E	GRIFFITH ENTERPRISES INC	Nonminority
A&E	GROUND TRUTH SOIL CONSULTING PLLC	Nonminority
A&E	GROUNDWATER MANAGEMENT ASSOCIATES INC	Nonminority
A&E	GULF COAST, LLC	Nonminority
A&E	H C HARRIS JR ENGINEERING & SURVEYING PA	Nonminority
A&E	H R CONSTRUCTION CONSULTING	Nonminority
A&E	H R LEE ENGINEERING ASSOC INC	Nonminority
A&E	H W LOCHNER INC	Nonminority
A&E	H2Q ARCHITECTURE	NM-Female
A&E	HAIZLIPSTUDIO	NM-Female
A&E	HAMLIN COMMUNICATIONS LLC	Nonminority
A&E	HANSON PROFESSIONAL SERVICES INC	Nonminority
A&E	HARBORTH CONSTRUCTION & ENVIRONMENTAL IN	Nonminority
A&E	HARRIS ARCHITECTS PLLC	NM-Female
A&E	HARRISBURG SURVEYING	Nonminority
A&E	HART & HICKMAN PC	Nonminority
A&E	HASELDEN LANDSCAPE & DESIGN	Nonminority
A&E	HAWKEYE GEOMATICS PC	Nonminority
A&E	HAWKINS LANDSCAPE ARCHITECTURE	NM-Female
A&E	HCM ENGINEERING PC	NM-Female
A&E	HDR ENGINEERING INC OF THE	Nonminority
A&E	HENRY VON OESEN & ASSOCIATES INC DBA CRISER TROUTM	Nonminority
A&E	HH ARCHITECTURE PA	NM-Female
A&E	HIGHFILL INFRASTRUCTURE ENGINEERING PC	Nonminority
A&E	HILL & ASSOCIATES SURVEYORS PA	Nonminority
A&E	HINDE ENGINEERING INC	Nonminority
A&E	HNTB NORTH CAROLINA PC	Nonminority
A&E	HNTB RIGHT OF WAY SERVICES INC	Nonminority
A&E	HOLLAND CONSULTING PLANNERS INC	Nonminority
A&E	HOLY LAND MYSTERIES & HAND MADE MYSTERIES INC DBA	Nonminority
A&E	HOVECON PROJECT SOLUTIONS LLC	Nonminority
A&E	HOWARD K BELL CONSULTING ENGINEERS INC	Nonminority
A&E	IBI GROUP OF NORTH CAROLINA PC	Nonminority
A&E	ICA ENGINEERING INC	Nonminority
A&E	INDEPENDENT MAPPING CONSULTANTS INC	Nonminority
A&E	INNER BANKS SURVEYING & MAPPING PC	Nonminority
A&E	INNOVATIVE EMERGENCY MANAGEMENT INC	Nonminority

A&E	INTEGRA ARCHITECTURE PLLC	Hispanic American
A&E	INTEGRAL DESIGN INC	NM-Female
A&E	INTEGRIS MANAGEMENT GROUP INC	Nonminority
A&E	INTERFACE ENVIRONMENTAL CONSULTINGLLC	NM-Female
A&E	INTERMODAL LOGISTICS CONSULTING INC	Black American
A&E	INVENTURE CIVIL ENGINEERING PLLC	Nonminority
A&E	J & S LANDSCAPE & DESIGN LLC	Nonminority
A&E	J F JOHNSON SURVEYING PLLC	Nonminority
A&E	J H MILLER JR LAND SURVEYING	Nonminority
A&E	J M TEAGUE ENGINEERING PLLC	Nonminority
A&E	J MORGAN DESIGN ASSOC INC	Nonminority
A&E	J S LANE COMPANY LLC	Nonminority
A&E	J TURNER CONSULTING LLC	Nonminority
A&E	J&L BACKHOE/ENVIRONMENTAL SERVICES INC	Nonminority
A&E	JANEZIC BUILDING GROUP LLC	NM-Female
A&E	JARRETT ENGINEERING PLLC	NM-Female
A&E	JASPER ELEY LAND SURVEYING	Nonminority
A&E	JC WALLER & ASSOCIATES PC	Black American
A&E	JDAVIS ARCHITECTS PLLC	Nonminority
A&E	JDH STRUCTURAL ENGINEERS PLLC	Hispanic American
A&E	JDS CONSULTING & DESIGN	Nonminority
A&E	JEFFREY A BRINKER	Nonminority
A&E	JERRY KING SURVEYING INC	Nonminority
A&E	JESM CONSULTING LLC	Nonminority
A&E	JEWELL ENGINEERING CONSULTANTS PC	Nonminority
A&E	JF WAMPLER ENGINEERING INC	Nonminority
A&E	JKF ARCHITECTURE PC	Nonminority
A&E	JOHN A POWELL CONTRACTING INCORPORATED	Nonminority
A&E	JOHN DAVENPORT ENGINEERING INC	Black American
A&E	JOHN J CLARK & ASSOCIATES INC	Nonminority
A&E	JOHN L PIERCE & ASSOCIATES P.A.	Nonminority
A&E	JOHNNY J WILLIAMS LAND SURVEYING PC	Nonminority
A&E	JOHNNY W NOBLES & ASSOCIATES	Nonminority
A&E	JOYNER KEENY PLLC	Nonminority
A&E	K F CARTER ENGINEERING COMPANY PLLC	Nonminority
A&E	K2 DESIGN GROUP PA	Nonminority
A&E	KATHLEEN ZEREN LANDSCAPE DESIGN	NM-Female
A&E	KCI ASSOCIATES OF NORTH CAROLINA PA	Nonminority
A&E	KCI TECHNOLOGIES INC	Nonminority

A&E	KDV DECISION ANALYSIS LLC	Nonminority
A&E	KEITH C SERAMUR PG PC	Nonminority
A&E	KEN BRIGHT ASSOCIATES PLLC	Hispanic American
A&E	KENNERLY ENGINEERING & DESIGN INC	NM-Female
A&E	KENNETH W FRYE PE PLLC KENNETH W FRYE P E	Nonminority
A&E	KESSEL ENGINEERING GROUP PLLC	Nonminority
A&E	KEVIN D HEFNER & ASSOCIATES SURVEYING & MAPPING	Nonminority
A&E	KIMLEY-HORN & ASSOCIATES INC	Nonminority
A&E	KINDER LAND SURVEYING	Nonminority
A&E	KING ENGINEERING OF CONCORD INC	Nonminority
A&E	KIRWAN ARCHITECTURE PLLC	NM-Female
A&E	KISINGER CAMPO & ASSOCIATES CORP	Nonminority
A&E	KLEINFELDER SOUTHEAST INC	Nonminority
A&E	KPR ENGINEERING, PLLC	Nonminority
A&E	KRAMER ENGINEERING SERVICES PLLC	NM-Female
A&E	L. E. WOOTEN & COMPANY	Nonminority
A&E	LABELLA ASSOCIATES PC	Nonminority
A&E	LAMBERT SURVEYING INC	Nonminority
A&E	LAND SURVEYING & DESIGN PC	Nonminority
A&E	LANDDESIGN, INC	Nonminority
A&E	LANDSCAPE DESIGN OF GOLDSBORO INC	NM-Female
A&E	LANE ARCHITECTURE INC	NM-Female
A&E	LARION PLLC	NM-Female
A&E	LARRY KING & ASSOCIATES RLS PA	Nonminority
A&E	LATHAM-WALTERS ENGINEERING INC	Nonminority
A&E	LAWRENCE ASSOCIATES PA	Nonminority
A&E	LDSI INC	Nonminority
A&E	LEDFORD & WEST LAND SURVEYING & MAPPING PLLC	Nonminority
A&E	LEGACY RESEARCH ASSOCIATES	Nonminority
A&E	LEXCO CORPORATION	Nonminority
A&E	LINDSEY ARCHITECTURE	Nonminority
A&E	LITTLE DIVERSIFIED ARCHITECTURAL CONSULT	Nonminority
A&E	LKC ENGINEERING PLLC	Nonminority
A&E	LOCKLEAR LOCKLEAR & JACOBS PLLC	American Indian
A&E	LS3P ASSOCIATES LTD	Nonminority
A&E	LTARCHITECTURE PLLC	Hispanic American
A&E	LTL ASSOCIATES PLLC	Nonminority
A&E	LYERLY AGENCY, INC.	NM-Female
A&E	LYNCH MYKINS STRUCTURAL ENGINEERS PC	NM-Female



A&E	LYSAGHT & ASSOCIATES PA	Nonminority
A&E	M MICHAEL ELKIS CO INC	NM-Female
A&E	MA ENGINEERING CONSULTANTS INC	Subcontinent Asian American
A&E	MACCONNELL & ASSOCIATES PC	Nonminority
A&E	MADISON REENGINEERING ASSOCIATES	Black American
A&E	MAERSTAN PLLC	Nonminority
A&E	MARTIN ALEXIOU BRYSON, PC	Nonminority
A&E	MARY WEBER LANDSCAPE ARCHITECTURE	NM-Female
A&E	MATHEWS ARCHITECTURE PA	NM-Female
A&E	MATTERN & CRAIG INC	Nonminority
A&E	MATTSON, ALEXANDER AND	NM-Female
A&E	MAULDIN-WATKINS SURVEYING PA	Nonminority
A&E	MBP CAROLINAS INC	Nonminority
A&E	MCDOWELL ENGINEERS & ASSOCIATES PC	Nonminority
A&E	MCGILL ASSOCIATES PA	Nonminority
A&E	MCKIM & CREED INC	Nonminority
A&E	MCLAUGHLIN CONSULTING	NM-Female
A&E	MCNEILL SURVEYING & LAND PLANNING PLLC	Nonminority
A&E	MDM HISTORICAL CONSULTANTS INC	NM-Female
A&E	MEAD & HUNT, INC.	Nonminority
A&E	MEKURIA ENGINEERING, INC	Black American
A&E	METRO LANDMARKS ARCHITECTURE PC	Nonminority
A&E	MHAWORKS PA	Nonminority
A&E	MI ENGINEERING PLLC	Nonminority
A&E	MICHAEL BAKER ENGINEERING, INC.	Nonminority
A&E	MICHAEL GALLIS & ASSOCIATES INC	Nonminority
A&E	MICHAEL RYAN REALTY INC CAROLINA RIGHT OF WAY	Nonminority
A&E	MICHAEL SHEEHAN MEDIA, LLC	Nonminority
A&E	MID-SOUTH CONSULTING ENGINEERS INC	Nonminority
A&E	MIHALY LAND DESIGN PLLC	Nonminority
A&E	MK CHALK ARCHITECTURE PA	NM-Female
A&E	MLA DESIGN GROUP INC	Subcontinent Asian American
A&E	MOBYCON INC.	Nonminority
A&E	MOFFATT & NICHOL INC	Nonminority
A&E	MOORE SURVEYING	Nonminority
A&E	MOORMAN KIZER & REITZEL INC	Nonminority
A&E	MORRISON ENGINEERS PLLC	Nonminority
A&E	MORTON & MORTON DESIGN SERVICES PLLC	NM-Female
A&E	MOSHER ENGINEERING INC	Nonminority



A&E	MOTT MACDONALD CONSULTANTS INC	Nonminority
A&E	MOUNTAIN ADVANTAGE LLC	Nonminority
A&E	MOUNTAIN HERITAGE LAND SURVEYING PLLC	Nonminority
A&E	MOUNTAIN VIEW LANDSCAPING & DESIGN INC	Nonminority
A&E	MUNICIPAL ENGINEERING SERVICES COMPANY PA	Nonminority
A&E	MURPHY MARKETING CONSULTING LLC	Nonminority
A&E	MYATT LANDSCAPING CONCEPTS INC	Nonminority
A&E	NANCY J JOHNSON DBA QUICKCAD	Nonminority
A&E	NATIIONAL CIVIL LLC	Nonminority
A&E	NATIONAL DATA & SURVEYING SERVICES INC	Nonminority
A&E	NATURAL SYSTEMS ENGINEERING	Nonminority
A&E	NATURES ART LANDSCAPING	Nonminority
A&E	NEIGHBORHOOD SOLUTIONS LLC	Black American
A&E	NEP CONTRACTING	Nonminority
A&E	NEWCOMB LAND SURVEYORS PLLC	Nonminority
A&E	NORRIS & TUNSTALL CONSULTING ENGINEERS PC	Nonminority
A&E	NORSTAR LAND SURVEYING INC	Nonminority
A&E	NORTH STATE ENGINEERING PLLC	Nonminority
A&E	NORWOOD ARCHITECTURE & DESIGN INC	Black American
A&E	NOVA ENGINEERING AND ENVIRONMENTAL INC	Nonminority
A&E	NV5 ENGINEERS AND CONSULTANTS INC	Nonminority
A&E	OASIS USA LLC	Nonminority
A&E	OLM ENVIRONMENTAL LLC	Black American
A&E	ON TASK PROJECT CONSULTING LLC	Hispanic American
A&E	ON THYME DESIGNS	NM-Female
A&E	ON-SPEC ENGINEERING PC	Black American
A&E	OUTLAW ENGINEERING SUPPORT SERVICES	Black American
A&E	OWEN SURVEYING INC	Nonminority
A&E	OWENS SURVEYING RICHARD M OWENS JR PLS	Nonminority
A&E	P & D ARCHITECTURAL PRECAST IN	NM-Female
A&E	PACE ANALYTICAL SERVICES LLC	Nonminority
A&E	PACE ENGINEERING SERVICES PLLC	Nonminority
A&E	PARKER & ASSOC LAND SURVEYING	Nonminority
A&E	PARRISH AND PARTNERS OF	Nonminority
A&E	PARSONS BRINKERHOFF INC	Nonminority
A&E	PARSONS TRANSPORTATION GROUP INC.	Nonminority
A&E	PATHWAY LAND SERVICES LLC	Nonminority
A&E	PATRIOT TRANSPORTATION ENGINEERING	Nonminority
A&E	PAUL J TOTI LAND SURVEYING PC	Nonminority

A&E	PERKINS + WILL NORTH CAROLINA INC	Nonminority
A&E	PERRY DESIGN GROUP INC	NM-Female
A&E	PFA ARCHITECTS PA	Nonminority
A&E	PILOT ENVIRONMENTAL INC	Nonminority
A&E	PINECONE TRANSPORTATION PROFESSIONA	Nonminority
A&E	PNP DESIGN GROUP PLLC	NM-Female
A&E	POB ENGINEERING	Asian American
A&E	PORT CITY LAND SURVEYING PLLC	Nonminority
A&E	PPG ARCHITECTURAL FINISHES	Nonminority
A&E	PRECISION ENVIORNMENTAL INC	Nonminority
A&E	PRINCIPAL ENGINEERING PLLC	Black American
A&E	PROFESSIONAL PROPERTY SURVEYORS INC	Nonminority
A&E	PROFESSIONAL SERVICE INDUSTRIES, IN	Nonminority
A&E	PROGRESSIVE DESIGN GROUP, INC.	Nonminority
A&E	PS SPLICING LLC	NM-Female
A&E	PYRAMID ENVIRONMENTAL & ENGINEERING	Nonminority
A&E	PYRTLE ENGINEERING & DESIGN PLLC	Nonminority
A&E	QUIBLE & ASSOCIATES P. C.	Nonminority
A&E	R L GREENE SURVEYING & ENGINEERING PA	Nonminority
A&E	R TAD FURROW PE	Nonminority
A&E	RALEIGH UAV, LLC	Nonminority
A&E	RAMEY KEMP & ASSOCIATES INC	Nonminority
A&E	RATIO STATES-NC PLLC	Nonminority
A&E	RATLIFF ENGINEERING & CONSULTING PLLC	NM-Female
A&E	RAYMOND ENGINEERING-GEORGIA INC	Hispanic American
A&E	RAYSTRATEGIES LLC	Nonminority
A&E	RDK ENGINEERS NC INC	Nonminority
A&E	RED ZEBRA LANDSCAPE MANAGEMENT AND DESIGN	Nonminority
A&E	RENZ LLC	Nonminority
A&E	REVINGTON REAVES LANDSCAPE ARCHITECTURE	NM-Female
A&E	RICHARD CATLIN AND ASSOCIATES INC	Nonminority
A&E	RITCHELL-PUCKETT LAND SURVEYING	Nonminority
A&E	RIVERS & ASSOCIATES, INC.	Nonminority
A&E	RJH & ASSOCIATES INC	Hispanic American
A&E	ROAD SAFETY & TRANSPORTATION SOLUTIONS INC - RSTS	Nonminority
A&E	ROBERT H GOSLEE & ASSOCIATES PA	Nonminority
A&E	ROSS LINDEN ENGINEERS PC	NM-Female
A&E	ROTMAN ARCHITECTURE PA	Nonminority
A&E	ROYSTEL ENGINEERING CONSULTANTS	Black American

A&E	RPA ENGINEERING PA	Nonminority
A&E	RS&H ARCHITECTS-ENGINEERS-PLANNERS,	Nonminority
A&E	RSC ENGINEERING PLLC	Nonminority
A&E	RUMMEL KLEPPER & KAHL LLP	Nonminority
A&E	RUSHING CONTRACTING GROUP INC	Nonminority
A&E	RUTLEDGE CONSULTING LLC	Nonminority
A&E	S L KING ENGINEERING PC	Black American
A&E	S&ME, INC.	Nonminority
A&E	SACKS SURVEYING & MAPPING	Nonminority
A&E	SAGE DESIGN PLLC	NM-Female
A&E	SAK ENGINEERS PLLC	Asian American
A&E	SANDERSON ENGINEERING INC	Nonminority
A&E	SCENIC CONSULTING GROUP PLLC	Nonminority
A&E	SCHNABEL ENGINEERING SOUTH PC	Nonminority
A&E	SCHNABEL SOUTH LLC	Nonminority
A&E	SCHOOLER CIVIL & ENVIRONMENTAL ENG	Black American
A&E	SCOPE ARCHITECTURAL CONSULTING PLLC	Nonminority
A&E	SCOTT HAZARD STUDIO PLLC	Nonminority
A&E	SEARS DESIGN GROUP PA	Nonminority
A&E	SEPI ENGINEERING & CONSTRUCTION INC	NM-Female
A&E	SGC SURVEYING NORTH CAROLINA PLLC	Nonminority
A&E	SGROI LAND SURVEYING PLLC	Nonminority
A&E	SHARPE'S LANDSCAPING & DESIGN	Black American
A&E	SHAW AND ROUSE ARCHITECTS PLLC	NM-Female
A&E	SHERMIN ATA ARCHITECT PLLC	NM-Female
A&E	SHIELD ENGINEERING INCOPROATED	Nonminority
A&E	SHULENBURGER SURVEYING CO P A	Nonminority
A&E	SIGMUND CONSULTING ENGINEERS PLLC	Asian American
A&E	SIKESDESIGN PLLC	Nonminority
A&E	SIMON RESOURCES INC	NM-Female
A&E	SIMPSON ENGINEERS & ASSOCIATES PC	Black American
A&E	SITE DESIGN STUDIO PLLC	NM-Female
A&E	SK ENVIRONMENT & ENGINEERING PLLC	Nonminority
A&E	SKYLINE DESIGN & LANDSCAPE LLC	NM-Female
A&E	SMALL ENGINES UNLIMITED	Nonminority
A&E	SMITH ENGINEERING & ASSOCIATES PLLC DBA SEA	Nonminority
A&E	SMITH SINNETT ARCHITECTURE PA	NM-Female
A&E	SO DEEP SAM NC INC	Nonminority
A&E	SOIL AND ENVIRONMENTAL CONSULTANTS PA	Nonminority

A&E	SOLUTIONS REALTY GROUP LLC	Nonminority
A&E	SOLUTIONS-IES INC	NM-Female
A&E	SORRELL LAND SURVEYING INC	Nonminority
A&E	SOUTHERN GEOSPATIAL SERVICES PLLC	Nonminority
A&E	SPATIAL DATA CONSULTANTS INC.	Nonminority
A&E	SPAULDING & NORRIS PA	NM-Female
A&E	STANFORD WHITE ASSOCIATES	Nonminority
A&E	STANTEC CONSULTING SERVICES, INC	Nonminority
A&E	STATISTICAL AND ANALYTICAL RESEARCH ASSOCIATES LLC	Nonminority
A&E	STEHLI HOWELL DESIGN	NM-Female
A&E	STEWART ENGINEERING INC	Hispanic American
A&E	STIMMEL ASSOCIATES, PA	Nonminority
A&E	STOKES SURVEYING & MAPPING PLLC	Nonminority
A&E	STROUD ENGINEERING PA	Nonminority
A&E	STV ENGINEERS, INC.	Nonminority
A&E	SUMMIT COASTAL PLLC	Nonminority
A&E	SUMMIT CONSULTING ENGINEERS PLLC	Nonminority
A&E	SUMMIT DESIGN AND ENGINEERING SERVI	Nonminority
A&E	SUNGATE DESIGN GROUP PA	Nonminority
A&E	SUNRISE ENVIRONMENTAL	Black American
A&E	SUPERIOR DRONE SERVICE LLC	Nonminority
A&E	SURFACE CARE PROS	Black American
A&E	SURTI ENGINEERING SERVICES INC	Subcontinent Asian American
A&E	SURVEY & MAPPING CONTROL INC	Nonminority
A&E	SURVEY CAROLINA PLLC SURVEY CAROLINA PLLC	Nonminority
A&E	SURVEYING SOLUTIONS PC	Nonminority
A&E	SUSAN M HATCHELL DBA SUSAN HATCHELL LANDSCAPE ARCH	NM-Female
A&E	SUTTLES SURVEYING PA	Nonminority
A&E	SWANSON+STEWART ARCHITECTS PA	NM-Female
A&E	SYBIL H ARGINTAR DBA SOUTHEASTERN PRESERVATION SER	Nonminority
A&E	TALBERT & BRIGHT INC	Nonminority
A&E	TAYLOR ENGINEERING & CONSULTING PLLC	NM-Female
A&E	TD HANEY CONSULTING ENGINEERS PA	Nonminority
A&E	TECH ENGINEERING GROUP PLLC	Asian American
A&E	TED BENBOW & ASSOCIATES LAND SURVEYING PC	Nonminority
A&E	TERRACON CONSULTANTS INC	Nonminority
A&E	TETRA TECH ENGINEERING PC	Nonminority
A&E	TFF ARCHITECTS & PLANNERS LLP	NM-Female
A&E	THE BLACKMON COMPANIES INC	Nonminority

A&E	THE CURRY ENGINEERING GROUP PLLC	Nonminority
A&E	THE EAST GROUP PA	Nonminority
A&E	THE EI GROUP INC	Nonminority
A&E	THE HILL GROUP LLC	Black American
A&E	THE JOHN R MCADAMS COMPANY INC DBA MCADAMS	Nonminority
A&E	THE LOUIS BERGER GROUP INC	Nonminority
A&E	THE MILBOURNE GROUP-CONSULTING ENGINEERS	Black American
A&E	THE OFFICE OF BRIAN H STARKEY INC	Nonminority
A&E	THE SANBORN MAP COMPANY INC	Nonminority
A&E	THE SCHNEIDER CORPORATION	Nonminority
A&E	THE WALKER GROUP ARCHITECTURE INC	NM-Female
A&E	THE WHITING-TURNER CONTRACTING COMPANY	Nonminority
A&E	THE WILSON GROUP ARCHITECTS PA	Nonminority
A&E	THIGPEN ENGINEERING & CONSULTING PLLC	Nonminority
A&E	THOMPSON CONSULTING & ANALYTICS LLC	Black American
A&E	THOMPSON GORDON SHOOK ENGINEERS INC	Nonminority
A&E	THREADCRAFT ENGINEERING INC	Black American
A&E	THREE OAKS ENGINEERING	NM-Female
A&E	TIDEMARK LAND SERVICES INC	Nonminority
A&E	TM ENGINEERING INC	Asian American
A&E	TOMEFOG INC	Black American
A&E	TOOLE DESIGN GROUP LLC	NM-Female
A&E	TRC ENVIRONMENTAL CORPORATION	Nonminority
A&E	TRIAD GEOTECHNICAL CONSULTANTS PLLC	Nonminority
A&E	TRIAD LAND SURVEYING PC	Nonminority
A&E	TRIANGLE AERIAL SURVEYS LLP	NM-Female
A&E	TRIANGLE FACILITIES ENGINEERING PA	Nonminority
A&E	TRIANGLE LANDSCAPE & DESIGN INC	Nonminority
A&E	TRIANGLE SURVEYORS INC	Nonminority
A&E	TRIBUTARY LAND DESIGN PLLC	NM-Female
A&E	TRIGON   KLEINFELDER, INC.	Nonminority
A&E	TRIMAT MATERIALS TESTING INC	Asian American
A&E	TRUE DIRECTION TRAFFIC SERVICES	Nonminority
A&E	TRUE LINE SURVEYING PC	Nonminority
A&E	TUFFVISION LANDSCAPE DESIGN INC	Black American
A&E	UNIFOUR ENGINEERING & TESTING LAB	Nonminority
A&E	UNIQUE PLACES LLC	Nonminority
A&E	URBAN LTD OF NC PLLC	Nonminority
A&E	URS CORPORATION NORTH CAROLINA	Nonminority

A&E	US INFRASTRUCTURE OF CAROLINA INC	Nonminority
A&E	UTILIPATH LLC	Nonminority
A&E	VAN HORN HOOVER AND ASSOCIATES INC	Nonminority
A&E	VARVARIS RIGHT OF WAY SERVICES INC	Nonminority
A&E	VAUGHN & MELTON CONSULTING ENGINEER	Nonminority
A&E	VAUGHN SURVEYING CO INC	Nonminority
A&E	VEETECH PC	Asian American
A&E	VERT STRUCTURAL PC	NM-Female
A&E	VHB ENGINEERING NC, P.C.	Nonminority
A&E	VINES ARCHITECTURE INC	Black American
A&E	VISTABUTION LLC	Black American
A&E	VOLKERT, INC.	Nonminority
A&E	VPERRY NATURALScape & DESIGN LLC	Nonminority
A&E	W K DICKSON & CO INC	Nonminority
A&E	W TODD JENKINS	Nonminority
A&E	WADELYNN GEOSPATIAL LLC	Nonminority
A&E	WAGNER ARCHITECTURE PLLC	NM-Female
A&E	WAGNER MURRAY ARCHITECTS PA	Nonminority
A&E	WALKER SURVEYING CO	Nonminority
A&E	WALLS ENGINEERING PLLC	Hispanic American
A&E	WANG ENGINEERING COMPANY INC	Asian American
A&E	WARD CONSULTING ENGINEERS PC	NM-Female
A&E	WATANA ENGINEERING PC	Asian American
A&E	WEEKS TURNER ARCHITECTURE PA	Nonminority
A&E	WENDY MILLER LANDSCAPE ARCHITECTURE PLLC	NM-Female
A&E	WES COLE LAND SURVEYING PA	Nonminority
A&E	WEST CONSULTANTS PLLC	Nonminority
A&E	WESTCOTT SMALL & ASSOCIATES PLLC	NM-Female
A&E	WESTEN DESIGN LANDSCAPE ARCHITECTURE PLL	NM-Female
A&E	WESTMORELAND STRATEGIC ENTERPRISES LLC	Nonminority
A&E	WETHERILL ENGINEERING, INC.	NM-Female
A&E	WGK INC	Black American
A&E	WGLA ENGINEERING PLLC	Nonminority
A&E	WHITE KNIGHT ENGINEERED	Nonminority
A&E	WILDLANDS ENGINEERING INC	Nonminority
A&E	WILLCOX & MABE SOIL SOLUTIONS PLLC	Nonminority
A&E	WILLIAMS - PEARCE & ASSOCIATES PROFESSIONAL LAND S	Nonminority
A&E	WILLIS ENGINEERS INC	Nonminority
A&E	WILSON ARCHITECTS INC	NM-Female

A&E	WIRTH & ASSOCIATES INC	Nonminority
A&E	WITHERSPOON SURVEYING	Nonminority
A&E	WITHERSRAVENEL INC	Nonminority
A&E	WNC-PE&S PLLC	Nonminority
A&E	WOODBINE DESIGN PC	Nonminority
A&E	WOOLPERT NORTH CAROLINA PLLC	Nonminority
A&E	WORRELL CONTRACTING CO INC	Black American
A&E	WS CONSULTING	Nonminority
A&E	WSE OF NORTH CAROLINA PC	Nonminority
A&E	WSP USA CORP	Nonminority
A&E	YONGUE ARCHITECTS PA	Black American
A&E	ZACHRY-ST WOOTEN-WRIGHT BROTHERS JV	Nonminority
A&E	ZAPATA ENGINEERING OF NORTH CAROLIN	Nonminority
A&E	ZAPATA INCORPORATED	Hispanic American
A&E	ZAPATA LJB PLLC	Hispanic American

Griffin & Strong, P.C. 2021



Table Y-3: List of firms from the Master Vendor File – Professional Services

In the Relevant Market  
NCDOT Disparity Study

Procurement Category	Firm Name	Firm Ownership
Professional Services	2055 APPRAISALS INC	Black American
Professional Services	3 D ENVIRONMENTAL INVESTIGATIONS LLC	Nonminority
Professional Services	4 FACTOR CONSULTING	NM-Female
Professional Services	ABATEMENT PROS INC	Hispanic American
Professional Services	AC PRO CLEANING & ENVIRONMENTAL SERVICES	Black American
Professional Services	ACUTE ENVIRONMENTAL	Black American
Professional Services	AD ENVIRONMENTAL RCA REMOVAL INC	Nonminority
Professional Services	AGRA ENVIRONMENTAL INC	Subcontinent Asian American
Professional Services	AJAM CONSULTING PC	Nonminority
Professional Services	ALIGNED CONSULTING LLC	Black American
Professional Services	ALL ACQUISITIONS INC	NM-Female
Professional Services	ALL IN ONE PROPERTIES LLC	Black American
Professional Services	ALL KLEEN ENVIRONMENTAL & CONTRACTING SE	Black American
Professional Services	ALTURA ENVIRONMENTAL	Nonminority
Professional Services	AMEC FOSTER WHEELER ENVIRONMENT & INFRASTRUCTURE I	Nonminority
Professional Services	AMERICAN CAD SERVICES INC	NM-Female
Professional Services	AMERICAN ENVIRONMENTAL DRILLING INC	NM-Female
Professional Services	ANDERSON THOMAS CONSULTING INC	Black American
Professional Services	ANDY PINER & ASSOCIATES, LLC	Nonminority
Professional Services	ANG NEXTLEVEL CONSULTANT GROUP LLC	Black American
Professional Services	ANTONE REALTY INC	Nonminority
Professional Services	APPLIED ABATEMENT CONCEPTS LLC	Nonminority
Professional Services	APPLIED RESOURCE MANAGEMENT PC	Nonminority
Professional Services	ATLANTIC COAST SURVEY PLLC	Nonminority
Professional Services	ATLAS SURVEYING CLT PC	Nonminority
Professional Services	AUFRANCE VALUATIONS LLC	Nonminority
Professional Services	B & F CONSULTING INC	NM-Female
Professional Services	B E CONSULTANTS INC	NM-Female
Professional Services	BARFIELD REVENUE CONSULTING LLC	NM-Female
Professional Services	BARTLETT ENGINEERING & SURVEYING PC	Nonminority
Professional Services	BBFOSTER CONSULTING PC	Black American
Professional Services	BBG INC	Nonminority
Professional Services	BCA MANAGEMENT CONSULTANTS	NM-Female



Professional Services	BEJ & ASSOCIATES TRAINING AND CONSULTING	Black American
Professional Services	BENITA MOORE CONSULTING LLC	Nonminority
Professional Services	BG CONSULTING GROUP LLC	Black American
Professional Services	BIESECKER PROPERTIES LLC	Nonminority
Professional Services	BILINGUAL HUMAN RESOURCE CONSULTANTS INC	Hispanic American
Professional Services	BIO-DRY SERVICES INC	NM-Female
Professional Services	BIO-NOMIC SERVICES INC	Nonminority
Professional Services	BIOCENOSIS LLC	NM-Female
Professional Services	Bird Land Planning & Associates	American Indian
Professional Services	BL WALL CONSULTING	Black American
Professional Services	BLUE RIDGE WELL DRILLING INC	Nonminority
Professional Services	BLUE SKY VENTURES INC DBA ENVIRONMENTAL LANDKEEPER	Nonminority
Professional Services	BOREALIS BIOLOGICAL LLC	Nonminority
Professional Services	BOWLES MECHANICAL INC DBA ENVIRONMENTAL SERVICES O	Nonminority
Professional Services	BOYDS ACCTAX CONSULTING LLC	Black American
Professional Services	BREE & ASSOCIATES INC	Black American
Professional Services	BRIDGER DRILLING ENTERPRISES INC	Nonminority
Professional Services	BRISTOL ENVIRONMENTAL INC	Nonminority
Professional Services	BRITT REALITY SERVICES INC	Nonminority
Professional Services	BROOKDELNC ENVIRONMENTAL SERVICE	Black American
Professional Services	BRUSSELL CONSULTING INC	Black American
Professional Services	BRYAN G FARLEY	Nonminority
Professional Services	BRYANT & RUTLEDGE, LLC	Nonminority
Professional Services	BUTLER RUTH CONSULTING	Black American
Professional Services	BY HIS DESIGN LLC	NM-Female
Professional Services	BYOU CONSULTING	Black American
Professional Services	C. MILLER PROPERTIES	Nonminority
Professional Services	CAPE FEAR REAL ESTATE GROUP LLC	Nonminority
Professional Services	CAPITAL PROJECT CONSULTING INC	NM-Female
Professional Services	CAROLINA CONSULTING GROUP INC	Nonminority
Professional Services	CAROLINA DRILLING INC	Nonminority
Professional Services	CAROLINA FORESTRY INC	Nonminority
Professional Services	CAROLINA IT CONSULTING INC	American Indian
Professional Services	CAROLINA PEACEMAKER	Black American
Professional Services	CAROLINA PROBING SERVICES INC	Nonminority
Professional Services	CAROLINA VALUATION ADVISORS LLC	Nonminority
Professional Services	CARTEK CONSULTING LLC	Black American
Professional Services	CASON MCRAE CONSULTANTS	Black American
Professional Services	CASSIDY CONSULTING GROUP LLC	NM-Female
Professional Services	CAVIN'S GREEN ENERGY EFFICIENCY CONSULTA	Black American

Professional Services	CCI PROFESSIONALS LLC	Black American
Professional Services	CEDAR CREEK APPRAISAL CO.	Nonminority
Professional Services	CHAD R. SHOAF	Nonminority
Professional Services	CHAMP VENTURE INC DBA BOAH GROUP REAL ESTATE ADVIS	Nonminority
Professional Services	CHERRY CONSULTING OF THE CAROLINAS INC	NM-Female
Professional Services	Chief Strategy Group, Inc	American Indian
Professional Services	CHIPLEY CONSULTING LLC	NM-Female
Professional Services	CHOICE TRANSLATING INC	NM-Female
Professional Services	CLARKSON CREATIVE CONSULTING LLC	NM-Female
Professional Services	CLEAN AIR ENVIRONMENTAL INC	Hispanic American
Professional Services	CLEAN ENVIRONMENTS	NM-Female
Professional Services	COASTAL CAROLINA SURVEYORS PLLC	Nonminority
Professional Services	COASTAL CONSTRUCTION & CONSULTING LLC	Nonminority
Professional Services	COASTAL ENVIRONMENTAL AND INSPECTIONS LLC	Nonminority
Professional Services	COCRE8 CONSULTING LLC	Black American
Professional Services	COLLINS STRUCTURAL CONSULTING PLLC	Hispanic American
Professional Services	CONSTRUCTION SOLUTIONS TEAM INC	NM-Female
Professional Services	CONSTRUCTION SUPERVISION SERVICES INC ALSO CSSI	Nonminority
Professional Services	CONSTRUCTION TRADE MANAGEMENT	Asian American
Professional Services	CONSTRUCTIONEERING INC	Nonminority
Professional Services	CONSULTECH ENVIRONMENTAL LLC	Asian American
Professional Services	CORVUSSPHERE CONSULTING	Black American
Professional Services	CRAWFORD B MACKETHAN	Nonminority
Professional Services	CREECH COMPUTER CONSULTING INC	Black American
Professional Services	CRIMSON CONSULTING	Black American
Professional Services	CROSS CONSULTING INC	NM-Female
Professional Services	CST ENVIRONMENTAL INC DBA CST ENVIRONMENTAL ACQUIS	Subcontinent Asian American
Professional Services	DASHELIA CONSULTING GROUP LLC	Black American
Professional Services	DAVID SMITH	Nonminority
Professional Services	DEBORAH LYNN CABLE	Nonminority
Professional Services	DIVERSIFIED ENVIRONMENTAL SERVICES	Nonminority
Professional Services	DIVERSIFIED PROPERTY	Nonminority
Professional Services	DOTCLARK CONSULTING LLC	Black American
Professional Services	DOUGLAS CONSULTING GROUP	Black American
Professional Services	DRAMBY ENVIRONMENTAL CONSULTING INC	NM-Female
Professional Services	DUCKWORTH FORESTRY & REALTY INC	Nonminority
Professional Services	DUCKWORTH, JACOBS, NAEGER,	Nonminority
Professional Services	DYNAMO INC	Nonminority
Professional Services	E. LINDSAY DEAN, INC.	Nonminority
Professional Services	EASTERN ENVIRONMENTAL MANAGEMENT LL	Nonminority

Professional Services	ECHO GREEN ENVIRONMENTAL LLC	Nonminority
Professional Services	ECO ENVIRONMENTAL SERVICES	Black American
Professional Services	ECOLOGICAL CONSULTANTS	Nonminority
Professional Services	ECOLOGICAL SERVICES INC	Nonminority
Professional Services	ED3 GROUP INC	Nonminority
Professional Services	EDENS LAND CORP	Nonminority
Professional Services	EDUCONSULTING FIRM	Black American
Professional Services	EDWARD BRENT ANDERSON	Nonminority
Professional Services	EDWARDS-PITMAN ENVIRONMENTAL INC	NM-Female
Professional Services	ELEVATED ENVIRONMENTAL CORPORATION	NM-Female
Professional Services	ELLA VROLYK	Nonminority
Professional Services	ENTERPRISE CONSULTING MANAGEMENT LLC	Black American
Professional Services	ENVIRO-TECH	Nonminority
Professional Services	ENVIRONMENTAL COMPLIANCE & PERMITS LLC	Nonminority
Professional Services	ENVIRONMENTAL FORESTRY SERVICES INC	Nonminority
Professional Services	ENVIRONMENTAL PROCESS SOLUTIONS	NM-Female
Professional Services	ENVIRONMENTAL PROD & SERS OF VT INC	Nonminority
Professional Services	EPHESUS CONSULTING INC	NM-Female
Professional Services	ESOFT CONSULTING LLC	Asian American
Professional Services	ESRA FACILITY MANAGEMENT & CONSULTING	Black American
Professional Services	EVERGREEN ENVIRONMENTAL	Nonminority
Professional Services	EVO CORPORATION	Nonminority
Professional Services	EYDO INC	Nonminority
Professional Services	FASTRAC DRUG CONSULTANT TESTING	Black American
Professional Services	FAULCON & ASSOCIATES REAL ESTATE LLC	Black American
Professional Services	Fifth Element Fire Protection	American Indian
Professional Services	FIRST FLIGHT RIGHT OF WAY SOLUTIONS LLC	Nonminority
Professional Services	First Nations Environmental Services, Inc.	American Indian
Professional Services	FOOTHILLS ENVIRONMENTAL INC	Nonminority
Professional Services	FORD ENVIRONMENTAL SERVICES LLC	Black American
Professional Services	FORTENBERRY LAMBERT INC	Nonminority
Professional Services	FOUR SEASONS PROPERTY ENHANCEMENTS INC	Nonminority
Professional Services	FOX MANAGEMENT CONSULTING ENTERPRISES	Black American
Professional Services	FRANCIS CONSULTING SERVICES	Nonminority
Professional Services	FRED D SMITH SOIL CONSULTING INC	Nonminority
Professional Services	FRED H. BECK AND ASSOCIATES, LLC	Nonminority
Professional Services	FULLER CONSULTANTS	Black American
Professional Services	FULP'S ENVIRONMENTAL INC	NM-Female
Professional Services	G ALAN INCORPORATED	Black American
Professional Services	G BRAD WHITE & ASSOCIATES LLC	Nonminority
Professional Services	GALLAGHER AND CONSULTANTS	NM-Female

Professional Services	GALLANT LANGUAGE CONSULTING	NM-Female
Professional Services	GARCO INC	Nonminority
Professional Services	GEI CONSULTANTS INC	Nonminority
Professional Services	GEOLOGIC EXPLORATION INC	Nonminority
Professional Services	GEONETICS CORPORATION	Nonminority
Professional Services	GERALD MICHAEL TURBYFIL SR DBA	Nonminority
Professional Services	GIBSON SALES SOLUTIONS LLC	Nonminority
Professional Services	GLENN HARBECK ASSOCIATES INC	Nonminority
Professional Services	GLM MANAGEMENT CONSULTING GROUP LLC	Black American
Professional Services	GLOBAL APPRAISAL LLC	Nonminority
Professional Services	GLOBAL RESILIENCY CONSULTING	Asian American
Professional Services	GOVERNMENT CONTRACT SERVICES LLC	Black American
Professional Services	GRAMMERCY PARK LLC	Nonminority
Professional Services	GRANITE SKY DESIGN INC	NM-Female
Professional Services	GRAY VALUATIONS, INC.	NM-Female
Professional Services	GREATER DIVERSITY NEWS	Black American
Professional Services	GREEN ENGINEERING, PLLC	Nonminority
Professional Services	GREENE CONSULTING GROUP INC	Nonminority
Professional Services	GREENSBORO TIMES	Black American
Professional Services	GREGORY LEE BOURNE	Nonminority
Professional Services	GRIFFIN SURVEYING SERVICES PA	Nonminority
Professional Services	GRIGSBY LAND SURVEYING	Nonminority
Professional Services	GRL ENGINEERS INC	Nonminority
Professional Services	GSC SURVEYING INC	Nonminority
Professional Services	HABITAT ASSESSMENT AND RESTORATION PROGRAM INC	NM-Female
Professional Services	HAMLIN GLOVER CONSULTING GROUP LLC	Black American
Professional Services	HARRIS CONSULTING INC	Nonminority
Professional Services	HARRIS PRECISION CONSTRUCTION LLC	Nonminority
Professional Services	HAWKE AND ASSOCIATES INC	Nonminority
Professional Services	HAZMAT EMERGENCY RESPONSE	Nonminority
Professional Services	HC BARRETT & ASSOCIATES INC	Nonminority
Professional Services	HEARNS REAL ESTATE SOLUTIONS LLC	Black American
Professional Services	HERITAGE REAL ESTATE GROUP LLC	Nonminority
Professional Services	HGNS INC	NM-Female
Professional Services	HIGHLANDS ENVIRONMENTAL SOLUTIONS INC	Nonminority
Professional Services	HINDSIGHT CONSULTING INC	Nonminority
Professional Services	HM PROPERTIES	NM-Female
Professional Services	HME CONSULTING INC	Black American
Professional Services	HOARD LAW PC	Black American
Professional Services	HOBBS UPCHURCH & ASSOCIATES PA	Nonminority
Professional Services	HONESTAT STATISTICS & ANALYTICS, LL	Nonminority

Professional Services	HPSG CONSULTING LLC	Black American
Professional Services	HUFF CONSULTING LLC	NM-Female
Professional Services	HUNT ENVIRONMENTAL ASSOCIATES PLLC	American Indian
Professional Services	HYLER CONSTRUCTION MANAGEMENT INC	NM-Female
Professional Services	I5O CONSULTING SERVICES LLC	Black American
Professional Services	IHS CONSULTATIONS	Black American
Professional Services	INCOME PROTECTION CONSULTANTS INC	NM-Female
Professional Services	INGRAM & CO	Nonminority
Professional Services	INNOVATIVE ENVIRONMENTAL TECHNOLOGIES	Nonminority
Professional Services	INTEGRA REALTY RESOURCES-CHARLOTTE	Nonminority
Professional Services	INTEGRITY CONSULTING FIRM	Black American
Professional Services	J. D. PARKER & ASSOCIATES LLC	Nonminority
Professional Services	J&J ENVIRONMENTAL	Nonminority
Professional Services	JACK SPRUILL LAND SURVEYING INC	Nonminority
Professional Services	JACKSON-HALE ENVIRONMENTAL	Nonminority
Professional Services	JAMES OWENS APPRAISAL CO	Nonminority
Professional Services	JAMES EDWARD BUCHANAN JR DBA TRINITY ENVIRONMENTAL	Nonminority
Professional Services	JAMES HARRISON GIBBS	Nonminority
Professional Services	JC MORGAN CO	Nonminority
Professional Services	JCOREY AND ASSOCIATES LLC	Nonminority
Professional Services	JENNTEC LLC	NM-Female
Professional Services	JESSE HYMES	Nonminority
Professional Services	JESSUP AND ASSOCIATES LLC	Nonminority
Professional Services	JN GLOBAL BUSINESS SOLUTION LLC	Nonminority
Professional Services	JOHN H SAVAGE	Nonminority
Professional Services	JOHN MCCrackEN & ASSOCIATES INC	Nonminority
Professional Services	JOHN PLOEGER	Nonminority
Professional Services	JOHNSON & KNIGHT APPRAISAL SERVICES	Nonminority
Professional Services	JOHNSON CLEANING & ENVIRONMENTAL SERVICE	Black American
Professional Services	JOHNSTON ENVIRONMENTAL	NM-Female
Professional Services	JORDAN CONSULTANTS ASLA PA	Black American
Professional Services	JTC APPRAISALS INC	Nonminority
Professional Services	KADE LLC	Nonminority
Professional Services	KAREN DASH CONSULTING	NM-Female
Professional Services	KAREN PETERMAN CONSULTING CO	NM-Female
Professional Services	KARPAT ENTERPRISES LLC	Nonminority
Professional Services	KATHRYN M BUNKER	Nonminority
Professional Services	KB INVESTMENTS & REALTY LLC	Black American
Professional Services	KEATON BARROW REALTY INC	Black American
Professional Services	KEE MAPPING AND SURVEYING PA	Nonminority



Professional Services	KEN WEEDEN & ASSOCIATES INC	Black American
Professional Services	KESHAV CONSULTING SOLUTIONS LLC	Asian American
Professional Services	KEY QUALITY ASSESSMENT INC	Black American
Professional Services	KEYSTONE CONSULTING GROUP OF NC INC	Nonminority
Professional Services	KINKLE CONSULTING LLC	NM-Female
Professional Services	KOSTELEC PLANNING LLC	Nonminority
Professional Services	KRYSTAL BROYHILL	Nonminority
Professional Services	LABR LLC	Nonminority
Professional Services	LAC CONSULTING GROUP LLC	Nonminority
Professional Services	LAIN CONSULTING LLC	Black American
Professional Services	LAND MANAGEMENT GROUP INC	Nonminority
Professional Services	LARRY K ALLEN LAND SURVEYING LLC	Nonminority
Professional Services	LARRY N WRIGHT	Nonminority
Professional Services	LAW OFFICES OF LORI KEETON	NM-Female
Professional Services	LCC ENVIRONMENTAL	NM-Female
Professional Services	LDW CONSULTANTS	Black American
Professional Services	LEAN MANAGEMENT & CONSULTING LLC	Black American
Professional Services	LENMART CONSULTING & CONTRACTOR INC	Hispanic American
Professional Services	LEROY THOMPSON CONSULTANTS LLC	Black American
Professional Services	LEVEL CROSS SURVEYING PLLC	NM-Female
Professional Services	LEVEL PLAYING FIELD CONSULTING LLC	Black American
Professional Services	LIFE SPARK CONSULTING	Black American
Professional Services	LISA WALKER ATTORNEY AT LAW PLLC	Black American
Professional Services	LIVEWIRE CONSULTANTS LLC	NM-Female
Professional Services	LOCKAMY CONSULTING SERVICES	Black American
Professional Services	LONDON RHYNES REAL ESTATE GROUP	Black American
Professional Services	LURAY CONSTRUCTION SERVICES INC	Nonminority
Professional Services	M&V CONSULTING AND CONTRACTS LLC	Black American
Professional Services	MARGIE J GOSSER DBA GOSSER APPRAISALS	Nonminority
Professional Services	MASONRY MANAGEMENT INC	NM-Female
Professional Services	MATERIALS MANAGEMENT & RECYCLING CONSULT	NM-Female
Professional Services	MATRIX EAST PLLC	Nonminority
Professional Services	MAXIMIZE CONSULTING LLC	Nonminority
Professional Services	MBT CONSULTING SOURCE LLC	Black American
Professional Services	MCABEE & ASSOCIATES PA	Nonminority
Professional Services	MCCALL BROTHERS INC	Nonminority
Professional Services	MCDONALD APPRAISAL SERVICE, INC.	Nonminority
Professional Services	MCGILL ENVIRONMENTAL SYSTEMS OF NC	Nonminority
Professional Services	MEADE GUNNELL ENGINEERING, PC	Nonminority
Professional Services	MERRITT ENVIRONMENTAL PRODUCTS LLC	Nonminority
Professional Services	MICHAEL B LANE DBA MBL CONSULTANTS	Black American

Professional Services	MICHAEL D AVENT & ASSOCIATES	Nonminority
Professional Services	MICHAEL F. BOSSERT	Nonminority
Professional Services	MICHAEL HUGGINS APPRAISAL INC	Nonminority
Professional Services	MICHAEL S. CLAPP AND	Nonminority
Professional Services	MICHELLE HAYES DESIGNER & CONSULTINGLLC	Black American
Professional Services	MICKEY B HENSON ENTERPRISES INC DBA APPALACHIAN EN	Nonminority
Professional Services	MID ATLANTIC ENVIRONMENTAL INC	Nonminority
Professional Services	MID-ATLANTIC DRILLING INC	NM-Female
Professional Services	MID-ATLANTIC SURVEYING & ENGINEERIN	Nonminority
Professional Services	MILESTONE MANAGEMENT & CONSULTING LLC	Black American
Professional Services	MM/I AND ASSOCIATES LLC	Black American
Professional Services	MOBILITY SOLUTIONS UNLIMITED LLC	NM-Female
Professional Services	MOMENTUM CONSULTING INC	Black American
Professional Services	MOORE & ASSOCIATES	Nonminority
Professional Services	MORTON ENVIRONMENTAL CONSULTING INC	NM-Female
Professional Services	MOUNTAIN ENVIRONMENTAL SERVICES INC	Nonminority
Professional Services	MPG CONSULTING SERVICES LLC	Hispanic American
Professional Services	MSS LAND CONSULTANTS PC	Nonminority
Professional Services	MURPHY ENVIRONMENTAL & LAND MGMT LLC	Nonminority
Professional Services	MYLESTONE HR CONSULTING LLC	Black American
Professional Services	NIGHT HAWK SECURITY AND CONSULTING LLC	Black American
Professional Services	NORTH BY NORTHWEST CONSULTING INC	Nonminority
Professional Services	NORTH STATE ACQUISITIONS, LLC	Nonminority
Professional Services	NPH CONSULTING LLC	NM-Female
Professional Services	NTU MOBILE MONITORING AND CONSULTINGINC	NM-Female
Professional Services	O R COLAN ASSOCIATES LLC	NM-Female
Professional Services	OAKWOOD VALUATION GROUP LLC	Nonminority
Professional Services	ON POINT SURVEYING PLLC	Nonminority
Professional Services	ONE SOURCE ENVIRONMENTAL LLC	NM-Female
Professional Services	ONWIRE CONSULTING GROUP LLC	Asian American
Professional Services	ONYX CONTRACTING AND CONSULTING INCORPOR	Black American
Professional Services	P S COMMUNICATIONS	Nonminority
Professional Services	P2 CONSULTANCY SERVICES INC	Asian American
Professional Services	PARRATT-WOLFF INC	Nonminority
Professional Services	PB ENVIRONMENTAL PLLC	Asian American
Professional Services	PENUEL CONSULT INC	Black American
Professional Services	PERRY CONSULTING LLC	Black American
Professional Services	PETER GREAR ATTORNEY	Black American
Professional Services	PETER J JONES	Nonminority
Professional Services	PHILIP POST & ASSOCIATES, INC.	Nonminority

Professional Services	PIEDMONT APPRAISAL	Nonminority
Professional Services	PIEDMONT ENVIRONMENTAL SCIENCES INC	Asian American
Professional Services	PIEDMONT FORESTRY CONSULTANTS	Nonminority
Professional Services	PIEDMONT REALTORS LLC	Black American
Professional Services	PILLAR CONSULTING LLC	Black American
Professional Services	PINNACLE CONSULTING	Black American
Professional Services	PLANNING COMMUNITIES LLC	NM-Female
Professional Services	PORTER SCIENTIFIC INC	American Indian
Professional Services	PRIMAX PROPERTIES LLC	Nonminority
Professional Services	PRIME 1 REALTY	Black American
Professional Services	PRISM LABORATORIES INC	NM-Female
Professional Services	PROBE TECHNOLOGY INC	Nonminority
Professional Services	PROFESSIONAL EARLY INTERVENTION	Nonminority
Professional Services	PROFESSIONAL LOCATING SERVICE INC	Nonminority
Professional Services	PROFESSIONAL PROPERTY SERVICES INC	Nonminority
Professional Services	PROVERBS ENVIRONMENTAL TESTING & CONSULT ING LLC	Nonminority
Professional Services	PTS LAND SURVEYING PLLC	Nonminority
Professional Services	PUBLIC PARTICIPATION PARTNERS LLC	Black American
Professional Services	PUSEY & ASSOCIATES INC	Nonminority
Professional Services	PYTHAGORAS CONSULTING PLLC	Black American
Professional Services	QCENTRIC CONSULTANTS	Black American
Professional Services	QOR GROUP LLC	Hispanic American
Professional Services	QUALITY ENVIRONMENTAL LLC	Black American
Professional Services	Qualla Security, Inc.	American Indian
Professional Services	QUANTEX INC	Nonminority
Professional Services	QUERY REAL ESTATE GROUP	Nonminority
Professional Services	QUESTELL CONSULTING GROUP LLC	Nonminority
Professional Services	R W SHIPLETT & ASSOCIATES, LLC	Nonminority
Professional Services	RALPH S. PITTS JR	Nonminority
Professional Services	RANDY W HOPKINS	Nonminority
Professional Services	RANSIER ENVIRONMENTAL DRILLING INC	Nonminority
Professional Services	Ravens Fork Consulting	American Indian
Professional Services	RDF CONSULTING GROUP	Black American
Professional Services	REALM CONSULTING LLC	Nonminority
Professional Services	REALTY SERVICES OF EASTERN	Nonminority
Professional Services	REGIONAL LAND SURVEYORS INC	Nonminority
Professional Services	REIGN REALTY LLC	Black American
Professional Services	RESEARCH & ANALYTICAL	Nonminority
Professional Services	RIGHT OF WAY APPRAISAL SERVICES LLC	Nonminority
Professional Services	RIGHT OF WAY CONSULTANTS LLC	Nonminority
Professional Services	RIGHT TIME REALTY	Black American



Professional Services	RJR CONSULTING SERVICES INC DBA TUTOR	Black American
Professional Services	ROCK CREEK SURVEYING INC	Nonminority
Professional Services	ROD NORTON LAND SURVEYING PA	Nonminority
Professional Services	RON KIRKLAND LAND SURVEYING	Nonminority
Professional Services	ROSE & ASSOCIATES SOUTHEAST INC DBA ROSE ASSOCIATE	NM-Female
Professional Services	ROWHILL CONSULTING GROUP LLC	Nonminority
Professional Services	ROY CONSULTING GROUP CORPORATION	Nonminority
Professional Services	RUDOLPH MEBANE REALTY	Nonminority
Professional Services	RUDY M POMEROY	Nonminority
Professional Services	SAMET CORPORATION	Nonminority
Professional Services	SANDERLING REALTY & CONSTRUCTION	Nonminority
Professional Services	SAULS SEISMIC INCORPORATED	Nonminority
Professional Services	SAVAGE REAL ESTATE AND APPRAISAL	Nonminority
Professional Services	SAWYER PROPERTIES LLC	NM-Female
Professional Services	SBE SERVICE COMPANY	Nonminority
Professional Services	SCIENTIFIC ANALYTICAL INST INC	Nonminority
Professional Services	SFF CONSULTING AND CUSTOMIZED SERVICES L	Black American
Professional Services	SHAMROCK ENVIRONMENTAL CORPORATION	Nonminority
Professional Services	SIEBOLD GROUP CONSULTING LLC	NM-Female
Professional Services	SMART MOVES CONSULTING LLC	Nonminority
Professional Services	SOIL DRILLING SERVICES INC	NM-Female
Professional Services	SOUTH EAST GROUP PA	American Indian
Professional Services	SOUTHEASTERN RIGHT OF WAY, LLC	NM-Female
Professional Services	SOUTHEND PROPERTY MANAGEMENT	Black American
Professional Services	SPANISHSPEAKING, LLC	Hispanic American
Professional Services	SPRINGFIELD CONSULTANTS LLC	Nonminority
Professional Services	SR&R ENVIRONMENTAL INC	Nonminority
Professional Services	SSV CONSULTANCY LLC	Asian American
Professional Services	STAT INC	Nonminority
Professional Services	STEPHEN L SUTTON	Nonminority
Professional Services	STEVE SAUNDERS REAL ESTATE INC	Nonminority
Professional Services	STEWART MARTIN & MCCOY LLC	Black American
Professional Services	SWAIM GROUP LLC	Nonminority
Professional Services	SWEETING APPRAISAL SERVICES,	Nonminority
Professional Services	SYNERGETIC PROPERTIES INC D/B/A SYNERGETIC SERVICE	Nonminority
Professional Services	SYNERGIE CONSULTING LLC	Nonminority
Professional Services	T A WATSON SPEAKING COACHING CONSULTING	Black American
Professional Services	T AND J PROPERTIES	Nonminority
Professional Services	T B HARRIS JR & ASSOCIATES INC	Nonminority
Professional Services	T H BRIGGS & SONS INC	Nonminority
Professional Services	TAMMY MILLER DBA STONY FORK ENVIRONMENTAL	Nonminority

Professional Services	TATE CONSULTING TC LLC	Black American
Professional Services	TAYLOR & ASSOCIATES APPRAISERS INC	Nonminority
Professional Services	TECHNICAL CONTROL CONSULTANTS LLC	Nonminority
Professional Services	TELECOMMUNICATION & INDUSTRIAL	Nonminority
Professional Services	TENTMAKERS CONSULTING SERVICES	Asian American
Professional Services	TERRI JOELLE CHAMBERS DBA T-JOELLE TRAINING & CONS	Nonminority
Professional Services	TGS RIGHT OF WAY LLC	Nonminority
Professional Services	THACKER SERAMUR AND ASSOCIATES LLC	Nonminority
Professional Services	THE BANKS LAW FIRM PA	Black American
Professional Services	THE CATENA GROUP INC	Nonminority
Professional Services	THE CLONTZ NEWKIRK REAL ESTATE	Nonminority
Professional Services	THE DBG ENVIRONMENTAL GROUP LLC	Black American
Professional Services	THE EA WOOD LAW FIRM PLLC	NM-Female
Professional Services	THE FEARING REALTY LLC	Nonminority
Professional Services	THE HANES GROUP INC	Nonminority
Professional Services	THE HOPKINS-MCELHANNON GROUP INC	Nonminority
Professional Services	THE LAW FIRM OF MELINDA ZANONI	NM-Female
Professional Services	THE PALMER COMPANY INC	Nonminority
Professional Services	THE RIGHT OF WAY GROUP LLC	Nonminority
Professional Services	THE ROBINSON LAW GROUP PLLC	Black American
Professional Services	THE STEM CONSULTANTS	Black American
Professional Services	THE SURVEY COMPANY INC	Nonminority
Professional Services	THOMPSON & ASSOCIATES, PA	Nonminority
Professional Services	TIBER CREEK CONSULTING	NM-Female
Professional Services	TIM L KLINGER LLC	Nonminority
Professional Services	TIMOTHY S ALLEN	Nonminority
Professional Services	TKG ENTERPRISES INC	Nonminority
Professional Services	TLS CONSULTING SERVICES LLC	Black American
Professional Services	TMEANS CONSULTING	Black American
Professional Services	TODD SMITH & ASSOCIATES LLC	Nonminority
Professional Services	TOTALENVIROANDSEPTIC	NM-Female
Professional Services	TOWZEN INC	Asian American
Professional Services	TRAFFIC SURVEY SERVICES INC	NM-Female
Professional Services	TRANSFORMATION EDGE COACHING & CONSULTIN	Black American
Professional Services	TRAVEL CONSULTANTS INC	NM-Female
Professional Services	TRIANGLE TRAFFIC CONTROL & SIGNS BY	NM-Female
Professional Services	TRIGON EXPLORATION L L C	Nonminority
Professional Services	TRINITY CONSULTING SERVICE	Black American
Professional Services	TRINITY STRATEGIC CONSULTING INC	Black American
Professional Services	TRIPLE H ENVIRONMENTAL SERVICES INC	Black American
Professional Services	TRIUMVIRATE ENVIRONMENTAL INC	Nonminority

Professional Services	TROXLER GEOLOGIC SERVICES INC	Nonminority
Professional Services	TURNER LAND SURVEYING PLLC	NM-Female
Professional Services	TURRENTINE LAW FIRM PLLC	Black American
Professional Services	TUTTEROW SURVEYING CO	Nonminority
Professional Services	TVPRGIRL CONSULTING LLC	NM-Female
Professional Services	TWD ENTERPRISES INC	NM-Female
Professional Services	UNDERDOWN, BALL AND ASSOCIATES LLC	Nonminority
Professional Services	URBANE ENVIRONMENTS	Black American
Professional Services	UTILITY COORDINATION CONSULTANTS	NM-Female
Professional Services	VILLAGE APPRAISERS LLC	Nonminority
Professional Services	VIRTUE EVENT PLANNING & CONSULTING INC	Black American
Professional Services	VITALITY CONSULTING	Black American
Professional Services	VIVIAN JOHNSON CONSULTING LLC	Black American
Professional Services	WAGNER VINSON CONSULTING LLC	NM-Female
Professional Services	WALKER GROUP THE CONSULTANTS	Black American
Professional Services	WALLACE CONSULTING & TRAINING INC	NM-Female
Professional Services	WALTER D LAROQUE IV APPRAISALS	Nonminority
Professional Services	WATCHTOWER CONSULTING INC	Hispanic American
Professional Services	WATER PURIFICATION CONSULTANTS	NM-Female
Professional Services	WESTCHESTER REALTY LLC	Black American
Professional Services	WESTON LYALL, PE, PLS, PLLC	Nonminority
Professional Services	WIGGINS ENVIRONMENTAL SERVICES	NM-Female
Professional Services	WIGGINS HR CONSULTING LLC	Black American
Professional Services	WILLIAM ISAAC ETHERIDGE	Nonminority
Professional Services	WILLIAM R MORGAN COMPANY	Nonminority
Professional Services	WOOD PROPERTIES OF FORSYTH LLC	Nonminority
Professional Services	WORSLEY REAL ESTATE COMPANY INC	Nonminority
Professional Services	WORTHY & WACHTEL, INC.	Nonminority
Professional Services	WYNDAM WHEELS PROPERTY SERVICES DBA WYNDAM WHEELS RE	Black American
Professional Services	ZEBRA ENVIRONMENTAL & INDUSTRIAL	NM-Female

Griffin & Strong, P.C. 2021

Table Y-4: List of firms from the Master Vendor File – Goods and Other Services

In the Relevant Market  
NCDOT Disparity Study

Procurement Category	Firm Name	Firm Ownership
Goods and Other Services	123 EZ RIDE SPECIAL TRANSPOTATION	Black American
Goods and Other Services	1ST CHOICE SOLUATIONS LLC	Black American
Goods and Other Services	1ST CLASS GRASS	Black American
Goods and Other Services	2 WOMEN & A MOP OF TOBACCOVILLE	NM-Female
Goods and Other Services	25/27 CLEANING SERVICES LLC	Black American
Goods and Other Services	3509 HAWORTH DRIVE ASSOCIATES LLC	Nonminority
Goods and Other Services	3D CLEANING SOLUTIONS LLC	NM-Female
Goods and Other Services	3DESIGNWORX LLC	NM-Female
Goods and Other Services	3RD DEGREE SOLUTIONS LLC	Black American
Goods and Other Services	4 SEASONS PROFESSIONAL GROUP	Nonminority
Goods and Other Services	4C: CENTRAL CAROLINA CLEANING COMPANY	Black American
Goods and Other Services	5 STAR AWARDS INC	NM-Female
Goods and Other Services	6 M SERVICES & MANAGEMENT LLC	Black American
Goods and Other Services	725 PRINT LAB	Black American
Goods and Other Services	A - BRYANT ENTERPRISES LLC	Nonminority
Goods and Other Services	A & A FACILITY SERVICES INCORPORATED	Black American
Goods and Other Services	A & D ENTERPRISES INC	NM-Female
Goods and Other Services	A & M VENTURES INC	Asian American
Goods and Other Services	A & T STUMP DUMP	Nonminority
Goods and Other Services	A + RELOCATION SERVICES INC	Nonminority
Goods and Other Services	A B & LAW INC DBA A-1 SUPPLY COMPANY	NM-Female
Goods and Other Services	A BETTER VIEW GLASS & MIRROR INC	NM-Female
Goods and Other Services	A C SHULTES OF CAROLINA INC	Nonminority
Goods and Other Services	A CLEANER SOLUTION	Nonminority
Goods and Other Services	A DAUGHTERS TOUCH LLC	NM-Female
Goods and Other Services	A MIRACULOUS CLEAN	Black American
Goods and Other Services	A PARKING LOT MAINTENANCE COMPANY SHERROD & SHERRO	Nonminority
Goods and Other Services	A PLUS FIVE STAR TRANSPORTATION LLC	Nonminority
Goods and Other Services	A PLUS MANAGEMENT LLC	American Indian
Goods and Other Services	A PLUS TOWING LLC	Nonminority
Goods and Other Services	A SANI-CAN SERVICE INC	Nonminority
Goods and Other Services	A STEP ABOVE CLEANING SERVICE LLC	Black American
Goods and Other Services	A TO Z RENOVATIONS AND FACILIT	Black American

Goods and Other Services	A-1 BUILDING MAINTENANCE	Black American
Goods and Other Services	A-1 FIRE & SAFETY CO INC	Nonminority
Goods and Other Services	A-1 HITCH & TRAILER SALES INC	Nonminority
Goods and Other Services	A-1 LAWCARE LLC	Nonminority
Goods and Other Services	A-1 MECHANICAL CONTRACTORS INC	NM-Female
Goods and Other Services	A-1 SALES AND SERVICES INC	Nonminority
Goods and Other Services	A-1 SANDROCK INC	Nonminority
Goods and Other Services	A-1 SUPPLY CO	NM-Female
Goods and Other Services	A&A FACILITY SERVICES INC	Black American
Goods and Other Services	A&B CLEANING SERVICE	Black American
Goods and Other Services	A&J CONSTRUCTION SUPPLY	NM-Female
Goods and Other Services	A&K TRAINING FACILITY INC	Black American
Goods and Other Services	A&M OFFICE SUPPLIES INC	NM-Female
Goods and Other Services	A&N CLEANING SERVICES	Nonminority
Goods and Other Services	A&S SOLUTIONS LLC	Subcontinent Asian American
Goods and Other Services	A+ COMMERCIAL CLEANING	Nonminority
Goods and Other Services	A+ FIBER SERVICES LLC	Nonminority
Goods and Other Services	A+ TONER CARTRIDGES	NM-Female
Goods and Other Services	A1 GLASS & ALUMINUM	American Indian
Goods and Other Services	A1 PRECISION FENCE CO INC	Nonminority
Goods and Other Services	A1 QUALITY INC	American Indian
Goods and Other Services	A1 SECURITY SERVICES LLC	NM-Female
Goods and Other Services	A2A INTEGRATED LOGISTICS INC	Black American
Goods and Other Services	A2Z INNOVATIVE TECHNOLOGIES LLC	Black American
Goods and Other Services	A3 COMMUNICATIONS INC	Nonminority
Goods and Other Services	AA&D TRANSPORTATION INC	Black American
Goods and Other Services	AAA TREE EXPERTS INC	Nonminority
Goods and Other Services	AAAA BUG MAN INC	Nonminority
Goods and Other Services	AAC-ENTERPRISE LLC	Black American
Goods and Other Services	ABB AUTOMATION INC	Nonminority
Goods and Other Services	ABC (ALWAYS BEING CREATIVE) GRAPHIC DESI	Black American
Goods and Other Services	ABC SEAMLESS OF THE ALBEMARLE	Nonminority
Goods and Other Services	ABC WORLDWIDE CHARTERS LLC	Black American
Goods and Other Services	ABERDEEN AND ROCKFISH RAILROAD	Nonminority
Goods and Other Services	ABERDEEN CAROLINA & WESTERN	Nonminority
Goods and Other Services	ABOVE SHINE CLEANING SERVICES LLC	Black American
Goods and Other Services	ABSOLUTE BUSINESS CONNECTIONS INC	NM-Female
Goods and Other Services	ABSOLUTE CARE STAFFING HEALTH AGENCY INC	Black American
Goods and Other Services	ABSOLUTE CLEANING & RESTORATION	Black American

Goods and Other Services	ABSOLUTE WALL & SYSTEMS INC	NM-Female
Goods and Other Services	ABTAK OF DURHAM INC	Black American
Goods and Other Services	AC CONTROLS CO INC	Nonminority
Goods and Other Services	AC PROMOTIONS LLC	NM-Female
Goods and Other Services	AC TECH SERVICES LLC	Black American
Goods and Other Services	ACC ON DEMAND	NM-Female
Goods and Other Services	ACCENT IMAGING INC	Nonminority
Goods and Other Services	ACCENTUATE STAFFING	NM-Female
Goods and Other Services	ACCESS ABILITY INC	NM-Female
Goods and Other Services	ACCESS SERVICES INC	Black American
Goods and Other Services	ACCUVANT INC	Nonminority
Goods and Other Services	ACE FENCE BUILDERS INC	Nonminority
Goods and Other Services	ACE INDUSTRIES INC	Nonminority
Goods and Other Services	ACE MARINE RIGGING & SUPPLY INC	NM-Female
Goods and Other Services	ACF TECHNOLOGIES INC	Nonminority
Goods and Other Services	ACME FENCE COMPANY INCORPORATED	Nonminority
Goods and Other Services	ACOUSTICREATIONS INC	Nonminority
Goods and Other Services	ACR SUPPLY CO INC	Nonminority
Goods and Other Services	ACROPOLIS EPC	Black American
Goods and Other Services	ACTION CLEANING AND DIVERSIFIED SERVICES	Black American
Goods and Other Services	ACTION GRAPHICS	NM-Female
Goods and Other Services	ACWR SHOPS LLC	Nonminority
Goods and Other Services	ADAIR LOGISTICS LLC	Nonminority
Goods and Other Services	ADAMS CLEANING SERVICE LLC	Black American
Goods and Other Services	ADAMS OUTDOOR ADVERTISING	Nonminority
Goods and Other Services	ADAMS PRODUCTS CO	Nonminority
Goods and Other Services	ADAMS WATER & SEWER SUPPLY INC	NM-Female
Goods and Other Services	ADAPTIVE MOBILITY SOLUTIONS	Nonminority
Goods and Other Services	ADARVE TRANSLATIONS	Hispanic American
Goods and Other Services	ADKINS TRUCK EQUIPMENT CO	Nonminority
Goods and Other Services	ADMINIPRISE LLC	Black American
Goods and Other Services	ADR CONTRACTORS INC	Nonminority
Goods and Other Services	ADRIANA LOPEZ DBA LOPEZ REBAR	Black American
Goods and Other Services	ADS INFINITUM INC	Nonminority
Goods and Other Services	ADVANCE AUTO PARTS	Nonminority
Goods and Other Services	ADVANCE MOVING & STORAGE INC	Nonminority
Goods and Other Services	ADVANCED BUSINESS COMM INC	Nonminority
Goods and Other Services	ADVANCED CAROLINA TECHNOLOGIES LLC	Black American
Goods and Other Services	ADVANCED FRAMING & INTERIORS INC	NM-Female
Goods and Other Services	ADVANCED IMAGING SYSTEMS INC	Nonminority



Goods and Other Services	ADVANCED PERSONNEL RESOURCES I	NM-Female
Goods and Other Services	ADVANCED TECHNOLOGY INC	NM-Female
Goods and Other Services	ADVANCED TRANSPORT SOLUTIONS LLC	Nonminority
Goods and Other Services	ADVANTACLEAN OF ROCKY MOUNT	Black American
Goods and Other Services	ADVANTCO INTERNATIONAL LLC	Subcontinent Asian American
Goods and Other Services	AERMOR LLC	NM-Female
Goods and Other Services	AEROK BUILDING MAINTENANCE LLC	Asian American
Goods and Other Services	AES BLDG SERVICES LLC	Nonminority
Goods and Other Services	AFFILIATED COMPUTER SERVICES INC	Nonminority
Goods and Other Services	AFFINITY ENERGY LLC	Asian American
Goods and Other Services	AFFINITY LOGISTICS LLC	Black American
Goods and Other Services	AFFORDABLE CLEANING SERVICE SOLUTIONS LL	Black American
Goods and Other Services	AFFORDABLE JANITORIAL & MAINTENANCES SVC	Black American
Goods and Other Services	AFRI LOGISTICS LLC	Black American
Goods and Other Services	AFTERDISASTER	NM-Female
Goods and Other Services	AGAME CLEANING SERVICES LLC	NM-Female
Goods and Other Services	AGCARE PROCUCTS INC	Nonminority
Goods and Other Services	AGILITECH SOLUTIONS LLC	Nonminority
Goods and Other Services	AGRI SUPPLY COMPANY	Nonminority
Goods and Other Services	AGS CONTRACTING LLC	Nonminority
Goods and Other Services	AGUA SOURCE LLC	Hispanic American
Goods and Other Services	AIR FLOW INC	Nonminority
Goods and Other Services	AIR MANIA	Black American
Goods and Other Services	AIR SPECIALTIES OF PINEHURST INC	Nonminority
Goods and Other Services	AIR-TEK	Hispanic American
Goods and Other Services	AIRFLOW EXPERTS	NM-Female
Goods and Other Services	AIRGAS INC	Nonminority
Goods and Other Services	AIRMAC INC	Nonminority
Goods and Other Services	AIRTECH MECHANICAL SERVICES INC	Nonminority
Goods and Other Services	AKG OF THE TRIAD INC	Black American
Goods and Other Services	ALAMANCE FENCE COMPANY INC	Nonminority
Goods and Other Services	ALAMANCE LIFE WORKS EAP LLC	Black American
Goods and Other Services	ALAMANCE SHINY CARS LLC	Nonminority
Goods and Other Services	ALAMJIT VIRK DBA TIGER CONTRACTING	Subcontinent Asian American
Goods and Other Services	ALAN CRITE JANITORIAL LLC	Nonminority
Goods and Other Services	ALBEMARLE FENCE COMPANY INC	Nonminority
Goods and Other Services	ALBEMARLE GLASS LLC	Nonminority
Goods and Other Services	ALBEMARLE REGIONAL SOLID WASTE	Nonminority

Goods and Other Services	ALBEMARLE WOOD PRESERVING PLANT INC	Nonminority
Goods and Other Services	ALBERT J RICHARDSON	American Indian
Goods and Other Services	ALBRIGHT & SHINY LLC	NM-Female
Goods and Other Services	ALC TECH SERVICES LLC	Black American
Goods and Other Services	ALEMITE CORP	Nonminority
Goods and Other Services	ALEN INC	Nonminority
Goods and Other Services	ALETHEA F NOBLES DBA DATAKEY BY ALETHEA	Black American
Goods and Other Services	ALEX R HAMPTON	Nonminority
Goods and Other Services	ALEXANDER EXTERMINATING CO INC	Nonminority
Goods and Other Services	ALEXIS STEEL LLC	Hispanic American
Goods and Other Services	ALISON A POCKAT ASLA	NM-Female
Goods and Other Services	ALKAT RESTORATION	Hispanic American
Goods and Other Services	ALL ABOUT CLEANING	Black American
Goods and Other Services	ALL ABOUT DOORS LLC	Nonminority
Goods and Other Services	ALL AMERICAN CORPORATION	Nonminority
Goods and Other Services	ALL CAROLINA CRANE RENTAL	Nonminority
Goods and Other Services	ALL CLEAR EMERGENCY MANAGEMENT GROUP	NM-Female
Goods and Other Services	ALL FLOOR & STONE LLC	Nonminority
Goods and Other Services	ALL GREEN RECYCLING INC	NM-Female
Goods and Other Services	ALL IN ONE DAY COURIER SERVICES	Nonminority
Goods and Other Services	ALL IN ONE DRUG TESTING SERVICES LLC	Black American
Goods and Other Services	ALL IN ONE HR PROFESSIONAL LLC	Black American
Goods and Other Services	ALL MY SONS OF SOUTH RALEIGH INC	Nonminority
Goods and Other Services	ALL POINTS WASTE SERVICE	American Indian
Goods and Other Services	ALL PRO TREE AND CRANE INC	Nonminority
Goods and Other Services	ALL SEASONS CLEANING SERVICE INC	Hispanic American
Goods and Other Services	ALL SPAN BUILDING SYSTEMS INC	Nonminority
Goods and Other Services	ALL STATE SUPPLY CO INC	NM-Female
Goods and Other Services	ALL THINGS PROFESSIONAL CLEANING INC	Black American
Goods and Other Services	ALL WASHED UP CLEANING LLC	NM-Female
Goods and Other Services	ALL-INCLUSIVE RESOURCE LLC	NM-Female
Goods and Other Services	ALL-PHASE POWER AND CONTROLS INC	NM-Female
Goods and Other Services	ALL-PRO HYDRAULIC EQUIPMENT	Nonminority
Goods and Other Services	ALLEGHANY STONE LLC	Nonminority
Goods and Other Services	ALLEGIANCE STAFFING INC	NM-Female
Goods and Other Services	ALLEN BROKERAGE SERVICES LLC	Black American
Goods and Other Services	ALLEN KELLY & CO INC	Nonminority
Goods and Other Services	ALLEN TECHNOLOGIES LLC	Black American
Goods and Other Services	ALLIED STAFF AUGMENTATION PARTNERS INC	Black American



Goods and Other Services	ALLIED WASTE SERVICES	Nonminority
Goods and Other Services	ALLISON BROTHERS SPECIALTIES INC	NM-Female
Goods and Other Services	ALLISON FENCE COMPANY INC	Nonminority
Goods and Other Services	ALLTECH SUPERIOR CARTRIDGES INC	Nonminority
Goods and Other Services	ALLTECH WIRING & CONTROLS INC	Nonminority
Goods and Other Services	ALM CONTRACTING	Nonminority
Goods and Other Services	ALPDESIGN	Hispanic American
Goods and Other Services	ALPHA DISPOSAL	Nonminority
Goods and Other Services	ALPHA MARKETING INC	Nonminority
Goods and Other Services	ALPHAGRAPHICS CARY - N RALEIGH	Hispanic American
Goods and Other Services	ALSTON YARD LANDSAPING	Black American
Goods and Other Services	ALTAIR AEROSPACE LLC	Nonminority
Goods and Other Services	ALTEC INDUSTRIES INC	Nonminority
Goods and Other Services	ALVIN JOHNSON HOUSE MOVERS &	Nonminority
Goods and Other Services	AM CUSTOM CLEANING LLC	Hispanic American
Goods and Other Services	AMANO MCGANN INC	Nonminority
Goods and Other Services	AMAZON ENTERPRISE INC	Hispanic American
Goods and Other Services	AMBASSADORS OF TRAVEL	Black American
Goods and Other Services	AMBIENT SERVICES LLC	Hispanic American
Goods and Other Services	AMBROSE INDUSTRIAL SERVICES CORP	Nonminority
Goods and Other Services	AMCASE INC	NM-Female
Goods and Other Services	AMERI CON MATERIALS INC	Nonminority
Goods and Other Services	AMERICAN ALTERNATIVE TRANSPORTATION LLC	NM-Female
Goods and Other Services	AMERICAN BUILDING SERVICES INC	Nonminority
Goods and Other Services	AMERICAN CLEANING SERVICE INC	NM-Female
Goods and Other Services	AMERICAN CONCRETE INC	Nonminority
Goods and Other Services	AMERICAN DRAINAGE SYSTEMS INC	Nonminority
Goods and Other Services	AMERICAN ELECTRIC COMPANY DBA AMERICAN TEC ELECTRI	Black American
Goods and Other Services	AMERICAN FACILITY SOLUTIONS INC	Nonminority
Goods and Other Services	AMERICAN GREEN VENTURES US INC	Nonminority
Goods and Other Services	AMERICAN HYDROSEEDING LLC	Nonminority
Goods and Other Services	AMERICAN INDUSTRIES INC	Nonminority
Goods and Other Services	AMERICAN MARINE & FABRICATORS LLC	NM-Female
Goods and Other Services	AMERICAN MATERIALS COMPANY LLC	Nonminority
Goods and Other Services	AMERICAN MOVING AND HAULING INC	Nonminority
Goods and Other Services	AMERICAN PATRIOT SALES & SERVICE	Nonminority
Goods and Other Services	AMERICAN PRODUCT DISTRIBUTORS INC	Nonminority
Goods and Other Services	AMERICAN PROJECTS GROUP CORP	American Indian
Goods and Other Services	AMERICAN RENOVATION SYSTEMS	Nonminority
Goods and Other Services	AMERICAN RESIDENTIAL SERVICES	Nonminority

Goods and Other Services	AMERICAN SAFETY PRODUCTS	Black American
Goods and Other Services	AMERICAN SAFETY UTILITY CORP	Nonminority
Goods and Other Services	AMERICAN SCALE CO INC	Nonminority
Goods and Other Services	AMERICAN STONE CO INC	Nonminority
Goods and Other Services	AMERICAN TECH SERVICE	Asian American
Goods and Other Services	AMERICAN TIRE	Nonminority
Goods and Other Services	AMERICAN TRUCK CENTER INC	Nonminority
Goods and Other Services	AMERICAN UNIFORM SALES INC	Asian American
Goods and Other Services	AMERICAN WOODYARDS LLC	Nonminority
Goods and Other Services	AMERIGAS PROPANE LP	Nonminority
Goods and Other Services	AMIDON INC	Asian American
Goods and Other Services	AMOS LEON MATHESON DBA MATHESON DOZER SERVICE	Nonminority
Goods and Other Services	AMP UTILITY DISTRIBUTION SERVICES LLC	NM-Female
Goods and Other Services	AMPACK LLC	Nonminority
Goods and Other Services	AMSAN CAROLINAS	Nonminority
Goods and Other Services	AMY CLINTON & ASSOCIATES LLC	NM-Female
Goods and Other Services	AMY HALLAMORE DBA HALLAMORE EQUIPMENT	Nonminority
Goods and Other Services	AMY WIGGING BURCHFIELD DBA KEIA CONTRACTING	Nonminority
Goods and Other Services	AN EVENT LADY PRODUCTION LLC	Black American
Goods and Other Services	ANA'S CLEANING SERVICES	Hispanic American
Goods and Other Services	ANAGO OF THE TRIANGLE	NM-Female
Goods and Other Services	ANALOG DIGITAL SOLUTIONS INC	Nonminority
Goods and Other Services	AND 1 BACKFLOW SERVICES	NM-Female
Goods and Other Services	ANDERSON & COMPANY INC	NM-Female
Goods and Other Services	ANDERSON INDUSTRIAL COATINGS INC	Nonminority
Goods and Other Services	ANDERSON SANITARY	Nonminority
Goods and Other Services	ANDREA KIGHT-BRADLEY DBA COINJOCK FARMS	Nonminority
Goods and Other Services	ANDREW HAULING AND GRADING INC	NM-Female
Goods and Other Services	ANDREWS & HAMILTON CO INC	Nonminority
Goods and Other Services	ANDROPOGON ASSOCIATES LTD	Hispanic American
Goods and Other Services	ANDSTAR INCORPORATED	Nonminority
Goods and Other Services	ANDY OXY CO INC	Nonminority
Goods and Other Services	ANDY SHAW FORD INC	Nonminority
Goods and Other Services	ANIXTER INC	Nonminority
Goods and Other Services	ANN MARIE AMICO DESIGN INC	NM-Female
Goods and Other Services	ANNAS AWNING & CANVAS CO	Nonminority
Goods and Other Services	ANTHONY KING	Nonminority
Goods and Other Services	ANY LAB TEST NOW	NM-Female

Goods and Other Services	ANYTHING OFFICE INC	NM-Female
Goods and Other Services	AP FREIGHT LINES INC	Black American
Goods and Other Services	APEX CONTRACT CARPETS INC	NM-Female
Goods and Other Services	APEX EXTERMINATING INC	Hispanic American
Goods and Other Services	APEX PRESSURE WASHING	Nonminority
Goods and Other Services	APPALACHIAN CREEK NURSERY & LANDSCAPING	Nonminority
Goods and Other Services	APPALACHIAN NATURESCAPES INC	Nonminority
Goods and Other Services	APPALACHIAN NEW RIVER SOD INC	Nonminority
Goods and Other Services	APPLE DESIGNS INC	NM-Female
Goods and Other Services	APPLIED AUTOMATION LLC	Black American
Goods and Other Services	APPLIED DATA TECHNOLOGIES	NM-Female
Goods and Other Services	APPLIED INDUSTRIAL TECHNOLOGIES	Nonminority
Goods and Other Services	APTUS MANAGEMENT PLLC	Nonminority
Goods and Other Services	AQUATIC MANAGEMENT & POOL	Black American
Goods and Other Services	AR-DO-IN LAWN CARE	Nonminority
Goods and Other Services	ARARAT ROCK PRODUCTS INC	Nonminority
Goods and Other Services	ARBOREX TREE SERVICES	Asian American
Goods and Other Services	ARC3 GASES INC	Nonminority
Goods and Other Services	ARCHIE SERVICES LLC	Black American
Goods and Other Services	ARCHIVESOCIAL INC	Asian American
Goods and Other Services	ARCHON BUILDING SERVICES CORPORATION	Black American
Goods and Other Services	ARGOS CEMENT LLC	Nonminority
Goods and Other Services	ARM USA LLC	Hispanic American
Goods and Other Services	ARNO BROTHERS LLC	Nonminority
Goods and Other Services	ARROW EXTERMINATORS INC	NM-Female
Goods and Other Services	ARROWMAIL COURIER SERVICE	NM-Female
Goods and Other Services	ARROWOOD LANDSCAPING	Nonminority
Goods and Other Services	ARROWOOD LAWN CARE &	Nonminority
Goods and Other Services	ARTU-USA INC	NM-Female
Goods and Other Services	ARTWEAR EMBROIDERY INC	NM-Female
Goods and Other Services	ARW CONCRETE	NM-Female
Goods and Other Services	ASC CONSTRUCTION EQUIPMENT	Nonminority
Goods and Other Services	ASCENDUM MACHINERY INC	Nonminority
Goods and Other Services	ASFARI ENTERPRISES LLC	Subcontinent Asian American
Goods and Other Services	ASH-CASH INC	Nonminority
Goods and Other Services	ASHE COUNTY FORD INC	Nonminority
Goods and Other Services	ASHEVILLE FORD LLC	Nonminority
Goods and Other Services	ASHEVILLE GLOBAL SERVICES GROUP INC	Black American
Goods and Other Services	ASHEVILLE POWERTRAIN INC	Nonminority
Goods and Other Services	ASHFORD PROPERTIES LLC	Nonminority

Goods and Other Services	ASHLEY MARIE GROUP FACILITIES	Nonminority
Goods and Other Services	ASHLEY PRICE	Nonminority
Goods and Other Services	ASHLEY SLING INC	Nonminority
Goods and Other Services	ASKI SERVICES COMPANY US LLC	Black American
Goods and Other Services	ASPLUNDH TREE EXPERT LLC	Nonminority
Goods and Other Services	ASSA ABLOY ENTRANCE SYSTEMS US	Nonminority
Goods and Other Services	ASSET ANALYTIX INC	Asian American
Goods and Other Services	ASSOCIATE STAFFING LLC	NM-Female
Goods and Other Services	ASSOCIATES FOR PROFESSIONAL DE	NM-Female
Goods and Other Services	ATEN INC	Asian American
Goods and Other Services	ATLANTIC AERO INC	Nonminority
Goods and Other Services	ATLANTIC COAST FUEL & LUBES LLC	Nonminority
Goods and Other Services	ATLANTIC COASTAL SUPPLY	NM-Female
Goods and Other Services	ATLANTIC CORPORATION OF WILMINGTON	Nonminority
Goods and Other Services	ATLANTIC DIVING & MARINE CONTRACTORS INC	Nonminority
Goods and Other Services	ATLANTIC MARINE INC	Nonminority
Goods and Other Services	ATLANTIC MULCH & EROSION	Nonminority
Goods and Other Services	ATLANTIC MULCH & STONE INC	Nonminority
Goods and Other Services	ATLANTIC OBX INC	Nonminority
Goods and Other Services	ATLANTIC RESOURCES INC	NM-Female
Goods and Other Services	ATLANTIC SOLUTIONS INC	Nonminority
Goods and Other Services	ATLAS FENCE COMPANY	Nonminority
Goods and Other Services	ATRIAD	Black American
Goods and Other Services	ATS ACCURATE TECHNOLOGY SERVICES INC	Nonminority
Goods and Other Services	AURA MECHANICAL LLC	Nonminority
Goods and Other Services	AURORA HILLS LANDSCAPING LLC	Nonminority
Goods and Other Services	AURORA INDUSTRIAL SUPPLIES	Nonminority
Goods and Other Services	AURORA STRATEGIC ADVISORS LLC	American Indian
Goods and Other Services	AUSTIN POWDER CO	Nonminority
Goods and Other Services	AUTHORITEES NC	Black American
Goods and Other Services	AUTO PAINT SUPPLY CO INC	Nonminority
Goods and Other Services	AUTO SPRING COMPANY INC	Nonminority
Goods and Other Services	AUTO SUPPLY CO INC	Nonminority
Goods and Other Services	AUTOMATION TECHNOLOGY INC	Nonminority
Goods and Other Services	AUTOZONE DEVELOPMENT CORP	Nonminority
Goods and Other Services	AUTRY CLEANING SERVICE LLC	Nonminority
Goods and Other Services	AVA COLEY DBA RTS TECHNOLOGY	NM-Female
Goods and Other Services	AWC SIGN & LIGHT INC	Nonminority
Goods and Other Services	AXCESS PROFESSIONAL STAFFING INC	Black American
Goods and Other Services	B & B MAINTENANCE CO	Nonminority

Goods and Other Services	B & B SMALL	Nonminority
Goods and Other Services	B & C HYDROSEEDING FENCING	Nonminority
Goods and Other Services	B & G ASSOCIATES	Nonminority
Goods and Other Services	B & J PROPERTIES OF THE TRIANGLE LL	Nonminority
Goods and Other Services	B & M CONTRACTORS INC	Nonminority
Goods and Other Services	B & R BODY & AUTO SVC INC	Nonminority
Goods and Other Services	B & R JANITORIAL LLC	Black American
Goods and Other Services	B AND B TRIANGLE LAWN CARE	Black American
Goods and Other Services	B AND W TRANSPORTING INC	American Indian
Goods and Other Services	B H GRANING LANDSCAPES INC	Nonminority
Goods and Other Services	B T CARAWAN LAWN CARE INC	Nonminority
Goods and Other Services	B&A COMMUNICATIONS LLC	NM-Female
Goods and Other Services	B&A TRANSPORTATION LLC	Black American
Goods and Other Services	B&B LAWN CARE	Nonminority
Goods and Other Services	B&B ONLYGIRLS CLEANING	Black American
Goods and Other Services	B&J PROPERTIES OF THE TRIANGLE LLC	Nonminority
Goods and Other Services	BALDWIN & BALDWIN ENTERPRISES	Nonminority
Goods and Other Services	BALLOU & SONS INC	Nonminority
Goods and Other Services	BANALOGIC CORPORATION	Nonminority
Goods and Other Services	BARBOUR SPANGLE DESIGN	NM-Female
Goods and Other Services	BARBOURS MARINE SUPPLY CO INC	Nonminority
Goods and Other Services	BARNES MOTOR & PARTS CO INC	Nonminority
Goods and Other Services	BARNES SERVICE COMPANY	Black American
Goods and Other Services	BARRCHIN INC	Black American
Goods and Other Services	BARTLETT CONTROLS	Nonminority
Goods and Other Services	BASIC FENCE	Nonminority
Goods and Other Services	BATTEN AND COMPANY	Nonminority
Goods and Other Services	BATTEN CONCRETE LLC	Nonminority
Goods and Other Services	BATTERIES OF NC, LLC	NM-Female
Goods and Other Services	BATTERIES PLUS OF RALEIGH INC	NM-Female
Goods and Other Services	BAUCOM GROUP & ASSOCIATES LLC	American Indian
Goods and Other Services	BAYVIEW FENCE & RAILING	Nonminority
Goods and Other Services	BCFORWARD	Black American
Goods and Other Services	BDP CONCRETE LLC	Nonminority
Goods and Other Services	BE ONE TO SUCCEED STAFFING LLC	Black American
Goods and Other Services	BEAM LANDSCAPING & FENCE COMPANY	Nonminority
Goods and Other Services	BEAR GARDEN INC	Nonminority
Goods and Other Services	BEAST LEVEL INC	Black American
Goods and Other Services	BEAUFORT EQUIPMENT CO	Nonminority
Goods and Other Services	BEAVER INDUSTRIAL	Nonminority
Goods and Other Services	BECK BUILDING ARTS INC	NM-Female



Goods and Other Services	BECTON INDUSTRIES	Black American
Goods and Other Services	BELINDA JOHNSON CPA PA	Black American
Goods and Other Services	BELLAVARO LLC	Black American
Goods and Other Services	BELLE LLC	NM-Female
Goods and Other Services	BELLOMY RESEARCH INC	NM-Female
Goods and Other Services	BELTE INC	Black American
Goods and Other Services	BENCHMARK TOOL & SUPPLY	Nonminority
Goods and Other Services	BENCO STEEL INC	NM-Female
Goods and Other Services	BENEFITS ASSISTANCE MANAGEMENT GROUP	Black American
Goods and Other Services	BENJAMIN C MULLIS	Nonminority
Goods and Other Services	BENJAMIN M WATSON	Nonminority
Goods and Other Services	BENNETT JULIAN ROWLAND JR DBA BENNY ROWLAND BACKHO	Nonminority
Goods and Other Services	BENNETT'S IRRIGATION SERVICES	Nonminority
Goods and Other Services	BERGMAN BROTHERS STAFFING	Hispanic American
Goods and Other Services	BERGMAN ENTERPRISES INC	NM-Female
Goods and Other Services	BERIAM TELECOM	Black American
Goods and Other Services	BERNARD IRBY INC	Black American
Goods and Other Services	BESAM ENTRANCE SOLUTIONS	Nonminority
Goods and Other Services	BEST & SONS IRON ERECTORS INC	NM-Female
Goods and Other Services	BEST CLEANUP LLC	Hispanic American
Goods and Other Services	BEST DEBRIS & REMOVAL A DIVISION OF BEST MACHINE &	Nonminority
Goods and Other Services	BEST DISTRIBUTING CO	Nonminority
Goods and Other Services	BEST INC	NM-Female
Goods and Other Services	BEST RENTALS, INC.	Nonminority
Goods and Other Services	BEST UNIFORMS INC	NM-Female
Goods and Other Services	BESTREADS INC	NM-Female
Goods and Other Services	BETHEL SOLAR EQUIPMENT LLC	NM-Female
Goods and Other Services	BETTER BODIES 4 US	Black American
Goods and Other Services	BETTER BUSINESS PRINTING INC	NM-Female
Goods and Other Services	BETTER CABLE SYSTEMS INC	NM-Female
Goods and Other Services	BETTY S SPENCER	Nonminority
Goods and Other Services	BEYOND DECADENCE INC	Black American
Goods and Other Services	BFPE INTERNATIONAL	NM-Female
Goods and Other Services	BG DIGITAL GROUP INC	NM-Female
Goods and Other Services	BIASHI LLC	Black American
Goods and Other Services	BICKING GRAPHICS	NM-Female
Goods and Other Services	BIG DIRT INC	Black American
Goods and Other Services	BIG JOBS INC	Nonminority
Goods and Other Services	BIG LAUREL FARMS INC	Nonminority

Goods and Other Services	BIG ROCK INDUSTRIES INC	Nonminority
Goods and Other Services	BIG ROCK PROPS INC	Nonminority
Goods and Other Services	BIG WHEEL TRANSPORTATION INC	Black American
Goods and Other Services	BIKANA SOLUTIONS LLC	NM-Female
Goods and Other Services	BILINGUAL COMMUNICATIONS INC	Hispanic American
Goods and Other Services	BILLS MOBILE CRANE SERVICE INC	Nonminority
Goods and Other Services	BILLS WELL DRILLING CO	Nonminority
Goods and Other Services	BINDERS INC	NM-Female
Goods and Other Services	BIO GREEN SERVICES INC	Nonminority
Goods and Other Services	BIOSELECT INC	NM-Female
Goods and Other Services	BIRCHER INCORPORATED	Nonminority
Goods and Other Services	BISELL PROFESSIONAL GROUP BPG INC	Nonminority
Goods and Other Services	BITTING ELECTRIC INC DBA ALTERNATIVE POWER SALES A	Nonminority
Goods and Other Services	BJ PUBLISHING	Black American
Goods and Other Services	BJ'S CLEANING SERVICE	Black American
Goods and Other Services	BJM INC DBA LINK STAFFING SERVICES	Hispanic American
Goods and Other Services	BKF EQUIPMENT INC	Nonminority
Goods and Other Services	BLACK CARD HOME	Black American
Goods and Other Services	BLACK HAWK INTERNATIONAL SECURITY	Asian American
Goods and Other Services	BLACK RIVER FARM LLC	Nonminority
Goods and Other Services	BLACK'S TIRE SERVICE	Nonminority
Goods and Other Services	BLACKETT AND SONS CLEANING SERVICE	Black American
Goods and Other Services	BLADE EQUIPMENT INC	Nonminority
Goods and Other Services	BLAKENEY INC LLC	Black American
Goods and Other Services	BLAKLEY FARM & LANDSCAPE SERVICES I	Nonminority
Goods and Other Services	BLANKENSHIP ASSOCIATES INC	NM-Female
Goods and Other Services	BLANKENSHIP SEEDING COMPANY INC	Nonminority
Goods and Other Services	BLESS A RIDER LLC	Black American
Goods and Other Services	BLEVCO INC	NM-Female
Goods and Other Services	BLIZZARD WALLS INC	NM-Female
Goods and Other Services	BLU INNOVATIONS	NM-Female
Goods and Other Services	BLUE ARBOR INC	NM-Female
Goods and Other Services	BLUE DOVE PROMOTIONS	Black American
Goods and Other Services	BLUE LION SERVICES	Black American
Goods and Other Services	BLUE RIDGE DRILLING AND BLASTING INC	Nonminority
Goods and Other Services	BLUE RIDGE ELECTRIC MOTOR	Nonminority
Goods and Other Services	BLUE RIDGE LAWN CARE AND LANDSCAPING	Nonminority
Goods and Other Services	BLUE RIDGE MOWING LLC	Nonminority
Goods and Other Services	BLUE WATER RESTORATION INC	Nonminority
Goods and Other Services	BLUE WAVE INC	NM-Female

Goods and Other Services	BLUESTEEL CO	Nonminority
Goods and Other Services	BLUME SUPPLY INC	Nonminority
Goods and Other Services	BOATS INC OF MOREHEAD CITY	Nonminority
Goods and Other Services	BOATWRIGHT DISTRIBUTION AND	Nonminority
Goods and Other Services	BOB RAY'S TRANSPORT LLC	Black American
Goods and Other Services	BOB WILLIAMS SPECIALTY	NM-Female
Goods and Other Services	BOBBY MURRAY CHEVROLET GEO	Nonminority
Goods and Other Services	BOGGS MATERIALS INC	Nonminority
Goods and Other Services	BOILING SPRINGS CONCRETE INC	Nonminority
Goods and Other Services	BOLLER LOGISTICS LLC	Black American
Goods and Other Services	BONILLA BROTHERS LLC	NM-Female
Goods and Other Services	BONNIE ATTERSON AMERICAN CLEANING SERVICE INC	Nonminority
Goods and Other Services	BOONE'S CONCRETE SUPPLY LLC	Nonminority
Goods and Other Services	BOONE'S WOODLAWN QUARRY	Nonminority
Goods and Other Services	BOSEMAN FARMS INC	Nonminority
Goods and Other Services	BOSSLINES TRANSPORTATION GROUP LLC	Black American
Goods and Other Services	BOST LOGISTICS	Black American
Goods and Other Services	BOTANICALLY ROOTED LLC	NM-Female
Goods and Other Services	BOUDREAUX'S IRON SHOP INC	Nonminority
Goods and Other Services	BOULTON CREATIVE	NM-Female
Goods and Other Services	BOYD & DUNCAN FARMS INC	Nonminority
Goods and Other Services	BPOPE PRODUCTIONS	Nonminority
Goods and Other Services	BRADY INTEGRATED SECURITY INC	Nonminority
Goods and Other Services	BRADY TRANE SERVICE INC	Nonminority
Goods and Other Services	BRAILSFORD & DUNLAVEY	Black American
Goods and Other Services	BROME SPECIALTY CO	Nonminority
Goods and Other Services	BRANAGANS METAL WORKS LLC	Black American
Goods and Other Services	BRANCH INTERIORS LLC	NM-Female
Goods and Other Services	BRANDILLY MARKETING & CREATIVE	Black American
Goods and Other Services	BRANDILLY OF NC INC DBA BRANDILLY MARKETING & CREA	Black American
Goods and Other Services	BRANDIN J ROBINSON	Nonminority
Goods and Other Services	BRANDRPM LLC	Asian American
Goods and Other Services	BRANTLEY FENCE	Nonminority
Goods and Other Services	BRASWELL SCALE &	Nonminority
Goods and Other Services	BRAXTON TIRE CO	Nonminority
Goods and Other Services	BREEZE MULCHING SERVICE LLC	Nonminority
Goods and Other Services	BRENDA SCOTT SCOTT FENCE COMPANY	Nonminority
Goods and Other Services	BRENDON HENDERSON DBA MAIN STREET MOBILE BILLBOARD	Nonminority
Goods and Other Services	BRENNAN'S FENCE & DECK INSTALLATION	Nonminority



Goods and Other Services	BREWER EQUIPMENT CO INC	Nonminority
Goods and Other Services	BRIAN'S WASTE RECYCLING, INC.	Nonminority
Goods and Other Services	BRICK CITY CONCRETE LLC	Nonminority
Goods and Other Services	BRIDGESTONE AMERICAS INC	Nonminority
Goods and Other Services	BRIDGESTONE HORSEPOWER LLC	Nonminority
Goods and Other Services	BRIGHT FORCE SOLUTIONS LLC	Black American
Goods and Other Services	BRIGHT IDEAS LIGHTING	Hispanic American
Goods and Other Services	BRINN GLASS & MIRROR	NM-Female
Goods and Other Services	BRITT TECHNICAL SERVICES INC	Nonminority
Goods and Other Services	BROADBAND TELECOM INC	Nonminority
Goods and Other Services	BROCK CONTRACT SERVICES INC	Nonminority
Goods and Other Services	BROCK MOUNTAIN LAND COMPANY	Nonminority
Goods and Other Services	BRODIE CONTRACTORSINC	Black American
Goods and Other Services	BROOKS CONTRACTOR	NM-Female
Goods and Other Services	BROOKS DREDGING AND MARINE CON	NM-Female
Goods and Other Services	BROOKS MECHANICAL LLC	NM-Female
Goods and Other Services	BROOKS PEEDIN HEAVY EQUIPMENT SERVICES	Nonminority
Goods and Other Services	BROTHERS METAL FAB INC	Nonminority
Goods and Other Services	BROWNS LANDSCAPING & HAULING OF	Nonminority
Goods and Other Services	BROWNS TRUCK AND TRAILER INC	Nonminority
Goods and Other Services	BRUCE WATKINS SUPPLY INC	Nonminority
Goods and Other Services	BRUNSWICK COAST UNLIMITED INC	NM-Female
Goods and Other Services	BRUTON NATURAL SYSTEMS INC	Nonminority
Goods and Other Services	BRUTON TRANSPORT LLC	Nonminority
Goods and Other Services	BRYANT INDUSTRIAL CONTRACTORS	NM-Female
Goods and Other Services	BRYANT'S SENTRY HARDWARE	Nonminority
Goods and Other Services	BRYANT'S TIRE & BATTERY CO INC	Nonminority
Goods and Other Services	BRYANT'S TURF & LANDSCAPING, INC	Nonminority
Goods and Other Services	BST EQUIPMENT LLC	Nonminority
Goods and Other Services	BUCK'S COMMUNICATIONS, INC.	Nonminority
Goods and Other Services	BUCKET MOP AND BROOM CLEANING SERVICE LL	Black American
Goods and Other Services	BUDDY LYNN JENKINS DBA TWIN SPRINGS NURSERY & GREE	Nonminority
Goods and Other Services	BUDGET LIGHTING CENTERS INC	Nonminority
Goods and Other Services	BUFFALO UNITED GROUP LLC	Nonminority
Goods and Other Services	BULK POWER LLC	Nonminority
Goods and Other Services	BULL CITY FACILITY SERVICES I	Black American
Goods and Other Services	BULLDOG INDUSTRIES INC DBA MID-ATLANTIC FABRICATIO	Black American
Goods and Other Services	BUMGARNER OIL CO	Nonminority

Goods and Other Services	BUMP DESIGN	NM-Female
Goods and Other Services	BUNN COMMUNICATIONS INC	NM-Female
Goods and Other Services	BURCHFIELD CONTRACTING LLC	Nonminority
Goods and Other Services	BURGESS ENT LLC	NM-Female
Goods and Other Services	BURKE BROTHERS HARDWARE	Nonminority
Goods and Other Services	BURLESON MARINE SERVICE INC	Nonminority
Goods and Other Services	BURNT STUDIOS LLC	NM-Female
Goods and Other Services	BUTTERFLY CONCEPTS LLC	Black American
Goods and Other Services	BWJ INC	American Indian
Goods and Other Services	BY DESIGN RENOVATIONS LLC	Black American
Goods and Other Services	BYNUMS COMMERCIAL LAWN SERVICE LLC	Nonminority
Goods and Other Services	C & A EQUIPMENT SERVICE INC	Nonminority
Goods and Other Services	C & C BOILER SALES & SERVICE INC	Nonminority
Goods and Other Services	C & C INDUSTRIES INC	Nonminority
Goods and Other Services	C & C TOTAL LAWN SERVICE	Nonminority
Goods and Other Services	C & D LANDFILL INC	Nonminority
Goods and Other Services	C & J MACHINE COMPANY INC	NM-Female
Goods and Other Services	C & J REGEST LAWN CARE	Nonminority
Goods and Other Services	C & K EROSION CONTROL PRODUCTS INC	Nonminority
Goods and Other Services	C & M CONCRETE INC	Nonminority
Goods and Other Services	C & M RECYCLING INC	NM-Female
Goods and Other Services	C BRADLEY & ASSOCIATES	Black American
Goods and Other Services	C F REECE & SON SUPPLY COMPANY INC	Nonminority
Goods and Other Services	C FRYE & ASSOCIATES INC	NM-Female
Goods and Other Services	C J ENTERPRISE CLEANING SVCS	Black American
Goods and Other Services	C MACK AND ASSOCIATES LLC	Black American
Goods and Other Services	C QUALITY ACOUSTICAL LLC	NM-Female
Goods and Other Services	C W WILLIAMS & COMPANY INC	Nonminority
Goods and Other Services	C&C LAWN AND GARDENING SERVICE	Black American
Goods and Other Services	C2 CONTRACTORS LLC	Black American
Goods and Other Services	C3 COMMUNICATIONS INC DBA C3 MEDIA INC	American Indian
Goods and Other Services	CABRO LLC	NM-Female
Goods and Other Services	CADIEU TREE EXPERTS INC	Nonminority
Goods and Other Services	CAHILL OF CAROLINA INC	Nonminority
Goods and Other Services	CALAMAR INC	NM-Female
Goods and Other Services	CALARA LAND MANAGEMENT INC	Nonminority
Goods and Other Services	CALLAHAN CONCRETE COMPANY	Nonminority
Goods and Other Services	CALLAWAY INDUSTRIAL SERVICES INC	Nonminority
Goods and Other Services	CALS PROFESSIONAL SERVICES	Nonminority
Goods and Other Services	CALVIN LEE WILLIAMS	Nonminority

Goods and Other Services	CAMARADERIE EXPERTS LLC	Black American
Goods and Other Services	CAMCO MANUFACTURING INC	Nonminority
Goods and Other Services	CAMCOR INC	Nonminority
Goods and Other Services	CAMP CHEMICAL CORPORATION	Nonminority
Goods and Other Services	CAN - AM CUSTOM TRUCKS INC	NM-Female
Goods and Other Services	CANDESCENT SOFTBASE LLC	Nonminority
Goods and Other Services	CANGRUS LLC	NM-Female
Goods and Other Services	CANIPE & LYNN ELECTRIC MOTOR	NM-Female
Goods and Other Services	CANNELL GRAPHICS	Black American
Goods and Other Services	CAPE FEAR CONTRACTOR RESOURCES LLC DBA BAHRCO	Nonminority
Goods and Other Services	CAPE FEAR DOOR INC	Nonminority
Goods and Other Services	CAPE FEAR FILTERS & HYD INC	Nonminority
Goods and Other Services	CAPE FEAR GLASS INC	Nonminority
Goods and Other Services	CAPE FEAR IRON WORKS INC	Nonminority
Goods and Other Services	CAPE FEAR LIFT TRUCKS	Nonminority
Goods and Other Services	CAPE FEAR MAINTENANCE INC	Nonminority
Goods and Other Services	CAPE FEAR PARTNERS LLC	Black American
Goods and Other Services	CAPE FEAR PRECAST LLC	Nonminority
Goods and Other Services	CAPE FEAR SUPPLY OF NC LLC	Nonminority
Goods and Other Services	CAPE FEAR SYSTEMS II LLC	Nonminority
Goods and Other Services	CAPITAL AIR FILTERS INC	NM-Female
Goods and Other Services	CAPITAL ASSOCIATED INDUSTRIES INC	Nonminority
Goods and Other Services	CAPITAL CHRYSLER JEEP DODGE	Nonminority
Goods and Other Services	CAPITAL CLEANING INC	Black American
Goods and Other Services	CAPITAL FORD INC	Nonminority
Goods and Other Services	CAPITAL MULCH COMPANY LLC DBA CAPITAL MULCH COMPAN	Nonminority
Goods and Other Services	CAPITOL BUSINESS SOLUTIONS LLC	Black American
Goods and Other Services	CAPPS INDUSTRIAL SUPPLY	Nonminority
Goods and Other Services	CAPRICCIO BY DENISE	Black American
Goods and Other Services	CAPTAIN DELIVERY LLC	Black American
Goods and Other Services	CAPTUREDBYKEVIN LLC	Black American
Goods and Other Services	CAPUTO DESIGN STONE & TILE INC	NM-Female
Goods and Other Services	CARDINAL COACH INC	Nonminority
Goods and Other Services	CARDINAL PLASTICS INC	NM-Female
Goods and Other Services	CARGO TRANSIT INC	NM-Female
Goods and Other Services	CARLENE'S CLEANING SERVICE	NM-Female
Goods and Other Services	CARLTON-BATES COMPANY	Nonminority
Goods and Other Services	CARO-SAN INDUSTRIES INC	NM-Female
Goods and Other Services	CAROL GRAHAM JONES LLC	NM-Female
Goods and Other Services	CAROLINA ACOUSTICAL INSTALLERS INC	Black American

Goods and Other Services	CAROLINA ADVANCED DIGITAL INC	NM-Female
Goods and Other Services	CAROLINA ARCHITECTURAL PRODUCTS INC	Nonminority
Goods and Other Services	CAROLINA AUTO ELECTRIC OF NC	NM-Female
Goods and Other Services	CAROLINA AUTOMOTION LLC	NM-Female
Goods and Other Services	CAROLINA BRUSH AXE LLC	Nonminority
Goods and Other Services	CAROLINA BUSINESS INTERIORS	Nonminority
Goods and Other Services	CAROLINA CARPORTS INC	Nonminority
Goods and Other Services	CAROLINA CARTRIDGE SYSTEMS INC	NM-Female
Goods and Other Services	CAROLINA CHAIN & CABLE INC	Nonminority
Goods and Other Services	CAROLINA CIVILWORKS INC	Nonminority
Goods and Other Services	CAROLINA CLASSIC WINDOW & GLASS INC	NM-Female
Goods and Other Services	CAROLINA COASTAL PAPER AND	Nonminority
Goods and Other Services	CAROLINA COMMONWEALTH FOREST PRODUCTS LLC	Nonminority
Goods and Other Services	CAROLINA COMMUNICATIONS	Black American
Goods and Other Services	CAROLINA COMPUTER LEARNING SYSTEMS	Nonminority
Goods and Other Services	CAROLINA CONDUIT SYSTEMS INC	Nonminority
Goods and Other Services	CAROLINA CUSTOM CUTTERS LLC	Nonminority
Goods and Other Services	CAROLINA CUSTOM INSTALLATIONS	NM-Female
Goods and Other Services	CAROLINA DISPOSAL SERVICE INC	NM-Female
Goods and Other Services	CAROLINA EARTHWORK & UTILITIES LLC	Nonminority
Goods and Other Services	CAROLINA EQUIPMENT RENTAL SALES &	Nonminority
Goods and Other Services	CAROLINA EROSION CONTROL LLC	Nonminority
Goods and Other Services	CAROLINA FAB INC	NM-Female
Goods and Other Services	CAROLINA FLEET SUPPLY LLC	NM-Female
Goods and Other Services	CAROLINA FREIGHTLINER OF RALEIGH LL	Nonminority
Goods and Other Services	CAROLINA GLASS & MIRROR INC	NM-Female
Goods and Other Services	CAROLINA GROUND SERVICE EQUIPMENT	Nonminority
Goods and Other Services	CAROLINA GROUND SOLUTIONS	Nonminority
Goods and Other Services	CAROLINA GROUNDS & IRRIGATION INC	Nonminority
Goods and Other Services	CAROLINA GROUP PROPERTIES LLC DBA CAROLINA GROUP C	Black American
Goods and Other Services	CAROLINA HEAVY MACHINERY INC	Nonminority
Goods and Other Services	CAROLINA HYDRAULICS INC	Nonminority
Goods and Other Services	CAROLINA HYDROSEEDING INC	NM-Female
Goods and Other Services	CAROLINA INDUSTRIAL EQUIPMENT INC	Nonminority
Goods and Other Services	CAROLINA INDUSTRIAL SYSTEMS INC	Nonminority
Goods and Other Services	CAROLINA INDUSTRIAL TRUCKS	Nonminority
Goods and Other Services	CAROLINA IT PROFESSIONALS INC	NM-Female
Goods and Other Services	CAROLINA JANITORIAL &	Nonminority
Goods and Other Services	CAROLINA LANDSCAPES NC LLC	Nonminority
Goods and Other Services	CAROLINA LANDSCAPING SUPPLIES	Nonminority

Goods and Other Services	CAROLINA LAWN CARE SPECIALIST	Nonminority
Goods and Other Services	CAROLINA LAWN PRO LLC	Nonminority
Goods and Other Services	CAROLINA MACHINING & FABRICATION INC	Subcontinent Asian American
Goods and Other Services	CAROLINA MULCH EXPRESS LLC	Nonminority
Goods and Other Services	CAROLINA OFFICE MACHINES INC	NM-Female
Goods and Other Services	CAROLINA OFFICE SYSTEMS	Nonminority
Goods and Other Services	CAROLINA OUTDOOR BUILDERS INC	Nonminority
Goods and Other Services	CAROLINA OUTDOOR MAINTENANCE INC	Nonminority
Goods and Other Services	CAROLINA PAVEMENT CLEANING SERVICES INC	Nonminority
Goods and Other Services	CAROLINA PLUMBING SUPPLY INC	Black American
Goods and Other Services	CAROLINA POWER SOLUTION	NM-Female
Goods and Other Services	CAROLINA QUALITY CLEANING	NM-Female
Goods and Other Services	CAROLINA ROCK & LAND CO	Black American
Goods and Other Services	CAROLINA RUBBER & SPECIALTIES INC	Nonminority
Goods and Other Services	CAROLINA SAFETY SUPPLIES	Nonminority
Goods and Other Services	CAROLINA SAND INC	Nonminority
Goods and Other Services	CAROLINA SEPTIC INC	Nonminority
Goods and Other Services	CAROLINA SILVICS INC	NM-Female
Goods and Other Services	CAROLINA STABILIZATION LLC	Nonminority
Goods and Other Services	CAROLINA STALITE COMPANY	NM-Female
Goods and Other Services	CAROLINA STONE LLC	Nonminority
Goods and Other Services	CAROLINA STRUCTURAL WELDING & STEEL	Hispanic American
Goods and Other Services	CAROLINA TANK LINES INC	Nonminority
Goods and Other Services	CAROLINA TIMBERLAND SERVICES INC	Nonminority
Goods and Other Services	CAROLINA TOWING & TRANSPORT OF NC INC DBA CAROLINA	Nonminority
Goods and Other Services	CAROLINA TRACTOR & EQUIPMENT	Nonminority
Goods and Other Services	CAROLINA TRACTORS INC	Nonminority
Goods and Other Services	CAROLINA TRAILER & EQUIPMENT	Nonminority
Goods and Other Services	CAROLINA TRANSPORT OF GREENSBORO INC	American Indian
Goods and Other Services	CAROLINA TRANSPORT SERVICES LLC	Hispanic American
Goods and Other Services	CAROLINA TREE DEBRIS INC	Nonminority
Goods and Other Services	CAROLINA UNIFORMS & EQUIPMENT INC	Nonminority
Goods and Other Services	CAROLINA WALL-CRETE LLC	Nonminority
Goods and Other Services	CAROLINA WASTE LLC	Nonminority
Goods and Other Services	CAROLINAS CAPTIONING SERVICE	NM-Female
Goods and Other Services	CAROLINAS IT	Nonminority
Goods and Other Services	CAROLINAS SOLUTION GROUP INC	Black American
Goods and Other Services	CAROLINAS STAFFING SOLUTIONS	NM-Female



Goods and Other Services	CAROLINAS TELCOM SOLUTIONS INC	NM-Female
Goods and Other Services	CARQUEST AUTO PARTS	Nonminority
Goods and Other Services	CARR PRECAST CONCRETE INC	Nonminority
Goods and Other Services	CARRIER ENTERPRISES LLC	Nonminority
Goods and Other Services	CARROLL CONTRACTING GROUP	Black American
Goods and Other Services	CARROLL TIRE COMPANY	Nonminority
Goods and Other Services	CARROTHERS ENTERPRISE	Black American
Goods and Other Services	CARSON INDUSTRIES INC	Nonminority
Goods and Other Services	CARTER UTILITY TREE SERVICE INC	Nonminority
Goods and Other Services	CARTERET LCID LLC	Nonminority
Goods and Other Services	CARTERS MACHINE & PLANER FAB	Nonminority
Goods and Other Services	CARVER CONTRACTING LLC	Nonminority
Goods and Other Services	CARY AUTOMOTIVE CO	Nonminority
Goods and Other Services	CARYL MECHANICALS INC DBA THE BOSWELL GR	NM-Female
Goods and Other Services	CASON COMPANIES INC	Nonminority
Goods and Other Services	CASTIN LLC	Black American
Goods and Other Services	CATAWBA INDUSTRIAL RUBBER CO INC	Nonminority
Goods and Other Services	CATAWBA MECHANICAL SERVICES INC	NM-Female
Goods and Other Services	CATFISH DIVING & SALVAGE CO INC	Nonminority
Goods and Other Services	Catt?s Custom Printing	American Indian
Goods and Other Services	CAUDELL LUMBER CO	Nonminority
Goods and Other Services	CAV TECHNOLOGIES	Nonminority
Goods and Other Services	CB&HCLEANINGSERVICE	Black American
Goods and Other Services	CBR ARCHITECTURAL HARDWARE CO INC	NM-Female
Goods and Other Services	CBW COMMUNICATIONS ENGINEERS INC	Nonminority
Goods and Other Services	CC&H SERVICES	Black American
Goods and Other Services	CCBS & SIGN SHOP	Nonminority
Goods and Other Services	CCRS INC	Nonminority
Goods and Other Services	CD INDUSTRIES INC DBA SENSATIONAL TOUCH JANITORIAL	Black American
Goods and Other Services	CDS SYSTEMS INC	Nonminority
Goods and Other Services	CEDAR HILL LOGISTICS INC	Black American
Goods and Other Services	CEI - THE DIGITAL OFFICE	Nonminority
Goods and Other Services	CENTER LINE LOCATING LLC	NM-Female
Goods and Other Services	CENTERPLACE LLC	NM-Female
Goods and Other Services	CENTRAL CAROLINA AC CO LLC	Nonminority
Goods and Other Services	CENTRAL CAROLINA CONCRETE INC	Nonminority
Goods and Other Services	CENTRAL CAROLINA SCALE INC	Nonminority
Goods and Other Services	CENTRAL PIEDMONT BUILDERS INC	Nonminority
Goods and Other Services	CENTURY HOSIERY INC	NM-Female
Goods and Other Services	CENTURY JANITORIAL SERVICES PLUS LLC	Black American

Goods and Other Services	CENTURY PRODUCTS LLC	Black American
Goods and Other Services	CENTURY UNIFORM COMPANY	Nonminority
Goods and Other Services	CEPRINT SOLUTIONS INC	NM-Female
Goods and Other Services	CERTIFIED GROUNDS MANAGEMENT INC	Nonminority
Goods and Other Services	CERTIFIED POWER SOLUTIONS INC	Nonminority
Goods and Other Services	CFI- KNOW SIGNS INC DBA FASTSIGNS	Nonminority
Goods and Other Services	CGH TECHNOLOGIES INC	NM-Female
Goods and Other Services	CGSI	Black American
Goods and Other Services	CHAD HEATH BURCHFIELD	Nonminority
Goods and Other Services	CHADWICK TIRE CO INC	Nonminority
Goods and Other Services	CHAMBLEE'S INC	Nonminority
Goods and Other Services	CHAMPION LANDSCAPES INC	Nonminority
Goods and Other Services	CHAMPION SUPPLY	NM-Female
Goods and Other Services	CHAMPION WAY INC	Nonminority
Goods and Other Services	CHANDLER CONCRETE	Nonminority
Goods and Other Services	CHAPMANS MANAGEMENT COMPANY DBA SOUTHERN HEALTH CA	Black American
Goods and Other Services	CHARLES E HADDOCK	Nonminority
Goods and Other Services	CHARLES L STRICKLAND DBA STRICKLAND DRAGLINE S	Nonminority
Goods and Other Services	CHARLES TART PROPANE INC	Nonminority
Goods and Other Services	CHARLOTTE BRICK COMPANY LLC	NM-Female
Goods and Other Services	CHARLOTTE CEILING CONTRACTING INC	NM-Female
Goods and Other Services	CHARLOTTE CHECKERS HOCKEY LLC	Nonminority
Goods and Other Services	CHARLOTTE MOTOR SPEEDWAY LLC	Nonminority
Goods and Other Services	CHARLOTTE PLANTSCAPES INC	NM-Female
Goods and Other Services	CHARLOTTE PLAYSETS INC	Nonminority
Goods and Other Services	CHARLOTTE SCALE CO., INC.	Nonminority
Goods and Other Services	CHARLOTTE TRUCK CENTER INC	Nonminority
Goods and Other Services	CHAROTTES LANDING INC	Asian American
Goods and Other Services	CHECK MARK SYSTEMS	Nonminority
Goods and Other Services	CHEM-CLEAN INC	Nonminority
Goods and Other Services	CHEM-EAST CORPORATION	NM-Female
Goods and Other Services	CHEM-PRO OF JOHNSTON COUNTY INC	Nonminority
Goods and Other Services	CHEROKEE ACOUSTICAL LLC	American Indian
Goods and Other Services	CHEROKEE SEPTIC TANKS	Nonminority
Goods and Other Services	CHERYL SIMERLY AND ASSOCIATES	NM-Female
Goods and Other Services	CHEZ COLLABORATIVE LLC	NM-Female
Goods and Other Services	CHILTON'S LANDSCAPING & TREE SERVIC	Nonminority
Goods and Other Services	CHOICE COMPUTER CENTER INC	Nonminority
Goods and Other Services	CHOICE TECHNICAL SERVICES INC	Black American
Goods and Other Services	CHRISMON REFRIGERATION SVCS LLC	Nonminority

Goods and Other Services	CHRISTI LOWE PRODUCTIONS LLC	NM-Female
Goods and Other Services	CHRISTMAS LOGISTICS	Black American
Goods and Other Services	CIC PROPERTY MGMT& MAINTENANCE SERVICES	Black American
Goods and Other Services	CICA INC	NM-Female
Goods and Other Services	CINDA NC LLC	Black American
Goods and Other Services	CINE ENTERPRISES LLC	Black American
Goods and Other Services	CIRCLE T MOWING INC.	Nonminority
Goods and Other Services	CITI LLC	Hispanic American
Goods and Other Services	CITRA ADVISORS LLC	Asian American
Goods and Other Services	CITSCORP	Nonminority
Goods and Other Services	CITY AUTO PARTS	Nonminority
Goods and Other Services	CITY ELECTRIC SUPPLY CO	Nonminority
Goods and Other Services	CL MAINTENANCE SERVICES LLC	Black American
Goods and Other Services	CL WARTERS LLC	NM-Female
Goods and Other Services	CLARK TIRE & AUTO INC	Nonminority
Goods and Other Services	CLARK-POWELL ASSOCIATES INC	NM-Female
Goods and Other Services	CLARKE POWER GENERATION INC	Nonminority
Goods and Other Services	CLASSIC CLEANING	Black American
Goods and Other Services	CLASSIC II INC	NM-Female
Goods and Other Services	CLASSIC INDUSTRIAL SUPPLY	Black American
Goods and Other Services	CLASSIC WOODWORKS	Black American
Goods and Other Services	CLAYTON LAWN SERVICE	Hispanic American
Goods and Other Services	CLDI CORPORATION	Asian American
Goods and Other Services	CLEAN & GREEN SERVICES INC	Black American
Goods and Other Services	CLEAN CUTS TREE SERVICE	Nonminority
Goods and Other Services	CLEAN TEAM CHARLOTTE LLC	Hispanic American
Goods and Other Services	CLEAN TRIAD LLC DBA OFFICE PRIDE COMMERCIAL CLEANI	Black American
Goods and Other Services	CLEAN WORLD USA	Black American
Goods and Other Services	CLEANITAL LLC	Black American
Goods and Other Services	CLEAR SYNOPSIS COMMUNICATIONS	Black American
Goods and Other Services	CLEGG'S TERMITE & PEST CONTROL LLC	Nonminority
Goods and Other Services	CLEMONS CLEANING SERVICE	Nonminority
Goods and Other Services	CLINTON TRUCK & TRACTOR CO INC	Nonminority
Goods and Other Services	CLINTONS BODY SHOP INC	Nonminority
Goods and Other Services	CLONINGER FORD INC	Nonminority
Goods and Other Services	CLS INC	Nonminority
Goods and Other Services	CM SUPPLY INC	Nonminority
Goods and Other Services	COASTAL BRUSH MOWING	Nonminority
Goods and Other Services	COASTAL CAROLINA STREETSCAPES LLC	Nonminority
Goods and Other Services	COASTAL ENGRAVING & SIGN CO INC	Nonminority



Goods and Other Services	COASTAL EQUIPMENT INC	Nonminority
Goods and Other Services	COASTAL GENERATOR SERVICE INC	Nonminority
Goods and Other Services	COASTAL HOSE AND RUBBER INC	Nonminority
Goods and Other Services	COBB AND COMPANY GROUNDS MANAGEMENT	Black American
Goods and Other Services	COBB EZEKIEL LOY & COMPANY PA	NM-Female
Goods and Other Services	COBY CRANDALL CPSS	Black American
Goods and Other Services	COCHRANE STEEL INDUSTRIES INC DBA COCHRANE STEEL I	Nonminority
Goods and Other Services	COECO OFFICE SYSTEMS	Nonminority
Goods and Other Services	COLEMAN CONTRACTORS INC	NM-Female
Goods and Other Services	COLKIM DISTRIBUTIONS LLC	Black American
Goods and Other Services	COLLINS LOGISTICS & TRANSPORTATION LLC	Black American
Goods and Other Services	COLONY TIRE CORPORATION	Nonminority
Goods and Other Services	COMENZAR INC DBA ATG	Black American
Goods and Other Services	COMER SANITARY SERVICES INC	Nonminority
Goods and Other Services	COMFORT CRAFT MECHANICAL LLC	Nonminority
Goods and Other Services	COMFORT MECHANICAL CONTRACTORS INC	Nonminority
Goods and Other Services	COMMERCIAL A/C SERVICES OF KINSTON	Nonminority
Goods and Other Services	COMMERCIAL CONTROLS INC	Black American
Goods and Other Services	COMMERCIAL DOORS & MORE LLC	NM-Female
Goods and Other Services	COMMERCIAL EQUIPMENT REPAIRS	Hispanic American
Goods and Other Services	COMMERCIAL LIGHTNING PROTECTION LLC	NM-Female
Goods and Other Services	COMMERCIAL POWER CLEANERS INC	Black American
Goods and Other Services	COMMERCIAL READY MIX PRODUCTS INC	Nonminority
Goods and Other Services	COMMERCIAL SERVICES INC	Nonminority
Goods and Other Services	COMMUNICATION SPECIALISTS CO INC	Nonminority
Goods and Other Services	COMPANY WRENCH LTD	Nonminority
Goods and Other Services	COMPASS EVALUATION & RESEARCH	NM-Female
Goods and Other Services	COMPASS INTERNATIONAL INC	Nonminority
Goods and Other Services	COMPKRAFT LLC	Black American
Goods and Other Services	COMPLETE OVERHEAD DOOR SYSTEMS LLC	Nonminority
Goods and Other Services	COMPLETE PROPERTY RESTORATION	Black American
Goods and Other Services	COMPLIANCE TRAINING ASSOCIATES INC	NM-Female
Goods and Other Services	COMPREHENSIVE REHABILITATION AND	Nonminority
Goods and Other Services	COMPUTER AND TECHNOLOGY SOLUTIONS INC	NM-Female
Goods and Other Services	COMPUTER DATA SERVICES LLC	Black American
Goods and Other Services	COMPUTER FUNCTIONS LLC	Black American
Goods and Other Services	COMPUTER SERVICES OF CAROLINA	Asian American
Goods and Other Services	COMPUTER SYSTEMS CONSULTING INC	Asian American
Goods and Other Services	COMPUTER WAREHOUSE OF NC	NM-Female

Goods and Other Services	CONCISE CONTRACT MANAGEMENT	Nonminority
Goods and Other Services	CONCISE NETWORKS LLC	NM-Female
Goods and Other Services	CONCORD INDUSTRIAL SERVICE CO INC	Nonminority
Goods and Other Services	CONCRETE PUMPING OF CONCORD INC	NM-Female
Goods and Other Services	CONCRETE RECYCLING RESOURCES LLC	Nonminority
Goods and Other Services	CONCRETE SUPPLY CO	Nonminority
Goods and Other Services	CONDER FLAG COMPANY	Nonminority
Goods and Other Services	CONFERENCE RESOURCES INC	NM-Female
Goods and Other Services	CONNECT SYSTEMS INC	Black American
Goods and Other Services	CONNECTING ELEMENTS INC	Nonminority
Goods and Other Services	CONNECTIVITY NETWORK CABLING	NM-Female
Goods and Other Services	CONSISTENT WELDING LLC	Black American
Goods and Other Services	CONSOLIDATED CONTRACT SERVICES	NM-Female
Goods and Other Services	CONSOLIDATED INDUSTRIAL SUPPLY	Asian American
Goods and Other Services	CONSOLIDATED WORK OPPORTUNITIES INC	Nonminority
Goods and Other Services	CONSTRUCTION DATA CORP	Nonminority
Goods and Other Services	CONTAINER TECHNOLOGY INC	Nonminority
Goods and Other Services	CONTENTS RESTORATION SERVICES	NM-Female
Goods and Other Services	CONTINENTAL CHEMICALS LLC	American Indian
Goods and Other Services	CONTINENTAL RESEARCH CORP	Nonminority
Goods and Other Services	CONTRACT OFFICE FURNISHINGS INC	Black American
Goods and Other Services	CONTRACT SERVICE & SUPPLY INC	Nonminority
Goods and Other Services	CONTRACTOR'S CLEANING SERVICE INC	Black American
Goods and Other Services	CONTRAST CREATIVE INC	NM-Female
Goods and Other Services	CONTROL SPECIALTIES	Nonminority
Goods and Other Services	COOK TRUCK EQUIPMENT & TOOLS INC	NM-Female
Goods and Other Services	COOPER'S COMMUNICATION	Nonminority
Goods and Other Services	COOR FARM SUPPLY SERVICE INC	Nonminority
Goods and Other Services	COORS AND ASSOCIATES INC	NM-Female
Goods and Other Services	COPELAND TECHNICAL SOLUTIONS LLC	Nonminority
Goods and Other Services	COPYPRO BUSINESS SYSTEMS	Nonminority
Goods and Other Services	CORE SUPPLY LLC	Nonminority
Goods and Other Services	CORE TECHNOLOGY MOLDING CORPORATION	Black American
Goods and Other Services	CORELINK OPPORTUNITIES LLC	Black American
Goods and Other Services	CORPORATE SECURITY AND FIRE SYSTEMS LLC	NM-Female
Goods and Other Services	CORTEZ LLC	Black American
Goods and Other Services	CORUM SIGNS INC	NM-Female
Goods and Other Services	CORVITEX CORPORATION	Nonminority
Goods and Other Services	COUNTRY GARDENS GARDEN CENTER	NM-Female
Goods and Other Services	COUNTRYSAPES LANDSCAPING INC	Nonminority

Goods and Other Services	COX DUNCAN NETWORK LLC	Black American
Goods and Other Services	COX-EDWARDS CO INC	Nonminority
Goods and Other Services	CPSP SOLUTIONS	NM-Female
Goods and Other Services	CRAIG HOOPER	Nonminority
Goods and Other Services	CRAIG'S WELL DRILLING LLC	Nonminority
Goods and Other Services	CRAVEN AG SERVICES INC	Nonminority
Goods and Other Services	CRAWFORD DOOR SYSTEMS INC	Nonminority
Goods and Other Services	CREATIVE MANAGEMENT SERVICES	Black American
Goods and Other Services	CREATIVE WORKS GRAPHICS	Black American
Goods and Other Services	CREATIVISIBILITY DBA CREATIVISIBILITY	NM-Female
Goods and Other Services	CREWS CRANE TRAINING INTERNATI	NM-Female
Goods and Other Services	CRIMEWATCH SECURITY INC	NM-Female
Goods and Other Services	CRITICAL ACCESS NETWORK	Black American
Goods and Other Services	CRITICAL FACILITY SOLUTIONS LLC	NM-Female
Goods and Other Services	CROP PRODUCTION SERVICES INC	Nonminority
Goods and Other Services	CROSS COMPANY	Nonminority
Goods and Other Services	CROSSCOMM INC	Asian American
Goods and Other Services	CROSSROADS FORD INC	Nonminority
Goods and Other Services	CROSSWAY TRANSPORTATION INC	Black American
Goods and Other Services	Crow?s Towing & Auto Repair	American Indian
Goods and Other Services	Crowe?s Quality Products,	American Indian
Goods and Other Services	CROWNED FOR SUCCESS	Black American
Goods and Other Services	CRUM WORKS INC	Nonminority
Goods and Other Services	CRYSTAL BLU PRESSURE WASHING LLC	Black American
Goods and Other Services	CRYSTAL COAST CLEANING	Hispanic American
Goods and Other Services	CRYSTAL COAST DISASTER	Nonminority
Goods and Other Services	CRYSTAL COAST MECHANICAL INC	NM-Female
Goods and Other Services	CULLOWHEE BODY SHOP	Nonminority
Goods and Other Services	CULPEPPER RENOVATIONS LLC	NM-Female
Goods and Other Services	CUMBERLAND COUNTY JOINT	Nonminority
Goods and Other Services	CUMBERLAND SEPTIC SERVICES INC	Nonminority
Goods and Other Services	CUMMINS ATLANTIC LLC	Nonminority
Goods and Other Services	CUSTOM CONTROLS UNLIMITED INC	NM-Female
Goods and Other Services	CUSTOM HYDRAULICS & DESIGN INC	Nonminority
Goods and Other Services	CUSTOM IMAGE PRESSURE WASHING INC	Black American
Goods and Other Services	CUSTOM LOGIC LLC	Hispanic American
Goods and Other Services	CUSTOM OVERHEAD DOORS LLC	NM-Female
Goods and Other Services	CUSTOM SHEETMETAL SERVICES INC	NM-Female
Goods and Other Services	CUSTOM STEEL BOATS INC	Nonminority
Goods and Other Services	CV NICOPOULOS	Nonminority
Goods and Other Services	CWIK BUSINESS CONNECTIONS	NM-Female

Goods and Other Services	CYBER SYNERGY	Black American
Goods and Other Services	CZECHMATE LUMBER CORP	NM-Female
Goods and Other Services	D & D GLASS CO INC	NM-Female
Goods and Other Services	D & H EQUIPMENT COMPANY	Nonminority
Goods and Other Services	D & J SAND AND GRAVEL INC	Nonminority
Goods and Other Services	D & K ELEGANT CLEANING LLC	Nonminority
Goods and Other Services	D & L CABINETS INC	Nonminority
Goods and Other Services	D AND D TRANSIT LLC	Black American
Goods and Other Services	D B POPLIN LANDSERVICE	Nonminority
Goods and Other Services	D BAKER SERVICES INC	Nonminority
Goods and Other Services	D W CLARK MOWING SERVICE INC	Nonminority
Goods and Other Services	D WASHINGTON GROUP LLC	Black American
Goods and Other Services	D WILSON AGENCY LLC	Black American
Goods and Other Services	D WYNNE CORPORATION	Black American
Goods and Other Services	D&A TEMPORARY STAFFING	Nonminority
Goods and Other Services	D&D FABRICATIONLLC	Hispanic American
Goods and Other Services	D&H HEAT TECHNOLOGY INC DBA KOOLMAT	Nonminority
Goods and Other Services	DAILY GRAPHIC DESIGNS LL	Black American
Goods and Other Services	DANA SAFETY SUPPLY	Nonminority
Goods and Other Services	DANIELS PRODUCTION COMPANY LLC	Black American
Goods and Other Services	DANKIM INC	Nonminority
Goods and Other Services	DANS GOLF CAR & TRAILER SALES LLC	Nonminority
Goods and Other Services	DARIUS BARRETT HOLDER	Nonminority
Goods and Other Services	DARLYNG & CO LLC	Black American
Goods and Other Services	DARNELL COMMERCIAL CLEANING	Black American
Goods and Other Services	DARRYL PEARSALL DBA D3 CLEANING SERVICES	Nonminority
Goods and Other Services	DARSKE LLC	Nonminority
Goods and Other Services	DATA ANALYTICS LLC	Asian American
Goods and Other Services	DATA COMMUNICATIONS OF NC INC	NM-Female
Goods and Other Services	DATA WATT SOLUTIONS INC	Nonminority
Goods and Other Services	DATALINK CORPORATION	Nonminority
Goods and Other Services	DATAMASTERS	NM-Female
Goods and Other Services	DAVE AND SONS CLEANING AND CONTRACTING	Black American
Goods and Other Services	DAVE STEEL CO INC	Nonminority
Goods and Other Services	DAVID STUART CARTER DBA DC GRAPHICS	Nonminority
Goods and Other Services	DAVID WEST WELDING & FABRICATION	Nonminority
Goods and Other Services	DAVIDSON SASH & DOOR INC	NM-Female
Goods and Other Services	DAVIDSON STEEL SERVICES LLC	NM-Female
Goods and Other Services	DAVIS AUTO BODY & PAINT INC	Nonminority
Goods and Other Services	DAVIS CHEVROLET INC	Nonminority

Goods and Other Services	DAVIS TRAILERS INC	Nonminority
Goods and Other Services	DAVIS TRANSPORT	Black American
Goods and Other Services	DAVY SIMMONS	Nonminority
Goods and Other Services	DAWASH JANITORIAL SERVICE	Nonminority
Goods and Other Services	DAWN TIL DUSK CLEANING SERVICES LLC	Black American
Goods and Other Services	DAWSON CONTRACTING INC	Nonminority
Goods and Other Services	DBM SPECIALTIES	Nonminority
Goods and Other Services	DC Services & Sales	American Indian
Goods and Other Services	DCH ENTERPRISES INC	NM-Female
Goods and Other Services	DEACON JONES AUTOMOTIVE OF CLINTON	Nonminority
Goods and Other Services	DEAN JONES FARMS	Nonminority
Goods and Other Services	DEANS OFFICE MACHINES INC	Nonminority
Goods and Other Services	DECKER'S ENTERPRISES INC	Nonminority
Goods and Other Services	DEDMON'S TRANSIT CONCRETE MIX CO INC	Nonminority
Goods and Other Services	DEECK MECHANICAL INC	Nonminority
Goods and Other Services	DEEP REFLECTION PRODUCTS	Black American
Goods and Other Services	DEERE & COMPANY	Nonminority
Goods and Other Services	DEFFENBAUGH ENVIRONMENTAL	Nonminority
Goods and Other Services	DELLINGER DISTRIBUTING INC	NM-Female
Goods and Other Services	DELTA SYSTEMS OF AMERICA INC	Nonminority
Goods and Other Services	DELUXE SERVICES INC	Black American
Goods and Other Services	DELVE INTERIORS LLC	Nonminority
Goods and Other Services	DELWOOD MECHANICAL INC	Nonminority
Goods and Other Services	DEMAND RESOURCE SOLUTIONS INC	Nonminority
Goods and Other Services	DENARD ENTERPRISES INC	Black American
Goods and Other Services	DENGAR SERVICES LLC	NM-Female
Goods and Other Services	DENNIS E DENNING	Nonminority
Goods and Other Services	DEWEY WRIGHT WELL & PUMO CO INC	Nonminority
Goods and Other Services	DEWHIT FACILITY SERVICES LLC	Black American
Goods and Other Services	DEWINE SEEDS-SILVER DOLLAR	Nonminority
Goods and Other Services	DEWPOINT CONTROL SERVICES INC	Nonminority
Goods and Other Services	DGC GLASS SYSTEMS LLC	Nonminority
Goods and Other Services	DGL LOGISTICS LLC	Hispanic American
Goods and Other Services	DI BANKS ELECTRIC MOTOR	Nonminority
Goods and Other Services	DIAMOND ELECTRONICS INC	American Indian
Goods and Other Services	DIAMOND HILL PLYWOOD CO	Nonminority
Goods and Other Services	DIAMOND TOUCH	Black American
Goods and Other Services	DICK SHIRLEY CHEVROLET-GEO	Nonminority
Goods and Other Services	DICKINSON EQUIPMENT INC	Nonminority
Goods and Other Services	DICKTEL INC	Nonminority
Goods and Other Services	DIESEL EQUIPMENT COMPANY	Nonminority



Goods and Other Services	DIESEL MASTERS	Nonminority
Goods and Other Services	DIESEL PARTS OF CAROLINA LLC	Nonminority
Goods and Other Services	DIGITAL INTELLIGENCE SYSTEMS LLC	Nonminority
Goods and Other Services	DIGITAL MADE SIMPLE LLC	Black American
Goods and Other Services	DILLON SUPPLY COMPANY	Nonminority
Goods and Other Services	DIRECTIONAL SHAREHOLDING INC	Nonminority
Goods and Other Services	DISCOVERY PLACE INC	Nonminority
Goods and Other Services	DISTINCTIVE NATURESCAPES INC	Nonminority
Goods and Other Services	DITCH WITCH OF CHARLOTTE INC	Nonminority
Goods and Other Services	DIVERSIFIED BUILDING SOLUTIONS INC	NM-Female
Goods and Other Services	DIVERSIFIED SOURCING LLC	NM-Female
Goods and Other Services	DIVINE CHOICE BUSINESS SOLUTIONS	Black American
Goods and Other Services	DIXIE LAWN SERVICE, INC.	Nonminority
Goods and Other Services	DIXON FARM & TREE SERVICE INC.	Nonminority
Goods and Other Services	DIYOTTA INC	Asian American
Goods and Other Services	DJB IMPORTS INC	Nonminority
Goods and Other Services	DK&A CLEANING SERVICE	Black American
Goods and Other Services	DLI SERVICES INC	Nonminority
Goods and Other Services	DNA SOLUTIONS	Black American
Goods and Other Services	DNN ADVISORY SERVICES LLC	Black American
Goods and Other Services	DNR SERVICES	NM-Female
Goods and Other Services	DOCUSCAN	Black American
Goods and Other Services	DOCUSOURCE OF NORTH CAROLINA	NM-Female
Goods and Other Services	DOMESTIC DIVAS INC	Nonminority
Goods and Other Services	DOMINIC J SPRICIGO DBA SECURED TRAFFIC CONTROL LLC	Nonminority
Goods and Other Services	DON BULLUCK CHEVROLET	Nonminority
Goods and Other Services	DONALD KEITH GAITHER DBA I H C	Nonminority
Goods and Other Services	DONALD'S WELDING INC	NM-Female
Goods and Other Services	DONATURE CLEANING	Nonminority
Goods and Other Services	DONNA TRULL	Nonminority
Goods and Other Services	DONNIE DELOATCH DBA DOWN SOUTH LAWN CARE	Black American
Goods and Other Services	DOORS BY NALLEY INC	Nonminority
Goods and Other Services	DOPSON LLC	NM-Female
Goods and Other Services	DORMAKABA	Nonminority
Goods and Other Services	DORSEY LANDSCAPING & IRRIGATION INC	American Indian
Goods and Other Services	DOUBLE D FABRICATION & MAINTENANCE LLC	Asian American
Goods and Other Services	DOUGHERTY EQUIPMENT CO INC	Nonminority
Goods and Other Services	DRAGONFLY RESOURCES LLC	NM-Female
Goods and Other Services	DRAINS PLUS INC	NM-Female

Goods and Other Services	DRAKE JANITORIAL SERVICE INC	Nonminority
Goods and Other Services	DRAKEFORD SCOTT & ASSOCIATES	Black American
Goods and Other Services	DREAM BUILDERS COMMUNICATION INC	Black American
Goods and Other Services	DREAMSCAPE SOLUTIONS LLC	NM-Female
Goods and Other Services	DRONESCAPE PLLC	Hispanic American
Goods and Other Services	DS DOOR & SPECIALTIES LLC	NM-Female
Goods and Other Services	DSA MARKETING AND ASSOCIATES	Nonminority
Goods and Other Services	DSCS HOLDINGS LLC	Nonminority
Goods and Other Services	DUBOSE PROPERTIES LLC	Nonminority
Goods and Other Services	DUBOSE STEEL INC	NM-Female
Goods and Other Services	DUDE SOLUTIONS INC	Nonminority
Goods and Other Services	DUDLEY'S FENCE COMPANY INC	Black American
Goods and Other Services	DUKE ENERGY PROGRESS	Nonminority
Goods and Other Services	DUNAVANT'S WELDING & STEEL INC	Nonminority
Goods and Other Services	DUNBAR GEOMATICS GROUP PLLC	Nonminority
Goods and Other Services	DUNCAN-PARNELL INC	Nonminority
Goods and Other Services	DUNHILL PROFESSIONAL	NM-Female
Goods and Other Services	DUNLAP LAWN SERVICE INC	NM-Female
Goods and Other Services	DUPLIN'S FINEST LLC	Black American
Goods and Other Services	DURABLE DESIGN LLC	Nonminority
Goods and Other Services	DURHAM AUTOMOTIVE COMPANY	Nonminority
Goods and Other Services	DWAYNE CUTSHAW FLETCHER TOWING LLC	Nonminority
Goods and Other Services	DWJ SERVICES LLC	Black American
Goods and Other Services	DWS STEEL STRUCTURES INC	NM-Female
Goods and Other Services	DYM TRANSPORT LLC	Nonminority
Goods and Other Services	DYNAMIC CLEANING SERVICES LLC	Hispanic American
Goods and Other Services	DYNAMIC IMPACT SPEAKERS GROUP LLC	Black American
Goods and Other Services	DYNAMIC TOTAL WORKFORCE	Black American
Goods and Other Services	DYNASOUND OF THE CAROLINASLLC	NM-Female
Goods and Other Services	DYNPRO INC	Nonminority
Goods and Other Services	DYRALL HARDY	Nonminority
Goods and Other Services	E & J AUTOMOTIVE, INC.	Nonminority
Goods and Other Services	E G OWENS & ASSOCIATES LTD	Black American
Goods and Other Services	E W GODWIN'S SONS INC	Nonminority
Goods and Other Services	E-Z PARKING INC	Black American
Goods and Other Services	EAGLE CARPORTS INC	Nonminority
Goods and Other Services	EAGLE EYE MANAGEMENT LLC	Black American
Goods and Other Services	EAGLE WOOD INC	NM-Female
Goods and Other Services	EARL TINDOL FORD INC	NM-Female
Goods and Other Services	EARLY BIRD TRANSPORTATION LLC	Black American
Goods and Other Services	EARTH REFORMERS INC	Black American

Goods and Other Services	EARTH STONE INDUSTRIES LLC	Nonminority
Goods and Other Services	EASON EARTH SOURCES LLC	Nonminority
Goods and Other Services	EAST CAROLINA BUILDERS	Nonminority
Goods and Other Services	EAST CAROLINA METAL TREATING INC	Nonminority
Goods and Other Services	EAST CAROLINA SUPPLY CO	Nonminority
Goods and Other Services	EAST COAST ALUMINUM RAILING INC	Nonminority
Goods and Other Services	EAST COAST CONSTRUCTION & SUPPLY INC	NM-Female
Goods and Other Services	EAST COAST DRAINAGE SYSTEMS	NM-Female
Goods and Other Services	EAST COAST DRILLING & BLASTING DBA EAST COAST DRIL	Nonminority
Goods and Other Services	EAST COAST POWER & LIGHTING LLC	Nonminority
Goods and Other Services	EAST COAST RENTALS INC	Nonminority
Goods and Other Services	EAST COAST SEEDING & LANDSCAPING	Nonminority
Goods and Other Services	EAST HARDWOOD COMPANY INC	Nonminority
Goods and Other Services	EASTCOAST RESEARCH	NM-Female
Goods and Other Services	EASTERN ALUMINUM SUPPLY INC	Nonminority
Goods and Other Services	EASTERN CAROLINA LOGGING INC	Black American
Goods and Other Services	EASTERN ELECTRIC SUPPLY INC	Nonminority
Goods and Other Services	EASTERN TREE SERVICE LLC	Nonminority
Goods and Other Services	EASTWAY WRECKER SERVICE INC	Asian American
Goods and Other Services	EBX NEUSE I LLC	Nonminority
Goods and Other Services	ECC TECHNOLOGIES INC	NM-Female
Goods and Other Services	ECHELON ENTERPRISE GROUP LLC	Black American
Goods and Other Services	ECI COMMUNICATIONS CORP	Nonminority
Goods and Other Services	ECK SUPPLY COMPANY LLC	Nonminority
Goods and Other Services	ECO PRO MULCH & EROSION CONTROL LLC	Nonminority
Goods and Other Services	ECO-CLEANING SERVICES OF RALEIGH	Black American
Goods and Other Services	ECONOMY CLEANING SERVICE	Nonminority
Goods and Other Services	ECONOMY WASTE TRANSIT	NM-Female
Goods and Other Services	ECS&M INC DBA EAST CAROLINA SWEEPING & MAINTENANCE	Nonminority
Goods and Other Services	EDGAR A STALLINGS SR MARGARET P STALLINGS	Nonminority
Goods and Other Services	EDGEONE LLC	Nonminority
Goods and Other Services	EDI INTEGRATED BUSINESS SOLUTIONS LLC	Black American
Goods and Other Services	EDIFY ASSOCIATES LLC	Black American
Goods and Other Services	EDSTAR ANALYTICS INC	Black American
Goods and Other Services	EDSTAR INC	NM-Female
Goods and Other Services	EDTECHTRAIN LLC	NM-Female
Goods and Other Services	EDWARDS MACHINE & WELDING INC	Nonminority
Goods and Other Services	EDWARDS RENTALS INC	Nonminority
Goods and Other Services	EDWARDS WOOD PRODUCTS, INC	Nonminority



Goods and Other Services	EJDR SAMPSON'S ENTERPRISES INC	American Indian
Goods and Other Services	EJE RECYCLING & DISPOSAL INC	Nonminority
Goods and Other Services	EJW OUTDOORS INC	Nonminority
Goods and Other Services	ELC GROUP LLC	Nonminority
Goods and Other Services	ELECTRIC MOTOR SHOP	NM-Female
Goods and Other Services	ELECTRICAL EQUIPMENT COMPANY	Nonminority
Goods and Other Services	ELECTRICAL TECHNOLOGIES INC	NM-Female
Goods and Other Services	ELECTRONIC DISTRIBUTING INC	Nonminority
Goods and Other Services	ELEMENT MATERIALS TECHNOLOGY	Nonminority
Goods and Other Services	ELEVATOR SPECIALISTS OF CAROLI	NM-Female
Goods and Other Services	ELITE EXTERIORS SERVICES DBA LEAFGUARD SERVICES	Nonminority
Goods and Other Services	ELITE RESOURCES	American Indian
Goods and Other Services	ELITE STAFFING NOW	NM-Female
Goods and Other Services	ELITE WASTE SERVICES LLC	Nonminority
Goods and Other Services	ELIZABETH CITY IRONWORKS INC	Nonminority
Goods and Other Services	ELIZABETH LANEY RAY	Nonminority
Goods and Other Services	ELIZABETH TRANSPORTATION SERVICES	Black American
Goods and Other Services	ELLIS LANDSCAPE CONTRACTING CO INC	Nonminority
Goods and Other Services	ELY GROUP & ASSOCIATES LLC	Black American
Goods and Other Services	EMA SERVICES INC	Nonminority
Goods and Other Services	EMAGEWORKS	Black American
Goods and Other Services	EMERGYS CORP	Asian American
Goods and Other Services	EMERSON NETWORK POWER SURGE	Nonminority
Goods and Other Services	EMMA ALLEN AGENCY INC	Black American
Goods and Other Services	EMPIRE WELDING INSPECTION SERVICES	Black American
Goods and Other Services	ENC QUALITY IMPROVEMENTS	Nonminority
Goods and Other Services	ENERGY AUTOMATION TECHNOLOGIES INC	NM-Female
Goods and Other Services	ENERGY SOLUTIONS AND DISTRIBUTION L	Nonminority
Goods and Other Services	ENHANCED BUSINESS SOLUTIONS INC	Black American
Goods and Other Services	ENNIS-FLINT INC	Nonminority
Goods and Other Services	ENPULSE ENERGY CONSERVATION	Black American
Goods and Other Services	ENSKY SOLUTIONS	Black American
Goods and Other Services	ENSPIRE MARKETING LTD DBA THREADED MARKETING GROUP	Nonminority
Goods and Other Services	ENTERPRISE IT SOLUTIONS	Hispanic American
Goods and Other Services	ENTERPRISE LEASING COMPANY SE LLC	Nonminority
Goods and Other Services	ENVIRO-CHOICE RECYCLING	Nonminority
Goods and Other Services	ENVIRO-EQUIPMENT INC	NM-Female
Goods and Other Services	ENVIRONMENTAL DESIGN LANDSCAPE INC	Nonminority
Goods and Other Services	EPAGGALEA LLC	NM-Female
Goods and Other Services	EPLUS TECHNOLOGY INC	Nonminority

Goods and Other Services	EPSILON INC	Nonminority
Goods and Other Services	EQUAL ACCESS RESOURCES	Black American
Goods and Other Services	EQUITY FREIGHT SOLUTIONS LLC	Black American
Goods and Other Services	ERH SERVICES LLC	Nonminority
Goods and Other Services	ERIC PAKE JR	Nonminority
Goods and Other Services	ERMINE SUPPLY LLC JAIME STANLEY	Nonminority
Goods and Other Services	ERNEST GLASS CO INC	Nonminority
Goods and Other Services	ERNEST PACKAGING INC	Nonminority
Goods and Other Services	EROSION CONTROL SPECIALISTS	Nonminority
Goods and Other Services	ESP GRAPHX	Black American
Goods and Other Services	ESPINAL INC	Hispanic American
Goods and Other Services	ESSENTIAL KLEEN SERVICES INC	Black American
Goods and Other Services	ESSENTIAL SUPPORTIVE SERVICES	Black American
Goods and Other Services	ESTEVEZ MULTI SERVICES LLC	Hispanic American
Goods and Other Services	ETR SERVICES LLC	Black American
Goods and Other Services	EUDORA COMMERCIAL CLEANING SERVICES	Black American
Goods and Other Services	EVALWORKS LLC	NM-Female
Goods and Other Services	EVANS SERVICES PLUS LLC	Nonminority
Goods and Other Services	EVELYN C FRYAR DBA JUST-RITE CLEANING SERVICE	Nonminority
Goods and Other Services	EVELYN RENEE CUTHBERTSON DBA TRU-KLEEN CLEANING SE	Nonminority
Goods and Other Services	EVER READY MAINTENANCE INC	Black American
Goods and Other Services	EVERGREEN SILKS	NM-Female
Goods and Other Services	EVOLUTION FINANCIAL AND BUSINESS SERVICE	Black American
Goods and Other Services	EVOLUTION SUPPORTIVE SERVICES LLC DBA AMERICAN DBE	Nonminority
Goods and Other Services	EWSG OF NC LLC DBA JAAMCO DRAIN CLEANING	Nonminority
Goods and Other Services	EXCEPTIONAL BUSINESS SOLUTIONS LLC	Black American
Goods and Other Services	EXECUTIVE BUILDING MAINTENANCE	Asian American
Goods and Other Services	EXECUTIVE VIRTUAL SOLUTIONS LLC	Black American
Goods and Other Services	EXEMPLARY VERTICAL APPLICATIONS INC	Nonminority
Goods and Other Services	EXPERIENCED RECRUITING PARTNERS LLC	NM-Female
Goods and Other Services	EXPERTISE IN ACTION LLC	NM-Female
Goods and Other Services	EXPLOSIVES SUPPLY COMPANY INC	Nonminority
Goods and Other Services	EXPO GLASS LLC	Hispanic American
Goods and Other Services	EXPRESS LOGISTICS SERVICESINC	Black American
Goods and Other Services	EXTENSION ENTERPRISE GROUP LLC	Black American
Goods and Other Services	EZ MULCH INC	Nonminority
Goods and Other Services	EZRA AND ASSOCIATES LLC	Black American

Goods and Other Services	EZTAGILE LLC	Black American
Goods and Other Services	F & J TRANSPORTATION INC	American Indian
Goods and Other Services	F P FENSEL SUPPLY COMPANY	Nonminority
Goods and Other Services	F&H SERVICES INC	Nonminority
Goods and Other Services	FABRICATION ASSOCIATES INC	Nonminority
Goods and Other Services	FACILITY SYSTEMS SERVICES INC	NM-Female
Goods and Other Services	FAIRWAY PRINTING INC	NM-Female
Goods and Other Services	FAISON OFFICE PRODUCTS INC	Nonminority
Goods and Other Services	FAITH CLEANING SERVICES INC	Black American
Goods and Other Services	FARMERS MULCH & ROCK INC	Nonminority
Goods and Other Services	FAST AND ACCURATE TEST LABS	Black American
Goods and Other Services	FAST AND HARD SUPPLY CO LLC	Nonminority
Goods and Other Services	FASTENAL COMPANY	Nonminority
Goods and Other Services	FASTENER SUPPLY CO INC	Nonminority
Goods and Other Services	FASTJAMES LLC	Nonminority
Goods and Other Services	FASTSIGNS	Asian American
Goods and Other Services	FAULCON ENTERPRISES INC	Black American
Goods and Other Services	FAVORED CLEANING CONCEPTS	Black American
Goods and Other Services	FAYETTEVILLE PUBLIC WORKS COMMISSIO	Nonminority
Goods and Other Services	FCS INC	Black American
Goods and Other Services	FDY INCORPORATED	Black American
Goods and Other Services	FEISTY PR	NM-Female
Goods and Other Services	FELICIANA FEDERAL LLC	Black American
Goods and Other Services	FENCE BUILDERS INC	Nonminority
Goods and Other Services	FENCES UNLIMITED AT THE CRYSTAL	Nonminority
Goods and Other Services	FERGUSON FIRE & FABRICATION INC	Nonminority
Goods and Other Services	FERGUSON LUMBER INC	Nonminority
Goods and Other Services	FERGUSON WATER WORKS	Nonminority
Goods and Other Services	FERRELLGAS	Nonminority
Goods and Other Services	FEYER FORD LINCOLN MERCURY INC	Nonminority
Goods and Other Services	FIE LOGISTICS LLC	Black American
Goods and Other Services	FILTER SUPPLY PLUS LLC	Black American
Goods and Other Services	FINAL TOUCH MOBILE BLASTING DBA FINAL TOUCH POWER	Nonminority
Goods and Other Services	FINANCIAL FORENSIC LLC	NM-Female
Goods and Other Services	FINAO INC	Black American
Goods and Other Services	FINISHING PARTNERS INC	NM-Female
Goods and Other Services	FIRE BARRIER INSTALLERS INC	NM-Female
Goods and Other Services	FIRE PROTECTION SUPPLY	NM-Female
Goods and Other Services	FIRE SYSTEMS INC	NM-Female
Goods and Other Services	FIRE-ADE INC	NM-Female

Goods and Other Services	FIRESTOP CAROLINAS INC	NM-Female
Goods and Other Services	FIREWATER CLEANUP CREW	Black American
Goods and Other Services	FIRST CHOICE SUPPLY INC	Black American
Goods and Other Services	FIRST CRAVEN SANITARY	Nonminority
Goods and Other Services	FIRST IMPRESSIVE JANITORIAL SERVICES	Black American
Goods and Other Services	FIRST IN FOCUS RESEARCH	NM-Female
Goods and Other Services	FIRST SOURCE STAFFING SERVICES	NM-Female
Goods and Other Services	FISHER HYDRAULIC SERVICES LLC	Nonminority
Goods and Other Services	FISHER STORES INC	Nonminority
Goods and Other Services	FISTER FENCE OF HICKORY LLC	Nonminority
Goods and Other Services	FIT LIFE SOLUTIONS INCORPORATED	Black American
Goods and Other Services	FITNESS TREE SERVICES INC	Nonminority
Goods and Other Services	FLAVOR IN THE FLAME LLC	Black American
Goods and Other Services	FLEET CONNECT INC	Nonminority
Goods and Other Services	FLEETPRIDE	Nonminority
Goods and Other Services	FLINT TRADING INC	Nonminority
Goods and Other Services	FLORES WELDING INC	Hispanic American
Goods and Other Services	FLOW FORCE INC	American Indian
Goods and Other Services	FLYING GRASS INC	Nonminority
Goods and Other Services	FM SUPPLIES LLC	Black American
Goods and Other Services	FOGGY MOUNTAIN NURSERY LLC	Nonminority
Goods and Other Services	FOGLEMEN & FOGLEMEN SOILS INC	Nonminority
Goods and Other Services	FOLLMER & ASSOCIATES INCORPORATED	Hispanic American
Goods and Other Services	FOLTZ CONCRETE PIPE COLLC	Nonminority
Goods and Other Services	FOOTHILLS FENCING LLC	Nonminority
Goods and Other Services	FOOTHILLS MARINE	Nonminority
Goods and Other Services	FOR YOUR INSTALL SERVICES LLC	NM-Female
Goods and Other Services	FORGE COMMUNICATIONS LLC	Nonminority
Goods and Other Services	FORMS & SUPPLY INC-FSIOFFICE	NM-Female
Goods and Other Services	FORREST GENERATOR SERVICES INC	Nonminority
Goods and Other Services	FORREST SEEDING LLC	NM-Female
Goods and Other Services	FORSHIP LLC	Nonminority
Goods and Other Services	FORSYTH MOWER WORKS LLC	Nonminority
Goods and Other Services	FORSYTH READY MIX INC	NM-Female
Goods and Other Services	FORSYTH STRUCTURES INC	NM-Female
Goods and Other Services	FORTIFIED IMAGE LLC	Black American
Goods and Other Services	FORTILINE INC	Nonminority
Goods and Other Services	FORTRESS FENCING LLC	NM-Female
Goods and Other Services	FORTRESS SYSTEMS INTERNATIONAL	Asian American
Goods and Other Services	FOSTER CLEARING & CHIPPING INC	NM-Female
Goods and Other Services	FOSTER LAKE & POND MANAGEMENT INC	Nonminority

Goods and Other Services	FRANKLIN MACHINE CO.	Nonminority
Goods and Other Services	FREEDOM ELECTECH INC	Nonminority
Goods and Other Services	FREEMAN & ASSOCIATES	Black American
Goods and Other Services	FREEMAN HOOP LLC	Nonminority
Goods and Other Services	FREEWAY LOGISTICS LLC	Black American
Goods and Other Services	FRESH & BRIGHT CORP	Hispanic American
Goods and Other Services	FRESHDESIGNZ LLC	Black American
Goods and Other Services	FRYAR GRADING & HAULING INC	Nonminority
Goods and Other Services	FS TWO INC	Nonminority
Goods and Other Services	FSI INC	Nonminority
Goods and Other Services	FULBRIGHT PEST CONTROL INC	Nonminority
Goods and Other Services	FUNDERBURK UNLIMITED SERVICES INC	Nonminority
Goods and Other Services	FURNITURE SOLUTIONS PLUS	NM-Female
Goods and Other Services	FUSION MULTICULTURAL MARKETING	Hispanic American
Goods and Other Services	FUTURE READY TECHNOLOGIES	Black American
Goods and Other Services	FYI TECHNOLOGY INC	Black American
Goods and Other Services	G & J FINISHING SERVICES	Hispanic American
Goods and Other Services	G & W EQUIPMENT INC	Nonminority
Goods and Other Services	G S MATERIALS INC	Nonminority
Goods and Other Services	G2 LOGISTICS INC	Nonminority
Goods and Other Services	GA LOGGING	Nonminority
Goods and Other Services	GALLIMORE & ASSOCIATES LLC	Black American
Goods and Other Services	GARDNER COMMERCIAL INTERIORS	NM-Female
Goods and Other Services	GARMON & COMPANY INC	NM-Female
Goods and Other Services	GARMON MECHANICAL SERVICE INC	Nonminority
Goods and Other Services	GARY N AND MICHELE D FAW	Nonminority
Goods and Other Services	GASTON FENCE CO INC	Nonminority
Goods and Other Services	GASTONIA IRON WORKS	NM-Female
Goods and Other Services	GATE 55 SECURITY LLC	Black American
Goods and Other Services	GAWKSTOPPER SITE SECURITY COLLC	NM-Female
Goods and Other Services	GCTI INC DBA GLOBAL TURF IRRIGATION	Nonminority
Goods and Other Services	GDC SUPPLIES EQUIPMENT&CONTRACTINGLLC	Black American
Goods and Other Services	GDT LLC	Nonminority
Goods and Other Services	GEARY WALTON SERVICE COMPANY	Nonminority
Goods and Other Services	GEATHERS ENTERPRISES INC	Black American
Goods and Other Services	GEMINI DRILLING AND FOUNDATION LLC	Nonminority
Goods and Other Services	GEN 2 DESIGN LLC	Black American
Goods and Other Services	GEN3 ENERGY SERVICES LLC	Nonminority
Goods and Other Services	GENERAL FERTILIZER EQUIPMENT	Nonminority
Goods and Other Services	GENERAL SUPPLIES SERVICE & ASSISTANCE LL	Black American



Goods and Other Services	GENERATION 3 ENTERPRISES LLC	Black American
Goods and Other Services	GENESIS METALWORKS INC	Nonminority
Goods and Other Services	GEVONNA A GRAVES-WORNEY	Black American
Goods and Other Services	GGG INSTALLATION AND SERVICES INC	NM-Female
Goods and Other Services	GH RHYNE INC	Nonminority
Goods and Other Services	GHL SERVICES INC	Nonminority
Goods and Other Services	GHT LANDSCAPE LLC	Nonminority
Goods and Other Services	GIL BERRY AND ASSOCIATES INCORPORATED	Black American
Goods and Other Services	GILMORE PLANT & BULB CO INC	Nonminority
Goods and Other Services	GLASSTECH COMMERCIAL GLAZING SERVICES I	NM-Female
Goods and Other Services	GLASSWORKS OF NC	Black American
Goods and Other Services	GLHC SERVICES COMPANY	American Indian
Goods and Other Services	GLIMMER & GLOW LLC	Black American
Goods and Other Services	GLO EVENT PLANNING	Black American
Goods and Other Services	GLOBAL COUNSELING SOLUTIONS PLLC	Black American
Goods and Other Services	GLOBAL ENERGY OF THE CAROLINAS LLC	Black American
Goods and Other Services	GLOBAL GREEN UNLIMITED INC	Black American
Goods and Other Services	GLOBAL IMPACT INDUSTRIES	Black American
Goods and Other Services	GLOBAL PRECISION LOGISTICS	Black American
Goods and Other Services	GLOBAL STRATEGIC PLANNING LLC	NM-Female
Goods and Other Services	GLOBAL TRANS LOGISTICS INC	Nonminority
Goods and Other Services	GLOTRADE LOGISTICS	Black American
Goods and Other Services	GLOVER LANDSCAPE SUPPLY INC	Nonminority
Goods and Other Services	GLW LANDSCAPING LLC	Nonminority
Goods and Other Services	GODLEYS GARDEN CENTER &	Nonminority
Goods and Other Services	GODWIN ELEVATOR COMPANY INC	Nonminority
Goods and Other Services	GODWIN MANUFACTURING CO INC	Nonminority
Goods and Other Services	GOFORTH MECHANICAL SERVICE INC	Nonminority
Goods and Other Services	GOLD HILL SUPPLY INC	Nonminority
Goods and Other Services	GOLDEN ARM WELDING FABRICATION AND CONST	Black American
Goods and Other Services	GOLDEN TECH SYSTEMS INC	Subcontinent Asian American
Goods and Other Services	GONE FENCIN LLC	Black American
Goods and Other Services	GOOD EARTH ASSOCIATES INC	Nonminority
Goods and Other Services	GOODFELLAS CONTRACTUAL	Black American
Goods and Other Services	GOOSE BUSTERS III THE BORDER	NM-Female
Goods and Other Services	GOOSE MASTERS LLC	Nonminority
Goods and Other Services	GORILLA MATERIALS INC	Nonminority
Goods and Other Services	GOSHEN COMMUNICATIONS GROUP LLC	Black American
Goods and Other Services	GOSHERT ASSOCIATES LLC	NM-Female

Goods and Other Services	GOVERNMENT CONTRACTING SPECIALISTS	NM-Female
Goods and Other Services	GOVERNMENT CONTRACTING SOLUTIONS INC	Nonminority
Goods and Other Services	GP SUPPLY COMPANY	Black American
Goods and Other Services	GRACE BUSINESS SERVICES LLC	NM-Female
Goods and Other Services	GRACE FEDERAL SOLUTIONS LLC	Black American
Goods and Other Services	GRACIE JOHNSON-LOPEZ	Black American
Goods and Other Services	GRAHAM & CURRIE WELL DRILLING CO INC	Nonminority
Goods and Other Services	GRAINGER	Nonminority
Goods and Other Services	GRANDEUR ENTERPRISES INC	Black American
Goods and Other Services	GRANITE INLINER LLC	Nonminority
Goods and Other Services	GRANITE SKY CREATIVE GRP INC	NM-Female
Goods and Other Services	GRANTS CREEK NURSERY INC	NM-Female
Goods and Other Services	GRAY CIRCLE MATERIAL SALES LLC	NM-Female
Goods and Other Services	GRC COMPANY INC	Black American
Goods and Other Services	GRC-IMPERATIVE INC	Black American
Goods and Other Services	GREEN AXE MOWING INC	Nonminority
Goods and Other Services	GREEN DYNAMICS LLC	Black American
Goods and Other Services	GREEN FORD INC	Nonminority
Goods and Other Services	GREEN LIFE CLEANING SOLUTIONS	Black American
Goods and Other Services	GREEN RECYCLING SOLUTION	Nonminority
Goods and Other Services	GREEN RESOURCE LLC	Nonminority
Goods and Other Services	GREEN TURNKEY INC	Black American
Goods and Other Services	GREEN VIEW SERVICES LLC	Hispanic American
Goods and Other Services	GREEN'S COMMERCIAL CLEANING INC	Nonminority
Goods and Other Services	GREENE FABRICATION AND WELDING LLC	Black American
Goods and Other Services	GREENE IMAGING & DESIGN INC	Nonminority
Goods and Other Services	GREENE TRANSPORTATION SOLUTIONS PC	NM-Female
Goods and Other Services	GREENFIELD ASSOCIATES INC	NM-Female
Goods and Other Services	GREENFIELD ENERGY LLC	Nonminority
Goods and Other Services	GREENLIGHT VOICES	Black American
Goods and Other Services	GREENROOM COMMUNICATIONS	NM-Female
Goods and Other Services	GREENTECH SOLUTIONS GROUP LLC	Nonminority
Goods and Other Services	GREENWAY WASTE SOLUTIONS OF APEX LL	Nonminority
Goods and Other Services	GREG LEE & ASSOCIATES	Black American
Goods and Other Services	GREGORY POOLE EQUIPMENT CO	Nonminority
Goods and Other Services	GREGORY POOLE POWER SYSTEMS	Nonminority
Goods and Other Services	GREYSTONE CONCRETE PRODUCTS	Nonminority
Goods and Other Services	GRIME GURU JANITORIAL SERVICES	Black American
Goods and Other Services	GRIND AND POLISH SUPPLY	Nonminority
Goods and Other Services	GRINDSTAFF FENCE CO	NM-Female





Goods and Other Services	HANTON SERVICES INC	Black American
Goods and Other Services	HARBOR LINES LLC	Nonminority
Goods and Other Services	HARBOR MANAGEMENT COMPANY INC	Black American
Goods and Other Services	HARDEES GRASSWORKS LLC	Nonminority
Goods and Other Services	HARDWARE - SPECIALTIES INC	Nonminority
Goods and Other Services	HARGETT SUPPLY INC	NM-Female
Goods and Other Services	HARGROVES FENCING AND INSTALLING SERVICE	Nonminority
Goods and Other Services	HARPER'S PROFESSIONALS	Black American
Goods and Other Services	HARRELL'S AUTOMOTIVE	Nonminority
Goods and Other Services	HARRIS STEEL ERECTORS INC	NM-Female
Goods and Other Services	HARRIS-JOHNSON INDUSTRIES INCORPORATED	American Indian
Goods and Other Services	HARRY H DANIELS III	Black American
Goods and Other Services	HARRY'S ON THE HILL LLC	Nonminority
Goods and Other Services	HARTLEY ENTERPRISES INC	Nonminority
Goods and Other Services	HARVEY FERTILIZER & GAS CO.	Nonminority
Goods and Other Services	HASCO INC	Nonminority
Goods and Other Services	HASH DISASTER RECOVERY PUBLIC ASSISTANCE SPECIALIS	Black American
Goods and Other Services	HASTINGS FORD INC	Nonminority
Goods and Other Services	HAWK PUBLIC SAFETY GROUP	Black American
Goods and Other Services	HAWKINS MAINTENANCE SERVICES LLC	Black American
Goods and Other Services	HAWKINS PLASTERING LLC	Black American
Goods and Other Services	HAYDEN DESIGN ASSOCIATES INC	NM-Female
Goods and Other Services	HAZELS CLEANING SERVICE	Black American
Goods and Other Services	HD SUPPLY CONSTRUCTION SUPPLY LTD	Nonminority
Goods and Other Services	HD SUPPLY POWER SOLUTIONS LTD	Nonminority
Goods and Other Services	HD3 ENTERPRISES	Black American
Goods and Other Services	HEADWATERS ENTERPRISES INC	NM-Female
Goods and Other Services	HEADWAY CORPORATE RESOURCES INC	Nonminority
Goods and Other Services	HEALTH & SAFETY TECHNIQUES INC	Black American
Goods and Other Services	HEALTH SAFETY & OPERATIONS	Black American
Goods and Other Services	HEART AND HAMMER LLC	NM-Female
Goods and Other Services	HEARTLAND CONTRACTING LLC	NM-Female
Goods and Other Services	HEARTWOOD TREE SERVICE LLC	Nonminority
Goods and Other Services	HEAVY DUTY INTERNATIONAL	Nonminority
Goods and Other Services	HEAVY EQUIPMENT REPAIR OF KING	Nonminority
Goods and Other Services	HELP SERVICE LLC	Black American
Goods and Other Services	HENDERSONVILLE EQUIPMENT RENTAL & SALES INC	Nonminority
Goods and Other Services	HENDRICK APPLIANCE CO INC	Nonminority

Goods and Other Services	HENDRICKSON MECHANICAL SERVICES INC	Nonminority
Goods and Other Services	HENSON UTILITY AND BORING CO	Nonminority
Goods and Other Services	HERC RENTALS INC	Nonminority
Goods and Other Services	HERCULES FENCE OF NC LLC	Nonminority
Goods and Other Services	HERITAGE CONCRETE	Nonminority
Goods and Other Services	HERITAGE OPERATING LP	Nonminority
Goods and Other Services	HERITAGE PROPANE	Nonminority
Goods and Other Services	HERTZ EQUIPMENT RENTAL CORP.	Nonminority
Goods and Other Services	HES BUILDING LLC	Nonminority
Goods and Other Services	HESKETHCOM	NM-Female
Goods and Other Services	HICKORY SAND COMPANY INC	Nonminority
Goods and Other Services	HICKORY SHEET METAL CO INC	Nonminority
Goods and Other Services	HIGH PERFORMANCE BUILDING SOLUTIONS	NM-Female
Goods and Other Services	HIGH PERFORMANCE TECHNOLOGIES INC	Nonminority
Goods and Other Services	HIGH POINT THOMASVILLE AND	Nonminority
Goods and Other Services	HIGHTOWER COMMUNICATIONS INC	Nonminority
Goods and Other Services	HIGHWAY INCIDENTALS INC	Nonminority
Goods and Other Services	HIGHWAY INFORMATION SYSTEMS INC	Nonminority
Goods and Other Services	HIGHWAY REFLECTIONS INCORPORATED	Nonminority
Goods and Other Services	HIGHWAY TRAFFIC CONTROL INC	Nonminority
Goods and Other Services	HILL & HAILEY LLC	Black American
Goods and Other Services	HILLS MACHINERY COMPANY LLC	Nonminority
Goods and Other Services	HILLSIDE NURSERY LLC	Nonminority
Goods and Other Services	HINES EQUIPMENT COMPANY	Nonminority
Goods and Other Services	HINNANT'S NURSERY & LANDSCAPING INC	Nonminority
Goods and Other Services	HIRE STRATEGIES	Black American
Goods and Other Services	HIRSCHFELD INDUSTRIES BRIDGE LLC	Nonminority
Goods and Other Services	HIT SOLUTIONS LLC	NM-Female
Goods and Other Services	HITECH BUILDING COMPANY	Hispanic American
Goods and Other Services	HLMF LOGISTICS INC	NM-Female
Goods and Other Services	HMA LAB SUPPLY	Nonminority
Goods and Other Services	HMO PEST CONTROL LLC	Black American
Goods and Other Services	HNC DOOR CORP - OVERHEAD DOOR COMPANY OF THE FOOTH	Nonminority
Goods and Other Services	HOFFMAN NURSERY INC	Nonminority
Goods and Other Services	HOKE COUNTY SAND CO INC	Nonminority
Goods and Other Services	HOLBERT TRAILER SALES & SERVICE INC	Nonminority
Goods and Other Services	HOLD FAST INC	Nonminority
Goods and Other Services	HOME IMPROVEMENTS ORELLANA INC	Hispanic American
Goods and Other Services	HONEYWELL SAFETY PRODUCTS USA INC	Nonminority
Goods and Other Services	HOOD'S CLEANING SERVICES LLC	Black American

Goods and Other Services	HOODS PLUS LLC	NM-Female
Goods and Other Services	HOPE RIVERS DBA HOPEWRITES	Nonminority
Goods and Other Services	HOPKINS SERVICES INC	Black American
Goods and Other Services	HOPSCOTCH PRESENTS LLC	Nonminority
Goods and Other Services	HORACE R WHITE DBA HORACE R WHITE JANITORIAL SERVI	Nonminority
Goods and Other Services	HORIZON HYDRAULIC	Nonminority
Goods and Other Services	HORIZON VIDEO PRODUCTIONS INC	NM-Female
Goods and Other Services	HOSPITALITY DIRECT SERVICES LLC	Black American
Goods and Other Services	HOT STONE HOLDINGS	NM-Female
Goods and Other Services	HOTSY EQUIPMENT	Nonminority
Goods and Other Services	HOUSTON PRESSURE WASHING INC	Black American
Goods and Other Services	HOWARD SYSTEMS INTERNATIONAL INC	Nonminority
Goods and Other Services	HP HYDRAULICS INC	Nonminority
Goods and Other Services	HP STRUCTURE ADJUSTMENT	NM-Female
Goods and Other Services	HRH CONSTRUCTION PRODUCTS INC	Nonminority
Goods and Other Services	HUDSON BROTHERS TRAILER MFG	Nonminority
Goods and Other Services	HUDSON'S HARDWARE INC	Nonminority
Goods and Other Services	HUGHES BROS INC	Nonminority
Goods and Other Services	HUGHES SUPPLY	Nonminority
Goods and Other Services	HULL ENTERPRISES LLC	Nonminority
Goods and Other Services	HUMBOLDT MANUFACTURING COMPANY	Nonminority
Goods and Other Services	HUMBOLDT SCIENTIFIC INC	Nonminority
Goods and Other Services	HUNNINGS INC	Nonminority
Goods and Other Services	HUNT TRANSPORT	American Indian
Goods and Other Services	HUNT WALL & CEILING SYSTEMS INC	NM-Female
Goods and Other Services	HUNTER ACQUISITIONS INC	NM-Female
Goods and Other Services	HUNTER AUTO & WRECKER	Nonminority
Goods and Other Services	HUTCHLAND LLC	Nonminority
Goods and Other Services	HY-SPEED CLEANING PRODUCTS	Nonminority
Goods and Other Services	HYDRAULIC & PNEUMATIC SALES	Nonminority
Goods and Other Services	HYDRAULIC DEPOT LLC	Nonminority
Goods and Other Services	I SQUARED CLEANING SERVICES LLC	Black American
Goods and Other Services	I-TECH SECURITY AND NETWORK	NM-Female
Goods and Other Services	IB INTERPRETING LLC	NM-Female
Goods and Other Services	IC LOGIC INC	NM-Female
Goods and Other Services	ICES CAROLINAS INC	Nonminority
Goods and Other Services	ICI DOOR CONTROL	NM-Female
Goods and Other Services	ICONNECT TECHNOLOGIES LLC	Nonminority
Goods and Other Services	IDEAL STEEL SOLUTIONS LLC	Black American
Goods and Other Services	IDEAL SUPPLY INC	Nonminority

Goods and Other Services	IFM EFECTOR INC	Nonminority
Goods and Other Services	ILS TECHNICAL SERVICES INC	Nonminority
Goods and Other Services	IMAGE INNOVATION GROUP INC	NM-Female
Goods and Other Services	IMAGE SOLUTIONS	Black American
Goods and Other Services	IMAGE SUPPLY INC	Nonminority
Goods and Other Services	IMAGINE DESIGN AND PRODUCTION	NM-Female
Goods and Other Services	IMOCO INC	Nonminority
Goods and Other Services	IN-DETAIL INC	NM-Female
Goods and Other Services	IN-WATER SERVICES COMPANY INC	Nonminority
Goods and Other Services	IN2TRANSLATION LLC	Hispanic American
Goods and Other Services	INCOMPLEX CREATIVE	Black American
Goods and Other Services	INDCO SERVICES LLC	Nonminority
Goods and Other Services	INDEPENDENT SERVICES	NM-Female
Goods and Other Services	INDOFF INCORPORATED	Nonminority
Goods and Other Services	INDUS POWERTECH INC	Asian American
Goods and Other Services	INDUSTRIAL & CONSTRUCTION	Nonminority
Goods and Other Services	INDUSTRIAL & MARINE FABRICATION AND WELDING INC	Nonminority
Goods and Other Services	INDUSTRIAL AIR SOLUTIONS INC	Nonminority
Goods and Other Services	INDUSTRIAL CLEANING EQUIPMENT INC	Nonminority
Goods and Other Services	INDUSTRIAL HARDWARE & MARINE LLC	Nonminority
Goods and Other Services	INDUSTRIAL HYDRAULICS	Nonminority
Goods and Other Services	INDUSTRIAL MACHINE SOLUTIONS INC	Nonminority
Goods and Other Services	INDUSTRIAL OUTFITTERS UNLIMITED LLC	NM-Female
Goods and Other Services	INDUSTRIAL PUMP SERVICE OF NC INC	Nonminority
Goods and Other Services	INDUSTRIAL SALES CO INC	Nonminority
Goods and Other Services	INDUSTRIAL TOOL & EQUIPMENT LEASING INC	NM-Female
Goods and Other Services	INFESTUS INC	Black American
Goods and Other Services	INFINITI LOGISTICS INC	Black American
Goods and Other Services	INFINITI TRANSPORT BROKERS INC	Nonminority
Goods and Other Services	INFOGRAPH CREATIVE	NM-Female
Goods and Other Services	INFOJINI INC	Nonminority
Goods and Other Services	INFOMERICAINC	Asian American
Goods and Other Services	INFORMATION SYSTEMS DESIGN MGMT & PUBLIS	Black American
Goods and Other Services	INFORMATION TECHNOLOGY SERVICES	Nonminority
Goods and Other Services	INFRASTRUCTURE TECHNOLOGY SERVICES INC	Nonminority
Goods and Other Services	INGLE & SON LANDSCAPING, INC.	Nonminority
Goods and Other Services	INNOVATION PARTNERS LLC	Black American
Goods and Other Services	INNOVATION RAILING SPECIALISTS	Hispanic American

Goods and Other Services	INNOVATIVE SECURITY SOLUTIONS	Black American
Goods and Other Services	INNOVATIVE SIGNS & GRAPHICS LLC	NM-Female
Goods and Other Services	INNOVATIVE SOLUTIONS GROUP INC	Hispanic American
Goods and Other Services	INNOVATIVE SOURCING SOLUTIONS INC	Nonminority
Goods and Other Services	INNOVATIVE SYSTEMS GROUP	Black American
Goods and Other Services	INNOVECTOR TECH INC	NM-Female
Goods and Other Services	INSIDE OUT ELECTRICAL SUPPLIER	NM-Female
Goods and Other Services	INSIGHT GLOBAL INC	Nonminority
Goods and Other Services	INSITUFORM TECHNOLOGIES, LLC	Nonminority
Goods and Other Services	INSTALLED BUILDING PRODUCTS LLC DBA CUSTOM DOOR &	Nonminority
Goods and Other Services	INSTITUTIONAL INTERIORS INC	Nonminority
Goods and Other Services	INTEGRAL FACILITY SERVICES	Black American
Goods and Other Services	INTEGRATED COMMERCIAL CLEANING SERVICES	NM-Female
Goods and Other Services	INTEGRATED ID SYSTEMS INC	Nonminority
Goods and Other Services	INTEGRATED SALES & SERVICE INC	Asian American
Goods and Other Services	INTEGRATIVE MOBILE LLC	Nonminority
Goods and Other Services	INTEGRISOURCE LLC	Black American
Goods and Other Services	INTEGRITY SERVICES GROUP LLC	NM-Female
Goods and Other Services	INTERCOASTAL BEARINGS INC	Nonminority
Goods and Other Services	INTERCOASTAL LAND MAINTENANCE INC	Nonminority
Goods and Other Services	INTERCONNECT PRODUCTS AND	Nonminority
Goods and Other Services	INTERIOR SYSTEMS INC	NM-Female
Goods and Other Services	INTERNATIONAL IMPORTERS INC	Black American
Goods and Other Services	INTERNATIONAL SEATING LLC	Nonminority
Goods and Other Services	INTERPLAT SOLUTIONS INC	Nonminority
Goods and Other Services	INTERSTATE BILLING SERVICE	Nonminority
Goods and Other Services	INTERSTATE INTERIORS LLC	Black American
Goods and Other Services	INTERSTATE MATERIALS & RECYCLING LL	Nonminority
Goods and Other Services	INTERTEK TESTING SERVICES NA INC	Nonminority
Goods and Other Services	IRON SOLUTIONS LLC	Hispanic American
Goods and Other Services	ISANA LLC	Hispanic American
Goods and Other Services	ISC SERVICES LLC DBA NC HYDROSEEDING	Nonminority
Goods and Other Services	ISOTHERMAL PLANNING	Nonminority
Goods and Other Services	IT PEOPLE CORPORATION	Subcontinent Asian American
Goods and Other Services	IT-BUSINESS SYNERGY LLC	Black American
Goods and Other Services	IT-HENHOUSE	Black American
Goods and Other Services	ITHIR TESTING LLC	Nonminority
Goods and Other Services	ITKEYSOURCE	Asian American
Goods and Other Services	ITRAINEM LLC	Black American



Goods and Other Services	ITVISION	Asian American
Goods and Other Services	IVALUE SERVICES INC	NM-Female
Goods and Other Services	J & A TRANSPORT SERVICES LLC	Nonminority
Goods and Other Services	J & C SERVICE INC	Nonminority
Goods and Other Services	J & T AUTO PARTS INC	Nonminority
Goods and Other Services	J A FARRINGTON JANITORIAL SVCS INC DBA J A FARRING	Nonminority
Goods and Other Services	J AND B JANITORIAL SERVICES	Black American
Goods and Other Services	J JOHNSON SALES INC	Nonminority
Goods and Other Services	J P JACKSON CONTRACTING LLC	NM-Female
Goods and Other Services	J P ROSS & CO INC	Nonminority
Goods and Other Services	J Q ENTERPRISES INC	Black American
Goods and Other Services	J R STONE SALES INC	Nonminority
Goods and Other Services	J S MENTION CORPORATION	Black American
Goods and Other Services	J T HOBBY & SON INC	Nonminority
Goods and Other Services	J T LEE & SONS INC	Nonminority
Goods and Other Services	J W GRAND INC	Nonminority
Goods and Other Services	J W VANN LLC	Nonminority
Goods and Other Services	J W WRIGHT & ASSOCIATES LTD	Black American
Goods and Other Services	J-N-T CLEANING SOLUTIONS LLC	Black American
Goods and Other Services	J'S CLEAN SWEEP CLEANING COLLC	Black American
Goods and Other Services	J'S OFFICE SUPPLY & ETC INC	NM-Female
Goods and Other Services	J&D SOLUTIONS LLC	Black American
Goods and Other Services	J&J SPEEDY D ENTERPRISE	Black American
Goods and Other Services	J&J TURF SERVICES	Nonminority
Goods and Other Services	J2 ASSOCIATES LLC	Black American
Goods and Other Services	JAC JANITORIAL SERVICES	Hispanic American
Goods and Other Services	JAC VENTURESINC	NM-Female
Goods and Other Services	JACCO LLC	Nonminority
Goods and Other Services	JACK ELLIS ENTERPRISES LLC	Nonminority
Goods and Other Services	JACK'S FIRE EXTINGUISHER	Nonminority
Goods and Other Services	JACKSON CORPORATION	Nonminority
Goods and Other Services	JACKSON CREEK MFG INC	Nonminority
Goods and Other Services	JACOBI HARDWARE COMPANY	Nonminority
Goods and Other Services	JAMAUL RODGERS	Nonminority
Goods and Other Services	JAMES H ANDERSON CO INC	Nonminority
Goods and Other Services	JAMES J LOWERY DBA B & G CEMENT GRINDING	Nonminority
Goods and Other Services	JAMES L CAYTON ASSOCIATES INC	Nonminority
Goods and Other Services	JAMES LOWE INC	Nonminority
Goods and Other Services	JAMES RIVER COMPANIES LLC	Nonminority
Goods and Other Services	JAMES RIVER EQUIPMENT VA LLC	Nonminority

Goods and Other Services	JAN-PRO CLEANING SYSTEMS OF RALEIGH	Asian American
Goods and Other Services	JANELLE CARPENTER	Black American
Goods and Other Services	JANITORIAL SPECIALISTS INC	Nonminority
Goods and Other Services	JANNAWALL INC	NM-Female
Goods and Other Services	JASON CLYDE MYRICK	Nonminority
Goods and Other Services	JASPER ENGINES & TRANSMISSIONS INC	Nonminority
Goods and Other Services	JAY T HOLDING CORPORATION DBA LED SOURCE	NM-Female
Goods and Other Services	JAY'S BUILDING MAINTENANCE INC	Asian American
Goods and Other Services	JAY'S LAWN AND LANDSCAPE	Nonminority
Goods and Other Services	JAYBELL MAINTENCE SERVICES INC	Black American
Goods and Other Services	JAYT HOLDING CORP DBA LED SOURCE	NM-Female
Goods and Other Services	JBE SOLUTIONS	American Indian
Goods and Other Services	JBSB VENTURES INC	Nonminority
Goods and Other Services	JC3 OPTIMAL SOLUTIONS	Black American
Goods and Other Services	JCB INC	Nonminority
Goods and Other Services	JCG & ASSOCIATES LLC	Black American
Goods and Other Services	JCM DESIGN INC	Black American
Goods and Other Services	JDI INC	Nonminority
Goods and Other Services	JE DILLAHUNT AND ASSOCIATES INC	Black American
Goods and Other Services	JEFF GORDON CHEVROLET	Nonminority
Goods and Other Services	JEFF MCRAE	Nonminority
Goods and Other Services	JEFFERY MICHAEL LUNSFORD	Nonminority
Goods and Other Services	JEFFERY MILLS DBA MILLS SEPTIC SERVICE	Black American
Goods and Other Services	JEFFREY L WHITAKER	Nonminority
Goods and Other Services	JEFFREY SMITH BRAILLE SERVICES	Nonminority
Goods and Other Services	JEFFRIES VENTURES INC	NM-Female
Goods and Other Services	JENKINS CLEANING SERVICE INC	Black American
Goods and Other Services	JEROME BRYANT	Nonminority
Goods and Other Services	JERRY BAYNE INC	Nonminority
Goods and Other Services	JERRY CANNON	Nonminority
Goods and Other Services	JESSUP CO INC	NM-Female
Goods and Other Services	JEWEL STAFFING INC	NM-Female
Goods and Other Services	JFS POWER EQUIPMENT INC	Nonminority
Goods and Other Services	JG ANDREWS INC	Black American
Goods and Other Services	JG CONTRACTING CO	Black American
Goods and Other Services	JG GLASS LLC	Hispanic American
Goods and Other Services	JHE PRODUCTION GROUP INC	Nonminority
Goods and Other Services	JILL MORRIS PUBLIC RELATIONS LLC	Black American
Goods and Other Services	JIM CAMPEN TRAILER SALES INC	Nonminority
Goods and Other Services	JIM LITTLE ENTERPRISES	Black American

Goods and Other Services	JIM'S LIQUID WASTE HAULING LLC	Nonminority
Goods and Other Services	JINSA ESSENTIALS	Black American
Goods and Other Services	JKB CHARLOTTE LLC	Black American
Goods and Other Services	JLS MACHINE INC	NM-Female
Goods and Other Services	JM DAVIS INDUSTRIES INC	Nonminority
Goods and Other Services	JMC FINISHING SERVICE	Hispanic American
Goods and Other Services	JOE HOLLAR	Nonminority
Goods and Other Services	JOE PRICE ENTERPRISES, INC.	Nonminority
Goods and Other Services	JOE SUTTON COMPANY	Black American
Goods and Other Services	JOES LANDSCAPING & NURSERY CO INC	Nonminority
Goods and Other Services	JOEY R. CRISSMAN	Nonminority
Goods and Other Services	JOHN DEERE LANDSCAPES	Nonminority
Goods and Other Services	JOHN MCFADDEN DBA INVINCIBLE CONTROL SOLUTIONS	Nonminority
Goods and Other Services	JOHN P MORGAN	Nonminority
Goods and Other Services	JOHN STEVEN DAW	Nonminority
Goods and Other Services	JOHN TERRY	Black American
Goods and Other Services	JOHNATHAN PRATT LANDSCAPING SERVICE	Nonminority
Goods and Other Services	JOHNNIE SHEPPARD EQUIPMENT	Nonminority
Goods and Other Services	JOHNSON & NICHOLSON PLLC	Black American
Goods and Other Services	JOHNSON ENTERPRISE	Black American
Goods and Other Services	JOHNSON NURSERY CORP	Nonminority
Goods and Other Services	JOHNSON OUTDOOR SERVICES	Nonminority
Goods and Other Services	JOHNSON PRESSURE WASH INC	Black American
Goods and Other Services	JOHNSTONE SUPPLY	Nonminority
Goods and Other Services	JOKANZ JLW GLOBAL TRANSPORT INC	Black American
Goods and Other Services	JON DAY & ASSOCIATES INC	Nonminority
Goods and Other Services	JONATHAN R. MITCHELL	Nonminority
Goods and Other Services	JONES GRADING AND FENCING INC	Black American
Goods and Other Services	JORDAN'S SPECIALTIES INC	NM-Female
Goods and Other Services	JOSEPH ADAM CLARK DBA ALBEMARLE STUMP REMOVAL	Nonminority
Goods and Other Services	JOSEPH C WOODARD COMPANY	NM-Female
Goods and Other Services	JOSMAT	Black American
Goods and Other Services	JOY CLEANING SERVICE	Black American
Goods and Other Services	JOY COOK PUBLIC RELATIONS GROUP LLC	Black American
Goods and Other Services	JP KLEENING SERVICE LLC	Black American
Goods and Other Services	JPW PROPERTIES	Nonminority
Goods and Other Services	JSC MANAGEMENT LLC	Nonminority
Goods and Other Services	JSL LLC DBA JSL PRO HOLDINGS LLC	Black American
Goods and Other Services	JSL SERVICES LLC	Nonminority
Goods and Other Services	JTB GROUP INC	Nonminority



Goods and Other Services	JUICIN LLC	Black American
Goods and Other Services	JUST THE RIGHT TOUCH LLC	Black American
Goods and Other Services	JUSTIN K LATHAM DBA LATHAMS CUSTOM FENCE	Nonminority
Goods and Other Services	JUSTOTECH CORPORATION	Hispanic American
Goods and Other Services	JXT COMPANY	Asian American
Goods and Other Services	K & B LAND CLEARING LLC	Nonminority
Goods and Other Services	K & V PALLETS	Hispanic American
Goods and Other Services	K AND K SAND CO INC	Nonminority
Goods and Other Services	K AND L LOGISTICS (BROKER/DISPATCH) & AS	American Indian
Goods and Other Services	K C JANITORIAL & LANDSCAPING INC	Nonminority
Goods and Other Services	K W DOCKERY CONTRACTING SVCS	Black American
Goods and Other Services	K&A STAFFING LLC	Black American
Goods and Other Services	K&R BUILDING SOLUTION	Black American
Goods and Other Services	K&S ENTERPRISES INC	Black American
Goods and Other Services	K9 SLEUTH SERVICES INC	NM-Female
Goods and Other Services	KA SLOAN CORPORATION DBA (READ BELOW)	Black American
Goods and Other Services	KAG1-INCORPORATED	Nonminority
Goods and Other Services	KAICIA INC DBA FOREIGN TRANSLATIONS	Hispanic American
Goods and Other Services	KAMAN INDUSTRIAL TECHNOLOGIES	Nonminority
Goods and Other Services	KANG'S BUILDING MAINTENANCE	Asian American
Goods and Other Services	KANNAPOLIS SPRINKLER COMPANY	NM-Female
Goods and Other Services	KARCO ENTERPRISES INC	NM-Female
Goods and Other Services	KAREN STRICKLAND	Nonminority
Goods and Other Services	KARENS LAWN SERVICE LLC	Nonminority
Goods and Other Services	KASCO PROPERTIES LLC	NM-Female
Goods and Other Services	KATHAROS CONTRACTING SERVICES INC	Asian American
Goods and Other Services	KAUFMAN TRAILERS OF NC INC	Nonminority
Goods and Other Services	KBI ENTERPRISES INC	Black American
Goods and Other Services	KBS EARTHWORKS INC	Nonminority
Goods and Other Services	KCAD OF NORTH CAROLINA INC	NM-Female
Goods and Other Services	KD7 ENTERPRISES INC	Black American
Goods and Other Services	KEETER MOTORS INC	Nonminority
Goods and Other Services	KEJI SERVICES INC	Black American
Goods and Other Services	KELLERS INC	NM-Female
Goods and Other Services	KELLOGG SUPPLY CO INC	Nonminority
Goods and Other Services	KELLY COMMERCIAL GLASS CO INC	Black American
Goods and Other Services	KELLY'S PRESSURE WASHING	Black American
Goods and Other Services	KEN WILSON FORD INC	Nonminority
Goods and Other Services	KENANSVILLE EQUIPMENT COMPANY INC	Nonminority

Goods and Other Services	KENDRICK'S TREE SERVICE INC	Nonminority
Goods and Other Services	KENNEDY OFFICE SUPPLY	NM-Female
Goods and Other Services	KENNETH LEE BEAM	Nonminority
Goods and Other Services	KETCHIE INC	NM-Female
Goods and Other Services	KETCHIE-HOUSTON INC	NM-Female
Goods and Other Services	KEY RESOURCES INC	NM-Female
Goods and Other Services	KEY STAFFING GROUP LLC	Black American
Goods and Other Services	KIDS SERVICES INC	Black American
Goods and Other Services	KIMBERLY D. BARNHILL	Nonminority
Goods and Other Services	KIMYON'S INTERNATIONAL	Black American
Goods and Other Services	KING CUT INCORPORATED	Nonminority
Goods and Other Services	KING MACHINERY INC	Nonminority
Goods and Other Services	KING'S TOWER ENTERPRIZE'S LLC	Nonminority
Goods and Other Services	KINSTON FIRE EXTINGUISHER	Nonminority
Goods and Other Services	KITTRELL AUTO PARTS INC	Nonminority
Goods and Other Services	KITTRELL ENTERPRISE	Nonminority
Goods and Other Services	KJ'S GLOBAL INC	Black American
Goods and Other Services	KLEEN LINE LTD	NM-Female
Goods and Other Services	KLEEN SOURCE INC	Asian American
Goods and Other Services	KLINGER ENTERPRISES INC	Nonminority
Goods and Other Services	KM DATA INC	NM-Female
Goods and Other Services	KM MACHINE CO INC	Nonminority
Goods and Other Services	KNAPHEIDE TRUCK EQUIP MID SOUTH	Nonminority
Goods and Other Services	KNC TECHNOLOGIES LLC	NM-Female
Goods and Other Services	KNIGHTDALE TRACTOR &	Nonminority
Goods and Other Services	KOMPLEKS CREATIVE	Black American
Goods and Other Services	KONE INC	Nonminority
Goods and Other Services	KONKRETE KLOUD LOGISTIC LLC	Nonminority
Goods and Other Services	KOURY CORPORATION	Nonminority
Goods and Other Services	KOURY PROPERTIES LP	Nonminority
Goods and Other Services	KRAFT POWER CORP	Nonminority
Goods and Other Services	KRAFTSMAN INC	Nonminority
Goods and Other Services	KRASH CREATIVE LLC	NM-Female
Goods and Other Services	KREATIVE KONCEPTS INC	Black American
Goods and Other Services	KREBS CORP	Nonminority
Goods and Other Services	KRONOS K9 LLC	Nonminority
Goods and Other Services	KSENIAG SOLUTIONS INC	Black American
Goods and Other Services	KSMITH&CO	Black American
Goods and Other Services	KSMR GROUP LLC	Black American
Goods and Other Services	KYNDEL'S CLEANING SERVICES	Black American
Goods and Other Services	L & L METALS INC	Black American

Goods and Other Services	L & L TENT & PARTY RENTALS	Nonminority
Goods and Other Services	L & M GLASS COMPANY	American Indian
Goods and Other Services	L & W SUPPLY CORP	Nonminority
Goods and Other Services	L B M INDUSTRIES INC	Nonminority
Goods and Other Services	L DIANE BENNETT DBA KINETA CORPORATION	Nonminority
Goods and Other Services	L J D INC	NM-Female
Goods and Other Services	L J'S TRAFFIC SERVICES INC	Nonminority
Goods and Other Services	LA CASA SERVICES	Hispanic American
Goods and Other Services	LA NOTICIA INC	Hispanic American
Goods and Other Services	LA WYNN PA CERTIFIED PUBLIC ACCOUNTANT	Black American
Goods and Other Services	LABORTREE LLC	Black American
Goods and Other Services	LADY JUDAH ENTERPRISES	Black American
Goods and Other Services	LAFAYETTE MOTOR SALES INC	Nonminority
Goods and Other Services	LAING CONTRACTORS & COMPANY INC	Black American
Goods and Other Services	LAKE NORMAN PADDLEBOARD COMPANY INC	NM-Female
Goods and Other Services	LAKESIDE PROJECT SOLUTIONS LLC	NM-Female
Goods and Other Services	LAMPKIN'S CLEANING SERVICE LLC	Black American
Goods and Other Services	LAND MECHANIC DESIGNS INC	NM-Female
Goods and Other Services	LAND SOLUTIONS PC	Nonminority
Goods and Other Services	LANDART SOLUTIONS LLC	NM-Female
Goods and Other Services	LANDCARE INNOVATIONS INC	Nonminority
Goods and Other Services	LANDFLIGHT EXPRESS LLC	Nonminority
Goods and Other Services	LANDMARK BUILDERS OF THE TRIAD INC	Nonminority
Goods and Other Services	LANDMARK CAROLINAS INC	Nonminority
Goods and Other Services	LANDSCAPE SOLUTIONS & NURSERY INC	Nonminority
Goods and Other Services	LANDSCAPING UNLIMITED, INC.	Nonminority
Goods and Other Services	LANDSHAPERS INC	Nonminority
Goods and Other Services	LANE ENTERPRISE INC	Nonminority
Goods and Other Services	LANE LAWN CARE LLC.	Nonminority
Goods and Other Services	LANGUAGE RESOURCE CENTER INC	Black American
Goods and Other Services	LARIMAR TRANSPORTS INC	Black American
Goods and Other Services	LARRY DAVID HEAD DBA LARRY HEAD FENCING	Nonminority
Goods and Other Services	LARRY HESS & ASSOCIATES INC	Nonminority
Goods and Other Services	LASER TECH II LLC	Black American
Goods and Other Services	LAST DETAIL LANDSCAPE & SUPPLY LLC	Nonminority
Goods and Other Services	LATHAM TELECOMMUNICATION	Black American
Goods and Other Services	LATIN LABOR STAFFING	Hispanic American
Goods and Other Services	LAVA HILL LLC	Black American
Goods and Other Services	LAW & COMPANY OF WILMINGTON INC	Nonminority

Goods and Other Services	LAW INC DBA GREENVILLE GLASS COMPANY	Nonminority
Goods and Other Services	LAWMENS DISTRIBUTION LLC	Nonminority
Goods and Other Services	LAWMENS SAFETY SUPPLY INC	Nonminority
Goods and Other Services	LAWNDALE SAND LLC	Nonminority
Goods and Other Services	LAWRENCE STANBACK DBA STANBACK JANITORIAL SERVICE	Nonminority
Goods and Other Services	LAWSON PRODUCTS INC	Nonminority
Goods and Other Services	LAYTONS TREE SERVICES OF	Nonminority
Goods and Other Services	LBM INDUSTRIES	Nonminority
Goods and Other Services	LC BRAXTON COUNSELING PLLC	Black American
Goods and Other Services	LCA LLC LENTZ CABINETS & ASSOCIATES LLC	Nonminority
Goods and Other Services	LCB ENTERPRISES OF HERTFORD INC	Nonminority
Goods and Other Services	LCW PRODUCTIONS LLC	NM-Female
Goods and Other Services	LD ASSOCIATES LLC	Black American
Goods and Other Services	LDJ INNOVATIVE DESIGN GROUP PLLC	Black American
Goods and Other Services	LEA AID ACQUISITION COMPANY	Nonminority
Goods and Other Services	LEATHERMANS SEPTIC TANK SERVICE INC	Nonminority
Goods and Other Services	LEE CABLE SOLUTIONS INC	NM-Female
Goods and Other Services	LEE'S STEELWORKS UNLIMITED	Nonminority
Goods and Other Services	LEEDWORCX	NM-Female
Goods and Other Services	LEGACY CLEANING SERVICES INC	Hispanic American
Goods and Other Services	LEGACY CORP LLC DBA HAZEL SEYBERT CONSUL	Black American
Goods and Other Services	LEGACY LOGISTICS LLC	Nonminority
Goods and Other Services	LEGACY PARTNERS LLC	Black American
Goods and Other Services	LEMAY'S A/V INTEGRATIONS LLC	Black American
Goods and Other Services	LEMONS WRECKER SERVICES LLC	NM-Female
Goods and Other Services	LENEAVE MACHINERY & SUPPLY	Nonminority
Goods and Other Services	LENOVO (UNITED STATES) INC	Nonminority
Goods and Other Services	LENTZ WASTEWATER MANAGEMENT INC	Nonminority
Goods and Other Services	LEONARD ALUMINUM UTILITY BUILDINGS	NM-Female
Goods and Other Services	LEONARD BUILDINGS & TRUCK	Nonminority
Goods and Other Services	LEROY MCFARLIN JR	Nonminority
Goods and Other Services	LESTER'S HARDWARE CO INC	Nonminority
Goods and Other Services	LEWIS SYSTEMS & SERVICE CO INC	Nonminority
Goods and Other Services	LEXINGTON FIRE EXTINGUISHER SALES	Nonminority
Goods and Other Services	LIBERTY PROPANE OPERATIONS	Nonminority
Goods and Other Services	LIBERTY SUPPORT SERVICES, INC.	Nonminority
Goods and Other Services	LICKETY-SPLIT TRANSPORT LLC	Nonminority
Goods and Other Services	LIFE GUARD PROTECTIVE SERVICES INC	Black American
Goods and Other Services	LIFTONE LLC	Nonminority
Goods and Other Services	LIGHT EM UP LLC	Nonminority

Goods and Other Services	LIGHTNING PROTECTION SYSTEMS LLC	Nonminority
Goods and Other Services	LIGHTS UNLIMITED NC INC	NM-Female
Goods and Other Services	LIL ASSOCIATES II INC	Black American
Goods and Other Services	LINDER INDUSTRIAL MACHINERY CO	Nonminority
Goods and Other Services	LINES & SIGNS INC	Nonminority
Goods and Other Services	LINGUA DUO LLC	Hispanic American
Goods and Other Services	LINGUIST LIVE LLC	Black American
Goods and Other Services	LINKS REALTY GROUP/LINKS MANAGEMENT GROU	Black American
Goods and Other Services	LITL MS TIDY CLEANING SERVICE INC	Black American
Goods and Other Services	LITTLE & CLONIGER LLP	Nonminority
Goods and Other Services	LITTLE CREEK ELECTRONICS INC	Nonminority
Goods and Other Services	LITTLE J'S LANDSCAPING & TREE SERVI	Nonminority
Goods and Other Services	LITTLE JS ENTERPRISE LLC	Nonminority
Goods and Other Services	LITTLE MAC'S LEARNING CENTER	Black American
Goods and Other Services	LIZ MILLS LTD INC	Black American
Goods and Other Services	LJP LAB LLC	Asian American
Goods and Other Services	LKN MECHANICAL INC	Nonminority
Goods and Other Services	LLH VISION ENTERPRISES INC	NM-Female
Goods and Other Services	LMJ SOLUTIONS LLC	Black American
Goods and Other Services	LOAD SYSTEMS INTERNATIONAL INC	Nonminority
Goods and Other Services	LOCUS PLUS INC	Black American
Goods and Other Services	LOCUST PROPERTY MANAGEMENT LLC	Nonminority
Goods and Other Services	Locust Trading Company, LLC	American Indian
Goods and Other Services	LOGICAL LOGISTICS SOLUTIONS IN	Black American
Goods and Other Services	LOGIKSAVVY SOLUTIONS LLC	Black American
Goods and Other Services	LOMAX TILE & STONE SUPPLY LLC	NM-Female
Goods and Other Services	LONGLEY SUPPLY COMPANY	Nonminority
Goods and Other Services	LOOKOUT FORD	Nonminority
Goods and Other Services	LOPEZ CLEANING SERVICES	Hispanic American
Goods and Other Services	LORRMATT LLC	Asian American
Goods and Other Services	LORVEN GROUP INC	Asian American
Goods and Other Services	LOUISBURG TRACTOR &	Nonminority
Goods and Other Services	LOVEN READY MIX INC	Nonminority
Goods and Other Services	LOVIN EQUIPMENT & SALES INC	Nonminority
Goods and Other Services	LOW COUNTRY NOZZLE INC	Nonminority
Goods and Other Services	LOYE GRADING & TREE SERVICE INC	NM-Female
Goods and Other Services	LSG LLC	Black American
Goods and Other Services	LT JANITORIAL LLC	Asian American
Goods and Other Services	LT SAFETY FOOTWEAR LLC	Black American
Goods and Other Services	LUANNE A MULLIS	Nonminority



Goods and Other Services	LUBROMATION INC	Nonminority
Goods and Other Services	LUCIDBASS	Black American
Goods and Other Services	LUCK STONE CORP	Nonminority
Goods and Other Services	LUQUIRE GEORGE ANDREWS INC	Nonminority
Goods and Other Services	LUXURY CLEANING SERVICE	Black American
Goods and Other Services	LYDA TRUCK & WRECKER SERVICE	Nonminority
Goods and Other Services	LYNNBROOK LLC	Nonminority
Goods and Other Services	LYNX SUPPLY	Nonminority
Goods and Other Services	LYONS UTILITY LOCATING LLC	Black American
Goods and Other Services	M & A PROGRAMMING & CONTROLS INC	Nonminority
Goods and Other Services	M & A TRANSPORT LLC	Nonminority
Goods and Other Services	M & C SEPTIC TANK SERVICE INC	Nonminority
Goods and Other Services	M & D MOWING, INC.	Nonminority
Goods and Other Services	M & J SEEDING INC	NM-Female
Goods and Other Services	M & M CONTRACTING	Nonminority
Goods and Other Services	M & M DITCHING INC	Nonminority
Goods and Other Services	M & M LOGISTICS LLC	Black American
Goods and Other Services	M & N EQUIPMENT RENTALS INC	Nonminority
Goods and Other Services	M & R MOWING INC	Nonminority
Goods and Other Services	M & W LAND IMPROVEMENT INC	Nonminority
Goods and Other Services	M AND E SPECIAL COATINGS LLC	Nonminority
Goods and Other Services	M BARNES IRONWORKS INC	Nonminority
Goods and Other Services	M GOLDEN CONTRACTORS	Black American
Goods and Other Services	M I D ENTERPRISES LLC	Black American
Goods and Other Services	M. O. DEVINEY LUMBER CO., INC.	Nonminority
Goods and Other Services	M.R.B. ENTERPRISES INC.	Nonminority
Goods and Other Services	M&B LAND MANAGEMENT CO	Nonminority
Goods and Other Services	M&J CLEANING SERVICE	Black American
Goods and Other Services	M3 & CO GLOBAL ENTERPRISES	Black American
Goods and Other Services	MA SURETY LLC	NM-Female
Goods and Other Services	MAC CONTRACTING INC	Nonminority
Goods and Other Services	MAC PAPERS	Nonminority
Goods and Other Services	MACHINE & WELDING SUPPLY CO	Nonminority
Goods and Other Services	MACK FACILITY SERVICES INC	Nonminority
Goods and Other Services	MACTHRIFT OFFICE FURNITURE	Nonminority
Goods and Other Services	MADDOX ASSOCIATES INC	Black American
Goods and Other Services	MAGNOLIA SERVICES LLC	American Indian
Goods and Other Services	MAHADATA SOLUTIONS INC	NM-Female
Goods and Other Services	MAIL SAFE EXPRESS INC	NM-Female
Goods and Other Services	MAIN SOURCE LOGISTICS LLC	Black American
Goods and Other Services	MAJESTIC MOUNTAIN MAINTENANCE	Nonminority

Goods and Other Services	MAJOR BUSINESS SYSTEMS INC	Nonminority
Goods and Other Services	MAJOR INDUS DIST CO INC	NM-Female
Goods and Other Services	MANAGEMENT LEARNING LABORATORIES	Asian American
Goods and Other Services	MANAGEMENT PROFESSIONALS INCORPORATED	Nonminority
Goods and Other Services	MANGUM BENTON VENTURES LLC	NM-Female
Goods and Other Services	MANLEY INDUSTRIES INC	Nonminority
Goods and Other Services	MANN CUSTOM BOATS INC	Nonminority
Goods and Other Services	MANTEO FURNITURE CO INC	Nonminority
Goods and Other Services	MANTEO MARINE LLC	Nonminority
Goods and Other Services	MANUFACTURING METHODS LLC	Nonminority
Goods and Other Services	MAP ENTERPRISES, INC.	Nonminority
Goods and Other Services	MAR'S RECYCLING & SHREDDING	Black American
Goods and Other Services	MARCELLUS JANITORIAL SERVICE LLC	Black American
Goods and Other Services	MARINACORP INDUSTRIES	Nonminority
Goods and Other Services	MARINE ELECTRONICS OF THE	Nonminority
Goods and Other Services	MARINE STRUCTURES LLC	Asian American
Goods and Other Services	MARK CHESSON & SONS INC	Nonminority
Goods and Other Services	MARK III LOGGING LLC	Nonminority
Goods and Other Services	MARK RUMLEY ENTERPRISES INC.	Nonminority
Goods and Other Services	MARK STEWART TRANSPORTING LLC	Nonminority
Goods and Other Services	MARK'S GOLF CARTS LLC	Nonminority
Goods and Other Services	MARKET SOLUTIONS ETC LLC	NM-Female
Goods and Other Services	MAROON SECURITY GROUP LLC	Black American
Goods and Other Services	MARSH'S RENTALS	Black American
Goods and Other Services	MARSHALL AND COMPANY INC	Black American
Goods and Other Services	MARSHALL CHAVIS DBA TEAM WASH OF NC	Black American
Goods and Other Services	MARTELI ENTERPRISES LLC	Nonminority
Goods and Other Services	MARTIN & COMPANY	Black American
Goods and Other Services	MARTIN BROS EQUIP CO INC	Nonminority
Goods and Other Services	MARTIN EDWARDS & ASSOCIATES INC	Nonminority
Goods and Other Services	MARTIN ENTERPRISE NC LLC	Black American
Goods and Other Services	MARTIN FREIGHT & WASTE MANAGEMENT	Nonminority
Goods and Other Services	MARTIN MARIETTA AGGREGATES	Nonminority
Goods and Other Services	MARTIN MARIETTA MATERIALS INC	Nonminority
Goods and Other Services	MARTIN RESOURCES LLC	NM-Female
Goods and Other Services	MARTINEAU KING PLLC	NM-Female
Goods and Other Services	MARTINEZ LABOR SERVICES INC	Nonminority
Goods and Other Services	MARTY LEE CRATER	Nonminority
Goods and Other Services	MARVIN'S TREE SERVICE INC	Nonminority
Goods and Other Services	MASSIVE RESPONSE TEAM	Black American

Goods and Other Services	MASTER TECH CO	Nonminority
Goods and Other Services	MASTER TOUCH JANITORIAL SERVICE	Black American
Goods and Other Services	MASTERMIND PRODUCTIONS INC	Black American
Goods and Other Services	MATCHPOINT WATER ASSET MANAGEMENT	Nonminority
Goods and Other Services	MATHEW HOLDEN HITCH	Nonminority
Goods and Other Services	MATHIS MANAGEMENT LLC	Nonminority
Goods and Other Services	MATHIS QUARRIES INC	Nonminority
Goods and Other Services	MATKINS GLASS INC	Nonminority
Goods and Other Services	MATLACK SALES & MARKETING INC	Nonminority
Goods and Other Services	MATTHEW CHASE MCRAE DBA MATT MCRAE CONTRACTING	Nonminority
Goods and Other Services	MATTHEW SAND & GRAVEL INC	Nonminority
Goods and Other Services	MATTIEPEARL CLEANING LLC	Black American
Goods and Other Services	MATTIOLI & ASSOCIATES LLC	Black American
Goods and Other Services	MAXIM COGNITION INC LLC	Black American
Goods and Other Services	MAXIMUM ENTERPRISES INC OF WINSTON-SALE	Black American
Goods and Other Services	MAXWELL TOOL SALES INC	Nonminority
Goods and Other Services	MAXX ADMINISTRATIVE SOLUTIONS LLC	Black American
Goods and Other Services	MAY EXTERMINATING COMPANY INC	Nonminority
Goods and Other Services	MAY HEAVY-EQUIP RENTAL SALES INC	Nonminority
Goods and Other Services	MAY I SOLUTIONS LLC	Black American
Goods and Other Services	MAYBURY FENCING INC	NM-Female
Goods and Other Services	MAYER ELECTRIC SUPPLY COMPANY	NM-Female
Goods and Other Services	MAYMEAD MATERIALS INC	Nonminority
Goods and Other Services	MAYO FARMS, INC.	NM-Female
Goods and Other Services	MAYS CONCEPTS LLC	Black American
Goods and Other Services	MAZZ WELDING & FABRICATION	Nonminority
Goods and Other Services	MAZZELLA LIFTING TECHNOLOGIES INC	Nonminority
Goods and Other Services	MCCALLUM SALES INC	NM-Female
Goods and Other Services	MCCAMIE'S TRASH REMOVAL INC	Nonminority
Goods and Other Services	MCCANTS COMMUNICATIONS GROUP	Black American
Goods and Other Services	MCCARTHY TIRE SERVICE COMPANY	Nonminority
Goods and Other Services	MCCARTY FREIGHT INC	Black American
Goods and Other Services	MCCLAURIN SOLUTIONS	Black American
Goods and Other Services	MCCLURE COMMUNICATIONS INC	Nonminority
Goods and Other Services	MCCONNELL WASTE SYSTEMS AND RECYCLING I	NM-Female
Goods and Other Services	MCCOY'S SERVICES INC	Nonminority
Goods and Other Services	MCCRARY STONE SERVICE INC	Nonminority
Goods and Other Services	MCDONALD MATERIALS INC	Nonminority
Goods and Other Services	MCDOWELL CONCRETE SUPPLY LLC	Nonminority



Goods and Other Services	MC GEE REPROGRAPHICS & DRAFTING	Nonminority
Goods and Other Services	MC GLAMENY FENCING	Nonminority
Goods and Other Services	MCHOWARD BUSINESS COACHING	Black American
Goods and Other Services	MCKINLEY DAVIS LLC	Black American
Goods and Other Services	MCLAMB NURSERY INC	Nonminority
Goods and Other Services	MCLAMBS FARM LLC	Nonminority
Goods and Other Services	MCNAIRY & ASSOCIATES LLC	NM-Female
Goods and Other Services	MCNAUGHTON MCKAY COASTAL GROUP	Nonminority
Goods and Other Services	MCNEILLS TOUCH MOBILE DETAIL LLC	Black American
Goods and Other Services	MCNOC INC	Black American
Goods and Other Services	MCR INTEGRATED TECHNOLOGIES INC	Nonminority
Goods and Other Services	MCRAEHILL CORPORATION	Black American
Goods and Other Services	MCS VENTURES	Black American
Goods and Other Services	MCSASSY LLC	Black American
Goods and Other Services	MD JANITORIAL SERVICE LLC	Black American
Goods and Other Services	MDA TECHNICAL SOLUTIONS LLC	Black American
Goods and Other Services	MEAN GREEN COME CLEAN LLC	Black American
Goods and Other Services	MEASUREMENT CONTROLS INC	Asian American
Goods and Other Services	MEBANE DISTRIBUTING COMPANY LLC	NM-Female
Goods and Other Services	MECHANICAL MAINTENANCE INC	NM-Female
Goods and Other Services	MECHANICAL SYSTEMS & SERVICES	Nonminority
Goods and Other Services	MECHWORKS MECHANICAL CONTRACTORS INC	Nonminority
Goods and Other Services	MEDICAL SERVICES COMPANION TRANSPORT LLC	Black American
Goods and Other Services	MEDICON CODING SERVICES INC	Black American
Goods and Other Services	MEGA GENERAL SUPPLY CO	Nonminority
Goods and Other Services	MEHERRIN FERTILIZER INC	Nonminority
Goods and Other Services	MEKKI MODULAR SYSTEMS INC	Black American
Goods and Other Services	MEL'S PRESSURE WASH SVC	Black American
Goods and Other Services	MELCO & ASSOCIATES INC	Hispanic American
Goods and Other Services	MELLOTT TRUCKING & SUPPLY CO INC	Nonminority
Goods and Other Services	MELVIN LANIER DBA DOOR EXPERT & INSTALLATIONS	Nonminority
Goods and Other Services	MENARDI MIKROPUL LLC	Nonminority
Goods and Other Services	MERCURIAL GLOBAL INC	NM-Female
Goods and Other Services	MEREC CLEANING SYSTEMS LLC	Hispanic American
Goods and Other Services	MERIDIAN IT INC	Nonminority
Goods and Other Services	MESSER MECHANICAL INC	NM-Female
Goods and Other Services	METAL CONCEPTS & FABRICATION	Nonminority
Goods and Other Services	METAL IMPRESSIONS	NM-Female
Goods and Other Services	METAL PANEL ERECTORS INC	Nonminority

Goods and Other Services	METAL PREP CORPORATION	Nonminority
Goods and Other Services	METAL TECHNOLOGIES OF MURFREESBORO INC	Nonminority
Goods and Other Services	METALCRAFT SPECIALTIES	Nonminority
Goods and Other Services	METRO CITY FIBER INC 47-2470050	Nonminority
Goods and Other Services	METRO TECH SYSTEMS INC	Nonminority
Goods and Other Services	METTS CONSTRUCTION & LANDSCAPING	Black American
Goods and Other Services	MHC - KENWORTH	Nonminority
Goods and Other Services	MI CONNECTION COMMUNICATIONS	Nonminority
Goods and Other Services	MICHAEL EXUM JOHNSON	Nonminority
Goods and Other Services	MICHAEL L GOODSON LOGGING INC	Nonminority
Goods and Other Services	MICHAEL LEWIS CO	Nonminority
Goods and Other Services	MICHAEL M SIMPSON & ASSOCIATES INC	Black American
Goods and Other Services	MID ATLANTIC DRAINAGE INC	Nonminority
Goods and Other Services	MID ATLANTIC SPECIALTIES INC	Nonminority
Goods and Other Services	MID EAST RAILROAD SERVICE INC	Nonminority
Goods and Other Services	MID SOUTH TRACTOR	Nonminority
Goods and Other Services	MID-STATE BOLT & SCREW CO	Nonminority
Goods and Other Services	MIDNIGHTEXPRESSDELIVERYLLC	Black American
Goods and Other Services	MIKA TRAFFIC SAFETY SERVICES LLC	Nonminority
Goods and Other Services	MIKE HIGH ASSOCIATES	Black American
Goods and Other Services	MIKE TOLER CHRYSLER DODGE JEEP RAM	Nonminority
Goods and Other Services	MIKE'S BODY AND FRAME SHOP, INC.	Nonminority
Goods and Other Services	MILDRID ESUA CPA PLLC	Black American
Goods and Other Services	MILE HIGH COMPANY OF NC LLC	Black American
Goods and Other Services	MILES FREIGHT SOLUTIONS LLC DBA MILES ENTERPRISE S	Black American
Goods and Other Services	MILL END ENTERPRISES INC DBA PEAR	Nonminority
Goods and Other Services	MILLENNIUM TRANSPORTATION INC	Black American
Goods and Other Services	MILLER INDUSTRIAL SUPPLY	NM-Female
Goods and Other Services	MILLIKEN DESIGN INC	Nonminority
Goods and Other Services	MILLS INTERNATIONAL INC	Nonminority
Goods and Other Services	MINORITY TRADE SERVICES	Hispanic American
Goods and Other Services	MIRIAM DAVIS CLEANING LLC	Black American
Goods and Other Services	MISS ANNE'S DOMESTIC SERVICES	NM-Female
Goods and Other Services	MITCHELL STUMP RECYCLING & MULCH PRODUCT	Nonminority
Goods and Other Services	MIXED DIGITAL LLC	Black American
Goods and Other Services	MKW DRAFTING & DESIGN	NM-Female
Goods and Other Services	ML BUILDERS LLC	Black American
Goods and Other Services	MLC OUTDOORS LLC	Asian American
Goods and Other Services	MLR DESIGNS LLC	Black American

Goods and Other Services	MM&BD LLC	NM-Female
Goods and Other Services	MOBILIFT OF BURLINGTON INC	Nonminority
Goods and Other Services	MODERN LIGHTNING PROTECTION CO INC	Nonminority
Goods and Other Services	MODULAR SOLUTIONS INC	NM-Female
Goods and Other Services	MODULAR TECHNOLOGIES INC	Nonminority
Goods and Other Services	MOFFAT CONTRACTING SERVICES LLC	Nonminority
Goods and Other Services	MONA AND ASSOCIATES DESIGN LLC	Black American
Goods and Other Services	MONAGAS INC DBA PROTECH	Hispanic American
Goods and Other Services	MONICLECTICLLC	Black American
Goods and Other Services	MONKEY JUNCTION MARINE CENTER INC	Nonminority
Goods and Other Services	MOORES MAINTENANCE SERVICE INC	Black American
Goods and Other Services	MOP HEAD CLEANING	Black American
Goods and Other Services	MORE GREEN FOR LESS GREEN LAWN MAINTEN	Nonminority
Goods and Other Services	MORGAN LANDSCAPE SUPPLY	Nonminority
Goods and Other Services	MORGAN PRINTERS INC	NM-Female
Goods and Other Services	MORGAN'S TERMITE AND PEST CONTROL	Black American
Goods and Other Services	MORIAL DORIAN SPENCE	Black American
Goods and Other Services	MORRIS AUTO BODY SHOP INC	Nonminority
Goods and Other Services	MORRIS DYNAMICS LLC	Black American
Goods and Other Services	MORRIS MECHANICAL INC	Nonminority
Goods and Other Services	MOTION INDUSTRIES INC	Nonminority
Goods and Other Services	MOTOROLA INC	Nonminority
Goods and Other Services	MOTS LANDSCAPING & LAWNS LLC	Nonminority
Goods and Other Services	Mountain Community Propane	American Indian
Goods and Other Services	MOUNTAIN OAK MILLWORK LLC	NM-Female
Goods and Other Services	MOUNTAIN PRIDE TRANSPORTLLC	Black American
Goods and Other Services	MOUNTAIN SOLUTIONS	NM-Female
Goods and Other Services	MOUNTAIN STEEL COMPANY LLC	Nonminority
Goods and Other Services	MOUNTAINEER HARDSCAPE LANDSCAPING	Nonminority
Goods and Other Services	MOUT SOLUTIONS LLC	NM-Female
Goods and Other Services	MOYE FENCE COMPANY INC	Nonminority
Goods and Other Services	MR CLEAN MAINTENANCE COMPANY LLC	Black American
Goods and Other Services	MRH LOGISTICS LLC	Nonminority
Goods and Other Services	MS SYBIL'S SEEDING	NM-Female
Goods and Other Services	MS TASHA'S TRANSIT LLC	Black American
Goods and Other Services	MSS SOLUTIONS LLC	Nonminority
Goods and Other Services	MTEL-ONE INC	Hispanic American
Goods and Other Services	MULCH LIFE INC	Nonminority
Goods and Other Services	MULTICULTURAL INSIGHTS	NM-Female
Goods and Other Services	MULTIDRAIN SYSTEMS INC	Nonminority

Goods and Other Services	MUNICIPAL SERVICES LLC	NM-Female
Goods and Other Services	MURRAY-GATEWAY LLC	Nonminority
Goods and Other Services	MUTTON CROSSING LLC	Nonminority
Goods and Other Services	MW SERVICES INC	Asian American
Goods and Other Services	MWM SUPPLY LLC	NM-Female
Goods and Other Services	MYERS TIRE SUPPLY	Nonminority
Goods and Other Services	MYLESTONE PRODUCTIONS LLC	Black American
Goods and Other Services	N C STEEL SERVICES INC	Hispanic American
Goods and Other Services	N C PRODUCTS CORP	Nonminority
Goods and Other Services	N&A STRUCTUAL SERVICES LLC	Nonminority
Goods and Other Services	NANTAHALA TALC & LIMESTONE CO	Nonminority
Goods and Other Services	NAPA AUTO PARTS	Nonminority
Goods and Other Services	NASH EQUIPMENT COMPANY INC	Nonminority
Goods and Other Services	NATAAL CLEANZING	Black American
Goods and Other Services	NATIONAL AIR FILTERS	Nonminority
Goods and Other Services	NATIONAL COMMUNICATIONS INC	Nonminority
Goods and Other Services	NATIONAL CONSTRUCTION RENTALS	Nonminority
Goods and Other Services	NATIONAL DRILLING & BLASTING CO I	Nonminority
Goods and Other Services	NATIONAL EQUIPMENT DEALERS LLC	Nonminority
Goods and Other Services	NATIONAL POWER CORPORATION	Nonminority
Goods and Other Services	NATIONAL PUMP & COMPRESSOR LTD	Nonminority
Goods and Other Services	Native Clans Design	American Indian
Goods and Other Services	NATIVE RESOURCE GROUP INC	American Indian
Goods and Other Services	NATURCHEM INC	Nonminority
Goods and Other Services	NATURE GRAPHICS	NM-Female
Goods and Other Services	NAVAR INC	American Indian
Goods and Other Services	NC HARDSCAPE INC	Hispanic American
Goods and Other Services	NC INTERIORS CONTRACTING LLC	Hispanic American
Goods and Other Services	NC PROGRESS REMODELING LLC	Hispanic American
Goods and Other Services	NC SAFETY EQUIPMENT-SUPPLIES-TRAINING	Nonminority
Goods and Other Services	NC SIDING & EXTERIORS LLC	Hispanic American
Goods and Other Services	NC STRUCTURAL MAINTENANCE INC	Nonminority
Goods and Other Services	NC TURF PROS LLC	Nonminority
Goods and Other Services	NCD INTERNATIONAL PLLC	Asian American
Goods and Other Services	NDP INC	Hispanic American
Goods and Other Services	NEAL MUSSELWHITE DBA NEAL MUSSELWHITE CONST	Nonminority
Goods and Other Services	NEED A TREE CUT LLC	Nonminority
Goods and Other Services	NEFF RENTAL, INC.	Nonminority
Goods and Other Services	NEHRENZ ENTERPRISES	Black American
Goods and Other Services	NEIGHBORHOOD MAINTENANCE	Hispanic American

Goods and Other Services	NEO ARK ENTERPRISE INC	Asian American
Goods and Other Services	NETAPP INC	Nonminority
Goods and Other Services	NETROCON SYSTEMS	Asian American
Goods and Other Services	NETRONIX INC	Black American
Goods and Other Services	NETWORK CABLING SYSTEMS INC	Hispanic American
Goods and Other Services	NETWORK DISTRIBUTORS INC	NM-Female
Goods and Other Services	NETWORK INDUSTRY	Nonminority
Goods and Other Services	NEUWIRTH MOTORS INC	Nonminority
Goods and Other Services	NEW CANAAN INDUSTRIES LLC	Nonminority
Goods and Other Services	NEW CREATIONS ENTERPRISES LLC	Black American
Goods and Other Services	NEW EAST RECYCLING	NM-Female
Goods and Other Services	NEW MARCO CONTAINER INC	Nonminority
Goods and Other Services	NEW MEDIA TECHNOLOGY GROUP NEW MEDIA CAMPAIGNS	Nonminority
Goods and Other Services	NEWARK ELECTRONICS INC	Nonminority
Goods and Other Services	NEWELL & SONS INC	Nonminority
Goods and Other Services	NEWELL DAVIS CO INC	Nonminority
Goods and Other Services	NEWKIRKS TRUCKING & AUTOMOTIVE LLC	Nonminority
Goods and Other Services	NEWTON & ASSOCIATES INC	NM-Female
Goods and Other Services	NEWWAY BUILDING SERVICES	Black American
Goods and Other Services	NEXT LEVEL PROFESSIONAL STAFFING AND TRA	Black American
Goods and Other Services	NEXT LEVEL RESOURCES	Black American
Goods and Other Services	NEXT LEVEL SERVICES	Black American
Goods and Other Services	NEXTIER INNOVATIONS LLC	Black American
Goods and Other Services	NGUYENS INC	Asian American
Goods and Other Services	NICOLE YVETTE SIGNATURE EVENTS	Black American
Goods and Other Services	NLH MANAGEMENT GROUP	Nonminority
Goods and Other Services	NLIGHT SOLUTIONS LLC	Nonminority
Goods and Other Services	NOLAND COMPANY	Nonminority
Goods and Other Services	NORAG TECHNOLOGY LLC	Black American
Goods and Other Services	NORMAN RETAINING WALLS	Nonminority
Goods and Other Services	NORMANDEAU ASSOCIATES INC	Nonminority
Goods and Other Services	NORTH CAROLINA COLLISION SOLUTIONS	Nonminority
Goods and Other Services	NORTH CAROLINA SERVICE COMPANY	Black American
Goods and Other Services	NORTH CAROLINA TRAILER SALES INC	Nonminority
Goods and Other Services	NORTH CAROLINA'S EASTERN ALLIANCE	Nonminority
Goods and Other Services	NORTH COMMONS LLC	Black American
Goods and Other Services	NORTH SECOND ST SMITHFIELD LLC	Nonminority
Goods and Other Services	NORTH SHORE MULCH & GARDEN	Nonminority
Goods and Other Services	NORTH STATE COMMUNICATIONS	Nonminority
Goods and Other Services	NORTH STATE LAND MANAGEMENT LLC	Nonminority



Goods and Other Services	NORTH STATE STEEL INC	Nonminority
Goods and Other Services	NORTHEASTERN LAWN CARE INC	Black American
Goods and Other Services	NOVA DIGITAL SYSTEMS INC	Nonminority
Goods and Other Services	NOVAK INDUSTRIES LLC	Nonminority
Goods and Other Services	NPS SOLUTIONS LLC	Black American
Goods and Other Services	NR PRODUCTS	Black American
Goods and Other Services	NSIGHT DRONE SERVICES	Black American
Goods and Other Services	NSITE INC	Nonminority
Goods and Other Services	NSS LLC DBA	Nonminority
Goods and Other Services	NTB SOLUTIONS LLC	Nonminority
Goods and Other Services	NTT DATA INC	Nonminority
Goods and Other Services	NU-VISION TECHNOLOGIES	Nonminority
Goods and Other Services	NUARI SOLUTIONS LLC	Black American
Goods and Other Services	NV CARRIERS LLC	Black American
Goods and Other Services	NWN CORPORATION	NM-Female
Goods and Other Services	NYATECH LLC	Black American
Goods and Other Services	O'BRIAN TARPING SYSTEMS INC	Nonminority
Goods and Other Services	O'CONNOR CO OF NC INC	Nonminority
Goods and Other Services	OAK CITY SOLUTIONS INC	Black American
Goods and Other Services	OAK STRATEGIC SOLUTIONS	Nonminority
Goods and Other Services	OASIS CLEANING SERVICES	Black American
Goods and Other Services	OBAC VENTURES DBA OBAC LOGISTICS	Black American
Goods and Other Services	OBI SHEER STEEL	Nonminority
Goods and Other Services	OBOE GALAXY MANAGEMENT LLC	Asian American
Goods and Other Services	OCAMPO ENTERPRISES INC	Hispanic American
Goods and Other Services	OCEAN EDGE VENTURES LLC	Nonminority
Goods and Other Services	ODUOR ENTERPRISES LLC	Black American
Goods and Other Services	OFFICE INNOVATIONS	NM-Female
Goods and Other Services	OFFICE MAX INC	Nonminority
Goods and Other Services	OFFICE OF STATE BUDGET & MANAGEMENT	Nonminority
Goods and Other Services	OFFICE R US	Black American
Goods and Other Services	OFFSHORE MARINE ELECTRONICS LLC	Nonminority
Goods and Other Services	OLD HERITAGE LANDSCAPING	Nonminority
Goods and Other Services	OLD SCHOOL CRUSHING COMPANY INC	Nonminority
Goods and Other Services	OLEN HENSLEY AUTOMOTIVE INC	Nonminority
Goods and Other Services	OLT LOGGING INC	Nonminority
Goods and Other Services	OLYMPUS INFOTECH LLC	Asian American
Goods and Other Services	OME LANDSCAPING INC	Nonminority
Goods and Other Services	OMEGA TRAINING SOLUTIONS INC	Black American
Goods and Other Services	OMMC LLC	Nonminority
Goods and Other Services	OMNICO	Asian American

Goods and Other Services	ON SITE AUTOMOTIVE GROUP INC	Nonminority
Goods and Other Services	ONE CHOICE LOGISTICS INC	Black American
Goods and Other Services	ONE CONTRACTOR SERVICES	Black American
Goods and Other Services	ONE STOP REMODELING LLC	Black American
Goods and Other Services	ONE SUN LOGISTICS LLC	Black American
Goods and Other Services	ONELIANCE LLC	NM-Female
Goods and Other Services	ONSITE TRAFFIC AND COMPLIANCE SOLUTIONS LLC	Nonminority
Goods and Other Services	ON SLOW UNITED TRANSIT	Nonminority
Goods and Other Services	ONUG COMMUNICATIONS INC	Nonminority
Goods and Other Services	ONWARD MOVEMENT INDUSTRIES INC	Black American
Goods and Other Services	ONYX OCEAN TECHNOLOGIES INC	Black American
Goods and Other Services	OPERATION FRESH START INC	Black American
Goods and Other Services	OPSEC INTERNATIONAL LLC	Black American
Goods and Other Services	OPTICOM COMMUNICATIONS INC	Nonminority
Goods and Other Services	OPTICOM TECHNOLOGY LLC	American Indian
Goods and Other Services	OPTIMAL ORGANIZERS	Black American
Goods and Other Services	OPTIMUM LOGISTICS LLC	Black American
Goods and Other Services	ORANGE PRODUCTS LLC	NM-Female
Goods and Other Services	ORANGE RECYCLING SERVICES INC	Nonminority
Goods and Other Services	ORCHID & CO LLC	Black American
Goods and Other Services	ORGANICOLE LLC	Black American
Goods and Other Services	ORWILL SOLUTIONS INC	Hispanic American
Goods and Other Services	OSEANC	NM-Female
Goods and Other Services	OUCHAVIS CONTRACTING CORP	Black American
Goods and Other Services	OUTDOOR SPECIALTY	Nonminority
Goods and Other Services	OUTDOOR STORAGE SOLUTIONS	Nonminority
Goods and Other Services	OVERMAN ENTERPRISES INC	Nonminority
Goods and Other Services	OXENRAN SERVICES	Nonminority
Goods and Other Services	P & W FENCE COMPANY OF BLADENBORO	Nonminority
Goods and Other Services	P WEST CO INC	Nonminority
Goods and Other Services	P-M TUBE & SPECIALTIES INC	Nonminority
Goods and Other Services	P&J LANDSCAPING, INC.	Nonminority
Goods and Other Services	P&T JANITORIAL SERVICES LLC	American Indian
Goods and Other Services	PACE COMMUNICATIONS INC	Nonminority
Goods and Other Services	PAGE POWER SYSTEMS INC	NM-Female
Goods and Other Services	PALERMO UNITY LLC	NM-Female
Goods and Other Services	PALFINGER USA INC	Nonminority
Goods and Other Services	PALMER GENERATOR	Nonminority
Goods and Other Services	PALMERA DISTRIBUTION INC	Nonminority
Goods and Other Services	PALMETTO AIR & WATER BALANCE-CHARLOTTE	NM-Female

Goods and Other Services	PALMETTO CRESCENT CORPORATION DBA CARTRIDGE WORLD	Nonminority
Goods and Other Services	PALMETTO SOUTHERN INC	Nonminority
Goods and Other Services	PAMLICO FENCE COMPANY	Nonminority
Goods and Other Services	PANDORA'S STAFFING SOLUTIONS LLC	Black American
Goods and Other Services	PARACLETE INCORPORATED	NM-Female
Goods and Other Services	PARADIGM APPRENTICE AND TRAINING CORP	Nonminority
Goods and Other Services	PARK BOAT COMPANY INC	Nonminority
Goods and Other Services	PARKER DIVERSIFIED CONTRACTING LLC	Nonminority
Goods and Other Services	PARKER MARINE ENTERPRISES INC	Nonminority
Goods and Other Services	PARKER-RICE INC DBA R & R CLEANING SERVICE	Nonminority
Goods and Other Services	PARKER'S CRANE SERVICE INC	NM-Female
Goods and Other Services	PARKS CHEVROLET	Nonminority
Goods and Other Services	PARKS CONVENIENT SOLUTIONS LLC	Black American
Goods and Other Services	PARKWAY FORD INC	Nonminority
Goods and Other Services	PARRISH TIRE COMPANY	Nonminority
Goods and Other Services	PARTNERS COMMUNICATIONS SERVICES INC	Nonminority
Goods and Other Services	PASSPORT DOOR SYSTEMS INC	Nonminority
Goods and Other Services	PATE MASONRY SUPPLY LLC	Nonminority
Goods and Other Services	PATRIOT SYSTEMS LLC	NM-Female
Goods and Other Services	PC TRANSPORTATION INC	Black American
Goods and Other Services	PDL PROPERTIES LLC	Nonminority
Goods and Other Services	PDM LIGHTING LLC	Black American
Goods and Other Services	PEACE PLACE LLC D/B/A TRACYMAC COACHING	Black American
Goods and Other Services	PEAVY & ASSOCIATES INC	Nonminority
Goods and Other Services	PEG CONTRACTING INC	Nonminority
Goods and Other Services	PEMBROKE HARDWARE	American Indian
Goods and Other Services	PEMBROKE WASTE COLLECTION,INC.	American Indian
Goods and Other Services	PENN & SONS INC	Black American
Goods and Other Services	PENNSYLVANIA TOOL SALES & SERVICE	Nonminority
Goods and Other Services	PEPPERROSS LLC	Black American
Goods and Other Services	PERFECTION FIRST SERVICES INC	Nonminority
Goods and Other Services	PERFECTION JANITORIAL SERVICES	Black American
Goods and Other Services	PERFORMANCE BY DESIGN	NM-Female
Goods and Other Services	PERFORMANCE STAFFING SOLUTIONSINC	NM-Female
Goods and Other Services	PERIMETER CONTROLS	NM-Female
Goods and Other Services	PERNELL INC	Nonminority
Goods and Other Services	PERRY GLASS CO INC	Nonminority
Goods and Other Services	PERRY INTERNATIONALLY LLC	Black American



Goods and Other Services	PERRY MOTORS INC	Nonminority
Goods and Other Services	PERSAUS PA	Asian American
Goods and Other Services	PERSESSI LLC	Black American
Goods and Other Services	PETE'S TOTAL LAWNCARE	Black American
Goods and Other Services	PETER THE STUMP EATER	Nonminority
Goods and Other Services	PETROLEUM EQUIPMENT AND SERVICE INC	Nonminority
Goods and Other Services	PFS SALES COMPANY	Nonminority
Goods and Other Services	PHELPS TREE SERVICE, INC.	Nonminority
Goods and Other Services	PHILLIP AARON VASSEY DBA VASSEYS CLEANING SERVICES	Nonminority
Goods and Other Services	PHILLIP E MAYO DBA MIC	Nonminority
Goods and Other Services	PHILLIP'S PRINTING COMPANY	Black American
Goods and Other Services	PHILLIPPIE LANDFILL LLC	Nonminority
Goods and Other Services	PHILLIPS IRON WORKS	NM-Female
Goods and Other Services	PHILLIPS RELOCATION SERVICES INC	Nonminority
Goods and Other Services	PHILMARK OFFICE LLC	NM-Female
Goods and Other Services	PHOENIX METALS	Nonminority
Goods and Other Services	PHOTOSYNTHESIS INC	NM-Female
Goods and Other Services	PI SOLAR ENERGY LLC DBA TOCI HARDWARE	Black American
Goods and Other Services	PIA INTERNATIONAL LLC	Black American
Goods and Other Services	PIEDMONT AUTOMATION INC	Nonminority
Goods and Other Services	PIEDMONT BLASTING & COATINGS	Nonminority
Goods and Other Services	PIEDMONT BOBCAT, LLC	Nonminority
Goods and Other Services	PIEDMONT COMMUNICATIONS CO INC	Nonminority
Goods and Other Services	PIEDMONT FACILITIES SERVICES INC	Nonminority
Goods and Other Services	PIEDMONT FENCE INC	NM-Female
Goods and Other Services	PIEDMONT FORD STERLING TRUCK	Nonminority
Goods and Other Services	PIEDMONT FORKLIFT HANDLING INC	Nonminority
Goods and Other Services	PIEDMONT GREEN CLEANING	Black American
Goods and Other Services	PIEDMONT INTERNATIONAL TRUCKS LLC	Nonminority
Goods and Other Services	PIEDMONT MANAGEMENT & CONTRACTING	Nonminority
Goods and Other Services	PIEDMONT METALWORKS	Nonminority
Goods and Other Services	PIEDMONT MISCELLANEOUS STEEL LLC	NM-Female
Goods and Other Services	PIEDMONT OFFICE EQUIPMENT CO	Nonminority
Goods and Other Services	PIEDMONT OFFICE SUPPLIERS	Black American
Goods and Other Services	PIEDMONT PROPULSION SYSTEMS LLC	Nonminority
Goods and Other Services	PIEDMONT SERVICE GROUP	Nonminority
Goods and Other Services	PIEDMONT STAFFING SOLUTIONS INC	NM-Female
Goods and Other Services	PIEDMONT TRAFFIC DEVICES & SERVICESLLC	Black American
Goods and Other Services	PIEDMONT TRUCK CENTER INC	Nonminority
Goods and Other Services	PIEDMONT TRUCK TIRES INC	Nonminority

Goods and Other Services	PIEDMONTREALTORS	Black American
Goods and Other Services	PINE TOP MANAGEMENT LLC	Nonminority
Goods and Other Services	PINPOINT RESOURCE GROUP INC	Nonminority
Goods and Other Services	PINPOINT SAFETY LLC	Hispanic American
Goods and Other Services	PINTO METAL FABRICATION	Nonminority
Goods and Other Services	PIONEER TRENCHING & BORING	Nonminority
Goods and Other Services	PITNEY BOWES	Nonminority
Goods and Other Services	PJ TRANSPORTATION	Nonminority
Goods and Other Services	PK TRAFFIC CONTROL LLC	Nonminority
Goods and Other Services	PLANNERX LLC	Black American
Goods and Other Services	PLANNING TECHNOLOGIES	NM-Female
Goods and Other Services	PLATINUM PRO CLEANING	NM-Female
Goods and Other Services	PLAYBOOK MANAGEMENT COMPANY LLC	Asian American
Goods and Other Services	PLEASANT AIR INC	Nonminority
Goods and Other Services	PLM LAKE AND LAND MANAGEMENT CORP	Nonminority
Goods and Other Services	PLUFF MUD VENTURES INC	NM-Female
Goods and Other Services	PLUMBING & PIPE TECHNOLOGIES INC	American Indian
Goods and Other Services	PLY GEM SPECIALTY PRODUCTS LLC	Nonminority
Goods and Other Services	PMC COMMERCIAL INTERIORS INC	Nonminority
Goods and Other Services	POBLOCKI SIGN COMPANY LLC	Nonminority
Goods and Other Services	POLANCO MANAGEMENT INC	Hispanic American
Goods and Other Services	POMONA SUPPLY COMPANY	Nonminority
Goods and Other Services	POPLAR CHARLOTTE LLC	Hispanic American
Goods and Other Services	PORT CITY DIAGNOSTICS INC	NM-Female
Goods and Other Services	PORT CITY FENCE AND RAILINGS LLC	Nonminority
Goods and Other Services	PORT CITY SIGNS & GRAPHICS INC	NM-Female
Goods and Other Services	PORT CITY VENTURES LLC	Nonminority
Goods and Other Services	PORT SOLUTION INTEGRATORS INC	Nonminority
Goods and Other Services	PORTER ASSOCIATES INC	Nonminority
Goods and Other Services	POTTER LOGGING	Nonminority
Goods and Other Services	POTTER OIL AND TIRE COMPANY INC	Nonminority
Goods and Other Services	POTTERS INDUSTRIES LLC	Nonminority
Goods and Other Services	POWER MULCH INC.	Nonminority
Goods and Other Services	POWER SYSTEMS SOLUTIONS LLC	NM-Female
Goods and Other Services	POWER WASH PLUS LLC	Nonminority
Goods and Other Services	POWERBACKUPS & SOLUTIONS INC	Nonminority
Goods and Other Services	POWERSCREEN MID ATLANTIC INC	Nonminority
Goods and Other Services	PRATT & WHITNEY ENGINE SERVICES INC	Nonminority
Goods and Other Services	PRECAST SOLUTIONS	Nonminority
Goods and Other Services	PRECIOUS CARGO LLC	Black American
Goods and Other Services	PRECISION LAWN CARE &	Nonminority

Goods and Other Services	PRECISION MACHINE PRODUCTS INC	Nonminority
Goods and Other Services	PRECISION NETWORKS INC	Nonminority
Goods and Other Services	PRECISION SCAN LLC	Nonminority
Goods and Other Services	PRECISION SERVICES CONTRACTORS	Nonminority
Goods and Other Services	PRECISION SIGNS INC	NM-Female
Goods and Other Services	PRECISION WALLS INC	NM-Female
Goods and Other Services	PRECISION WEIGHING INC	Nonminority
Goods and Other Services	PREECHA BHOTIWIHOK MD PA	Nonminority
Goods and Other Services	PREFERRED PARKING SERVICE LLC	American Indian
Goods and Other Services	PREMIER RESOURCES	NM-Female
Goods and Other Services	PREMIER ROYAL SERVICES	Black American
Goods and Other Services	PREMIER STAFFING SOURCE INC	Black American
Goods and Other Services	PREMIERE CONCRETE SUPPLY LLC	NM-Female
Goods and Other Services	PREMISE NETWORKS INC	NM-Female
Goods and Other Services	PRESCIENT SERVICES	Black American
Goods and Other Services	PRESIDIO NETWORKED SOLUTIONS INC	Nonminority
Goods and Other Services	PRESLEY DRILLING COMPANY INC	Nonminority
Goods and Other Services	PRESTIGE TRASH BIN CLEANING	Black American
Goods and Other Services	PRETTY GOOD SAND CO INC	Nonminority
Goods and Other Services	PREXACO LLC	Black American
Goods and Other Services	PRIDGEN WOODWORK INC	Nonminority
Goods and Other Services	PRIME LOGISTICS GROUP	Nonminority
Goods and Other Services	PRIME OFFICE SOLUTIONS LLC	Black American
Goods and Other Services	PRIME TIME JANITORIAL SERVICES	Black American
Goods and Other Services	PRINCIPAL JANITORIAL SERVICES LLC	Black American
Goods and Other Services	PRINT AND MORE ASSOCIATES	Nonminority
Goods and Other Services	PRINT RESOURCE GROUP INC	NM-Female
Goods and Other Services	PRISMATIC SERVICES INC	NM-Female
Goods and Other Services	PRISTINE CLEAN COMMERCIAL SERVICES	Black American
Goods and Other Services	PRISTINES COLORS	Black American
Goods and Other Services	PRO KLEAN INC	NM-Female
Goods and Other Services	PRO-CHEM PEST MANAGEMENT INC	NM-Female
Goods and Other Services	PRO-SAN MAINTENANCE SUPPLY INC	NM-Female
Goods and Other Services	PROBE UTILITY LOCATING	NM-Female
Goods and Other Services	PROCTOR MAINTENANCE	Nonminority
Goods and Other Services	PROCURE 2 PAY PARTNERS	Black American
Goods and Other Services	PROCUREMENT & CONTRACT SVS SOLUTIONS LLC	Black American
Goods and Other Services	PRODUCTION WELDING & FABRICATION INC	Nonminority
Goods and Other Services	PROFESSIONAL DRUG SCREENING SE	NM-Female
Goods and Other Services	PROFESSIONAL FLOORS INC	Nonminority

Goods and Other Services	PROFESSIONAL INTERPRETERS INC	NM-Female
Goods and Other Services	PROFESSIONAL LIGHTING & SUPPLY	NM-Female
Goods and Other Services	PROFESSIONAL OUTDOOR SERVICES INC	Nonminority
Goods and Other Services	PROFESSIONAL RESOURCES & SERVI	NM-Female
Goods and Other Services	PROFESSIONAL SAFETY SERVICES LLC	American Indian
Goods and Other Services	PROFESSIONAL STAFFING SOLUTION	Black American
Goods and Other Services	PROFORCE STAFFING INC	Hispanic American
Goods and Other Services	PROGRESS DOOR LLC	Nonminority
Goods and Other Services	PROGRESSIVE BUSINESS SOLUTIONSINC	Black American
Goods and Other Services	PROGRESSIVE RECOVERY RESOURCES	Black American
Goods and Other Services	PROJECT MASTERS INC	NM-Female
Goods and Other Services	PROLINE TRAILERS INC	Nonminority
Goods and Other Services	PROLOG WORLDWIDE INC	Nonminority
Goods and Other Services	PROMOQUEST INC	Black American
Goods and Other Services	PROMOTIONAL PARTNERS INC	NM-Female
Goods and Other Services	PROPERTY ACCESS SOLUTIONS LLC	Black American
Goods and Other Services	PROPERTY MAINTENANCE SPECIALTY & DESIGN	Black American
Goods and Other Services	PROSHINE CLEANING SOLUTIONS	Black American
Goods and Other Services	PROSYS INFORMATION SYSTEMS INC	NM-Female
Goods and Other Services	PROTECH GROUP	Black American
Goods and Other Services	PROTECH SYSTEMS AN NBS TECHNOLOGY COMPAN	Black American
Goods and Other Services	PROTEGE STAFFING INC	NM-Female
Goods and Other Services	PROTRONIX,INC.	Nonminority
Goods and Other Services	PROVEN PRODUCTS INC	NM-Female
Goods and Other Services	PROVIDENCE TRANSPORTATION SOLUTIONS LLC	NM-Female
Goods and Other Services	PRS TOWER MANAGEMENT SERVICES LLC	NM-Female
Goods and Other Services	PSG CUSTOM FABRICATION LLC	Nonminority
Goods and Other Services	PTK ENTERPRISES	Nonminority
Goods and Other Services	PUBLIC WORKS EQUIPMENT AND	Nonminority
Goods and Other Services	PUGH'S LOGGING INC	Nonminority
Goods and Other Services	PULSE INNOVATIVE SOLUTIONS INC	Black American
Goods and Other Services	PUMP & TANK SHOP INC	Nonminority
Goods and Other Services	PUR-VENT LLC	NM-Female
Goods and Other Services	PURA VIDA PROMOTIONS INC	NM-Female
Goods and Other Services	PURE PRISTINE CLEANING LLC	Black American
Goods and Other Services	PUREKARET LLC	Black American
Goods and Other Services	PURSER CENTRAL REWINDING CO	NM-Female
Goods and Other Services	PURSERS PRECISION MACHINES INC	Nonminority
Goods and Other Services	PUTNAM DISTRIBUTORS INC	Nonminority

Goods and Other Services	QSC FACILITY SERVICES	Black American
Goods and Other Services	QUALITY & PRECISION FENCING / WELDING	Black American
Goods and Other Services	QUALITY CUTTING & BREAKING INC	Nonminority
Goods and Other Services	QUALITY EQUIPMENT LLC	Nonminority
Goods and Other Services	QUALITY INDUSTRIAL ELECTRONICS	Nonminority
Goods and Other Services	QUALITY JANITORIAL GROUP	Black American
Goods and Other Services	QUALITY LIGHTNING PROTECTION INC	Nonminority
Goods and Other Services	QUALITY OFFICE EQUIPMENT INC	Nonminority
Goods and Other Services	QUALITY POWER SOLUTIONS INC	NM-Female
Goods and Other Services	QUALITY RESULTS LLC	American Indian
Goods and Other Services	QUALITY STAFFING SOLUTIONS INC	NM-Female
Goods and Other Services	QUALITY TRUCK	Nonminority
Goods and Other Services	QUEEN CITY METAL RECYCLING & SALVAGE LLC	NM-Female
Goods and Other Services	QUEEN CITY PROFESSIONAL JANITORIAL SERVI	Black American
Goods and Other Services	QUEENSBORO INDUSTRIES INC	Nonminority
Goods and Other Services	QUICKCAD	NM-Female
Goods and Other Services	QUINS TRANSPORTATION	Black American
Goods and Other Services	R & H MOWING INC	Nonminority
Goods and Other Services	R & R ENTERPRISES OF CAROLINA INC	NM-Female
Goods and Other Services	R & S AUTO & TRUCK REPAIR INC	Nonminority
Goods and Other Services	R C ABBOTTS FENCING & WELDING INC	Black American
Goods and Other Services	R D MCCALL INC MCCALL'S HURRICANE FENCE	Nonminority
Goods and Other Services	R E MICHEL COMPANY INC	Nonminority
Goods and Other Services	R KING & ASSOCIATES	Black American
Goods and Other Services	R S BOSTIC SERVICES INC	Nonminority
Goods and Other Services	R S BRASWELL CO INC	Nonminority
Goods and Other Services	R W MOORE EQUIP CO	Nonminority
Goods and Other Services	R. W. MOORE EQUIP. CO.	Nonminority
Goods and Other Services	R&B COMMERCIALS AND INDUSTRY CLEANING SE	Black American
Goods and Other Services	R&D ASSOCIATES OF PEMBROKE INC	American Indian
Goods and Other Services	R&R PROTECTIVE SERVICES LLC	American Indian
Goods and Other Services	RA SERAFINI INC	NM-Female
Goods and Other Services	RA SIGNS INC	Black American
Goods and Other Services	RADAR SECURITY ALARM INC	Nonminority
Goods and Other Services	RADCO INDUSTRIES INC	Nonminority
Goods and Other Services	RADFORD QUARRIES INC	Nonminority
Goods and Other Services	RADIX BAY LLC	Nonminority
Goods and Other Services	RAEFORD ALLEN WALSTON, INC.	Nonminority



Goods and Other Services	RAGAN TIRE GROUP	Nonminority
Goods and Other Services	RAGS BROOMS & MOPS	Black American
Goods and Other Services	RAGS UNLIMITED INC	NM-Female
Goods and Other Services	RAINBOW LAND LTD DBA INTERNATIONAL MIN	NM-Female
Goods and Other Services	RAINWATER SERVICES	Nonminority
Goods and Other Services	RALEIGH DESIGN ASSOCIATES LLC	NM-Female
Goods and Other Services	RALEIGH DURHAM RUBBER & GASKET	NM-Female
Goods and Other Services	RALEIGH TRACTOR & TRUCK INC	Nonminority
Goods and Other Services	RAM RENT-ALL INC	Nonminority
Goods and Other Services	RAMPANT TRAILERS LLC	Nonminority
Goods and Other Services	RANDSTAD TECHNOLOGIES LP	Nonminority
Goods and Other Services	RANDY K JONES & BONNIE M JONES	Nonminority
Goods and Other Services	RANDY'S HYDROSEEDING	Nonminority
Goods and Other Services	RAPID RESPONSE LOGISTICS INC	Nonminority
Goods and Other Services	RAPIER SOLUTIONS INC	Black American
Goods and Other Services	RD SUPPLY LLC	NM-Female
Goods and Other Services	RDL PRIVATE UTILITY LOCATING LLC	Black American
Goods and Other Services	RE-MULCH INC	Nonminority
Goods and Other Services	REACH TECHNOLOGY-FP	Black American
Goods and Other Services	READS UNIFORMS INC	Nonminority
Goods and Other Services	READY HIRE STAFFING LLC	NM-Female
Goods and Other Services	READY MIXED CONCRETE	Nonminority
Goods and Other Services	REAL ESTATE CLEANING SERVICES	Black American
Goods and Other Services	REBFOR LLC	Hispanic American
Goods and Other Services	RECORDS REDUCTIONINC	Nonminority
Goods and Other Services	RED TURTLE SOLUTIONS LLC	American Indian
Goods and Other Services	REDDICK EQUIPMENT CO OF NC LLC	Nonminority
Goods and Other Services	REDLEE/SCS INC	American Indian
Goods and Other Services	REDSTONE MATERIALS INC	Nonminority
Goods and Other Services	REEF SYSTEMS CORP	Black American
Goods and Other Services	REEL SOLUTIONS GROUP LLC	Black American
Goods and Other Services	REELKLEEN LLC	Black American
Goods and Other Services	REESE CRUSHING INC	Nonminority
Goods and Other Services	REEVES SERVICE OF WILMINGTON INC	Nonminority
Goods and Other Services	REFRIGERATION SYSTEMS &	Nonminority
Goods and Other Services	REGENCY OFFICE PRODUCTS LLC	Nonminority
Goods and Other Services	REGION CLEANING MASTERS	Nonminority
Goods and Other Services	REIDSVILLE OFFICE SUPPLY	NM-Female
Goods and Other Services	REIGN 8 DISTRIBUTORS LLC	Black American
Goods and Other Services	REINVESTRA LLC DBA DOC POPCORN	Nonminority

Goods and Other Services	REJ & ASSOCIATES INC	Black American
Goods and Other Services	RELIABLE CLEANING SOLUTIONS LLC	Black American
Goods and Other Services	RELIABLE WOODWORKS INCORPORATED	Nonminority
Goods and Other Services	RENEGADE ELEVATOR COMPANY	NM-Female
Goods and Other Services	RENEW CREW OF THE TRIANGLE	Nonminority
Goods and Other Services	RENTAL UNIFORM SERVICE INC	NM-Female
Goods and Other Services	REO REALTY LLC	Black American
Goods and Other Services	REPUBLIC SERVICES OF NC	Nonminority
Goods and Other Services	RESILIENCY INC	Hispanic American
Goods and Other Services	RESOLUTE ELEVATOR LLC	NM-Female
Goods and Other Services	RESOLUTION GROUP LLC	Black American
Goods and Other Services	RESOLUTIONS COUNSELING AND MEDIATION SER	Black American
Goods and Other Services	RESOURCE REFORMERS LLC DBA CLEAN GREEN	Nonminority
Goods and Other Services	RESOURCE REGENERATION DBA S3 RECYCLING S	Black American
Goods and Other Services	RESTORATION & BLASTING INC	NM-Female
Goods and Other Services	RESTORATION SYSTEMS LLC	Nonminority
Goods and Other Services	REUBEN CALDWELL DRILLING INC	Nonminority
Goods and Other Services	REYES SUPPLY COMPANY	Hispanic American
Goods and Other Services	RGD PROJECT MANAGEMENT INC	Asian American
Goods and Other Services	RGEES LLC	Asian American
Goods and Other Services	RICE & ASSOCIATES INC	NM-Female
Goods and Other Services	RICHA GRAPHICS	Asian American
Goods and Other Services	RICKIE GENE WATKINS JR	Nonminority
Goods and Other Services	RIDDIT CLEANING SERVICES	Black American
Goods and Other Services	RIGHT CHOICE SOLUTIONS INC	Black American
Goods and Other Services	RIGHT OF WAY CONTRACTORS LLC	Black American
Goods and Other Services	RIGHTMYER MACHINE RENTALS INC	Nonminority
Goods and Other Services	RILEY WATKINS & ASSOCIATES INC	Black American
Goods and Other Services	RISING SOLUTIONS PLLC	NM-Female
Goods and Other Services	RITE LITE SIGNS INC	NM-Female
Goods and Other Services	RIVERBANK BUILDING SUPPLY INC	Nonminority
Goods and Other Services	RIVERSIDE NURSERY	Nonminority
Goods and Other Services	RIVERTOP CONTRACTING, INC.	Nonminority
Goods and Other Services	RL FACILITY MAINTENANCE INC	Black American
Goods and Other Services	RLM COMMUNICATIONS INC	Black American
Goods and Other Services	RM CONTRACTORS LLC	Black American
Goods and Other Services	RM GLOBAL LLC	Black American
Goods and Other Services	RO CABLE CO	Nonminority
Goods and Other Services	ROAD MACHINERY SERVICES INC	Nonminority

Goods and Other Services	ROAD MAINTENANCE SOLUTIONS	Nonminority
Goods and Other Services	ROAD PRODUCTS INC	Nonminority
Goods and Other Services	ROANOKE ENERGY RESOURCES INC	Black American
Goods and Other Services	ROARING RIVER MILLING	Nonminority
Goods and Other Services	ROB'S HYDRAULICS INC	Nonminority
Goods and Other Services	ROBERT GRANT LAWSON DBA AT GROUND LEVEL	Nonminority
Goods and Other Services	ROBERT LEE CLARK	Black American
Goods and Other Services	ROBERT SUTLEY LLC	Nonminority
Goods and Other Services	ROBERTSON EQUIPMENT INC	Nonminority
Goods and Other Services	ROBIN E HOMES & OFFICE CLEANING INC	Black American
Goods and Other Services	ROBINSON & ROBINSON ENTERPRISES/ PROPERTIES LLC	Nonminority
Goods and Other Services	ROBINSON & SON MACHINE CO	Nonminority
Goods and Other Services	ROCAS WELDING LLC	Nonminority
Goods and Other Services	ROCHESTER LINOLEUM & CARPET CENTER INC DBA ROCHEST	Nonminority
Goods and Other Services	ROCK-WELD INDUSTRIES INC	Nonminority
Goods and Other Services	ROCKWELL TRUCK SERVICE INC	Nonminority
Goods and Other Services	ROCKY MOUNT TRANSPORT INC	Nonminority
Goods and Other Services	ROCKY TOP CLEANING	NM-Female
Goods and Other Services	RODNEY ANDREW LANKFORD JR	Nonminority
Goods and Other Services	RODNEY'S CUSTOM CUT SIGN CO	NM-Female
Goods and Other Services	RODRIGUEZ GLASS INC	Hispanic American
Goods and Other Services	RODRIGUEZ&FRAZIER ENTERPRISES	Black American
Goods and Other Services	ROEBUCK PRECISION MACHINE	Nonminority
Goods and Other Services	ROEDER & MOORE LLC	Nonminority
Goods and Other Services	ROGERS & SON WELDING INC	Nonminority
Goods and Other Services	ROGERS MANUFACTURING	Nonminority
Goods and Other Services	ROGERS TAPPING SERVICE INC	Nonminority
Goods and Other Services	ROGUE STRATEGIC LLC	Nonminority
Goods and Other Services	ROMONDO JESSUP DBA JANI-KING	Black American
Goods and Other Services	RON MCINTOSH JR DBA RM GLOBAL	Black American
Goods and Other Services	RONALD BLUE DBA ROBESON LAWN MAINTENANCE	Nonminority
Goods and Other Services	RONICA'S CUSTOM CREATIONS LLC	NM-Female
Goods and Other Services	RONNIE W MCCURDY	Black American
Goods and Other Services	ROSARIO INCORPORATED	Hispanic American
Goods and Other Services	ROSE ICE & COAL CO	Nonminority
Goods and Other Services	ROSE MOORE	Nonminority
Goods and Other Services	ROSEDALE ENTERPRISE COMPANY	Black American
Goods and Other Services	ROSSER & SMITH TRANSPORT	Black American



Goods and Other Services	ROUGE 3 COMMUNICATION LLC	Black American
Goods and Other Services	ROUND TO IT HOME AND PROPERTY SERVICES	Nonminority
Goods and Other Services	ROWAN BOLT & SUPPLY INC	Nonminority
Goods and Other Services	ROWAN WELL DRILLING	Nonminority
Goods and Other Services	ROWE TREE COMPANY INC	Nonminority
Goods and Other Services	ROWLAND D TODD	Nonminority
Goods and Other Services	RP2 PROPERTIES LLC	Nonminority
Goods and Other Services	RS BLYTHE INC	NM-Female
Goods and Other Services	RS SAUNDERS GROUP LLC	Nonminority
Goods and Other Services	RSG GROUP LLC	Black American
Goods and Other Services	RSSMINT LLC	Asian American
Goods and Other Services	RT TRANSPORTATION INC	Black American
Goods and Other Services	RUDY'S TRUCK & TRAILER INC	Nonminority
Goods and Other Services	RUSH TRUCK CENTERS OF NC INC	Nonminority
Goods and Other Services	RUSSELL CARROLL MFG INC	NM-Female
Goods and Other Services	RW BELL & SONS INC	Nonminority
Goods and Other Services	RYDER TRUCK RENTAL INC	Nonminority
Goods and Other Services	S & E GROUP LLC	Black American
Goods and Other Services	S & R PACKING AND CRATING LLC	Nonminority
Goods and Other Services	S & S CARPET CLEANING & MAINTENANCE INC	Nonminority
Goods and Other Services	S & S MAINTENANCE	NM-Female
Goods and Other Services	S & S ROCK SERVICE INC	Nonminority
Goods and Other Services	S & W READY MIX CONCRETE CO	Nonminority
Goods and Other Services	S AND S LIBFRAIND INC	Nonminority
Goods and Other Services	S J BLACK & SON INC	Nonminority
Goods and Other Services	S SOLUTIONS INC	Nonminority
Goods and Other Services	S W SHARP DBA INNOVATIVE PROPERTY ARRANGEMENT INC	Nonminority
Goods and Other Services	S&B COMPUTER AND OFFICE PRODUCTS INC	Asian American
Goods and Other Services	S&L CONTRACTINGLLC	Nonminority
Goods and Other Services	S&N COMMUNICATIONS INC	Nonminority
Goods and Other Services	S2C AND D LLC	Black American
Goods and Other Services	S2C COMPANIES INC	Nonminority
Goods and Other Services	S2TECHNOLOGIES LLC	NM-Female
Goods and Other Services	SABCO, INC.	Nonminority
Goods and Other Services	SADALE UTILITIES	Nonminority
Goods and Other Services	SADLER LANDSCAPING LLC	NM-Female
Goods and Other Services	SAF TECHNOLOGIES INC	NM-Female
Goods and Other Services	SAF-GARD SAFETY SHOE CO	Nonminority
Goods and Other Services	SAFE & SECURE WORLDWIDE PROTEC	Black American

Goods and Other Services	SAFE START STRATEGIES LLC	Black American
Goods and Other Services	SAFE-T-WORKS INC	NM-Female
Goods and Other Services	SAFETY KLEEN SYSTEMS	Nonminority
Goods and Other Services	SAFETY PROFESSIONAL STAFFING SERVICES LL	NM-Female
Goods and Other Services	SAFETY SOLUTIONS	Nonminority
Goods and Other Services	SAFFELLE INC	NM-Female
Goods and Other Services	SAFRIT LANDSCAPE CONSTRUCTION INC	Nonminority
Goods and Other Services	SAGE ECOLOGICAL SERVICES	Nonminority
Goods and Other Services	SAJITON LLC	Black American
Goods and Other Services	SALESFORCECOM	Nonminority
Goods and Other Services	SALIENT GROUP LLC	American Indian
Goods and Other Services	SALISBURY FIRE APPLIANCE CO	Nonminority
Goods and Other Services	SALISBURY METAL FABRICATION	NM-Female
Goods and Other Services	SALISBURY POST CO INC	Nonminority
Goods and Other Services	SALLY JOHNS DESIGN	NM-Female
Goods and Other Services	SALT WOOD PRODUCTS INC	Nonminority
Goods and Other Services	SALTWATER MARINE INC	Nonminority
Goods and Other Services	SALUS SOLUTIONS LLC	Asian American
Goods and Other Services	SAM & TIM ENTERPRISES INC	Nonminority
Goods and Other Services	SAMARA AND ASSOCIATES	Black American
Goods and Other Services	SAMJOKAR PLUMBERS LLC	Black American
Goods and Other Services	SAMKAT LTD	Nonminority
Goods and Other Services	SAMPSON NURSERY	Nonminority
Goods and Other Services	SAMPSON-BLADEN OIL CO INC	Nonminority
Goods and Other Services	SAMSON GROUNDS MANAGEMENT LLC	Nonminority
Goods and Other Services	SAMUEL LAND SERVICES PC	Nonminority
Goods and Other Services	SANDHILLS MULCH AND EROSION CONTROL LLC	Nonminority
Goods and Other Services	SANDRA TAYLOR DBA SALMON CREEK NURSERY	Nonminority
Goods and Other Services	SANFORD INDUSTRIAL CONTRACTING INC	NM-Female
Goods and Other Services	SANFORD RENTALL INC	Nonminority
Goods and Other Services	SANFORD TURF AND IRRIGATION INC	Nonminority
Goods and Other Services	SANKOFA LOGISTIC LLC	Nonminority
Goods and Other Services	SANTAFRESH LLC	Black American
Goods and Other Services	SAPONI INDUSTRIES INC	American Indian
Goods and Other Services	SAPONI NURSERY/LANDSCAP ING SERVICE	Nonminority
Goods and Other Services	SAPPENFIELD STAFFING INC	NM-Female
Goods and Other Services	SASCO RENTALS LLC DBA SASCO RENTALS OF NC LLC	Nonminority
Goods and Other Services	SASS SEEDING LLC	NM-Female

Goods and Other Services	SAVANNAH CIRCLE INC	Nonminority
Goods and Other Services	SAVVAN ASSOCIATES LLC	NM-Female
Goods and Other Services	SCENIC MOTORS INC	Nonminority
Goods and Other Services	SCHER SHOT PRODUCTIONS	NM-Female
Goods and Other Services	SCHNEIDER WELDING	Nonminority
Goods and Other Services	SCHULZ IRON WORKS INC	NM-Female
Goods and Other Services	SCOPE SERVICES INC	NM-Female
Goods and Other Services	SCOTT FENCE COMPANY	NM-Female
Goods and Other Services	SCOTT'S HILL HARDWARE	Nonminority
Goods and Other Services	SCOTT'S LTD INC	Black American
Goods and Other Services	SCREAMING TREES TREE SERVICE LLC	Nonminority
Goods and Other Services	SCYBERTEK	Black American
Goods and Other Services	SDF PROFESSIONAL COMPUTER SERVICES	Asian American
Goods and Other Services	SEACOAST SOD FARMS	NM-Female
Goods and Other Services	SEAFORD TREE SERVICE LLC	Nonminority
Goods and Other Services	SEAMLESS MOBILITY SOLUTIONS INC	Nonminority
Goods and Other Services	SEASIDE MULCH INC	Nonminority
Goods and Other Services	SEASIDE SAFETY LLC	Nonminority
Goods and Other Services	SEASON TO SEASON CONTRACTING LLC	Nonminority
Goods and Other Services	SECOND CHANCE JANITORIAL LLC	Black American
Goods and Other Services	SECURE ACCESS SERVICES LLC	Nonminority
Goods and Other Services	SECURE ATTRIBUTES LLC	Nonminority
Goods and Other Services	SECURITY ON CALL LLC	Nonminority
Goods and Other Services	SECURITY PLUS PROTECTION SERVICES	Black American
Goods and Other Services	SEEDS 2 NURTURE LLC	Black American
Goods and Other Services	SEILER SERVICES	NM-Female
Goods and Other Services	SEISMIC CONTROL & ISOLATION	NM-Female
Goods and Other Services	SEL GROUP	Black American
Goods and Other Services	SELECT LOGGING	Nonminority
Goods and Other Services	SELENE'S CLEANING	Nonminority
Goods and Other Services	SELF BARISTA / PROMISED H2O	Black American
Goods and Other Services	SEMPER FI GROUP INC	Black American
Goods and Other Services	SEMPER PLUGINS LLC	Asian American
Goods and Other Services	SENIOR TRANSPORTATION SERVICES	NM-Female
Goods and Other Services	SENSATIONAL TOUCH JANITORIAL	Black American
Goods and Other Services	SENER TRACTOR CO INC	Nonminority
Goods and Other Services	SENTINEL SECURITY SYSTEMS INC	NM-Female
Goods and Other Services	SENTRY WATCH INC	Nonminority
Goods and Other Services	SEQUOIA SERVICES LLC	Nonminority
Goods and Other Services	SERVALL WELDING AND FABRICATION	Nonminority
Goods and Other Services	SERVICE EXPERTS OF THE	Nonminority

Goods and Other Services	SERVICEMASTER CLEANING EXCELLENCE	NM-Female
Goods and Other Services	SES ENTERPRISES	Black American
Goods and Other Services	SEWELL CONTRACTORS INC	NM-Female
Goods and Other Services	SFA FIRE PROTECTION INC	Nonminority
Goods and Other Services	SG MARKETING, INC	Nonminority
Goods and Other Services	SGS CONTRACTING LLC	Black American
Goods and Other Services	SGS NORTH AMERICA INC	Nonminority
Goods and Other Services	SHADOW COMMUNICATIONS INC	Black American
Goods and Other Services	SHADY DEAL AWNINGS & MORE LLC	Nonminority
Goods and Other Services	SHALLOWBAG BAY MARINA LLC	Nonminority
Goods and Other Services	SHARP BUSINESS SYSTEMS	Nonminority
Goods and Other Services	SHARP INTERIORS INC SHARP INTERIORS INC	Nonminority
Goods and Other Services	SHATLEY INVESTMENTS, LLC	Nonminority
Goods and Other Services	SHEALY TRUCK CENTER OF THE PIEDMONT	Nonminority
Goods and Other Services	SHEDS DIRECT INC	Nonminority
Goods and Other Services	SHEERCOM LLC	Black American
Goods and Other Services	SHEILA GAHAGAN CPA	NM-Female
Goods and Other Services	SHELBY WINNELSON CO	Nonminority
Goods and Other Services	SHELIA A HUGGINS PLLC	Black American
Goods and Other Services	SHELLSTE METALS INC	NM-Female
Goods and Other Services	SHELROC ENTERPRISES	Black American
Goods and Other Services	SHEPARD'S CLEANING SERVICE	Black American
Goods and Other Services	SHERI STORCH SERVICES	Nonminority
Goods and Other Services	SHI INTERNATIONAL CORP	Asian American
Goods and Other Services	SHIMAR RECYCLING INC	NM-Female
Goods and Other Services	SHINE GUY INSTALLATIONLLC	Black American
Goods and Other Services	SHIPP'S FIRE EQUIP S/S INC	Black American
Goods and Other Services	SHOAF PRECAST SEPTIC TANK INC	Nonminority
Goods and Other Services	SHON'S CLEANING CREW LLC	Black American
Goods and Other Services	SHOTWELL LANDFILL INC	Nonminority
Goods and Other Services	SHOW OFF LOGOS AND PROMOTION	NM-Female
Goods and Other Services	SHOWFETY'S INC	Nonminority
Goods and Other Services	SHRED ACE INC	NM-Female
Goods and Other Services	SHRED-IT USA LLC	Nonminority
Goods and Other Services	SID'S SEPTIC SERVICE INC	Nonminority
Goods and Other Services	SIEGER LLC	Black American
Goods and Other Services	SIGMA SERVICES INC	NM-Female
Goods and Other Services	SIGN & AWNING SYSTEMS INC	Nonminority
Goods and Other Services	SIGN INNOVATIONS	NM-Female
Goods and Other Services	SIGNAGE INDUSTRIES CORP	Nonminority
Goods and Other Services	SIGNATURE RESOURCE GROUP INC	American Indian

Goods and Other Services	SIGNBIZ INC	Nonminority
Goods and Other Services	SIGNS BY TOMORROW	Nonminority
Goods and Other Services	SIGNS DESIGNED LLC	NM-Female
Goods and Other Services	SIGNS NOW	NM-Female
Goods and Other Services	SIGNS UNLIMITED	Nonminority
Goods and Other Services	SIGNWORKS ENC INC	Nonminority
Goods and Other Services	SILVER CLEANING SERVICE INC	Nonminority
Goods and Other Services	SILVIA'S CLEANING SERVICES LLC	Hispanic American
Goods and Other Services	SIMCO BP	NM-Female
Goods and Other Services	SIMMONS & SIMMONS MGMT INC	Nonminority
Goods and Other Services	SIMMONS STRUCTURAL MOVERS INC DBA SIMMONS MOBILE H	Nonminority
Goods and Other Services	SIMMONS WELL & PUMP SERVICES LLC	Nonminority
Goods and Other Services	SIMONE GARDNER DBA TRINITY TRAINING AND	Black American
Goods and Other Services	SIMPLEX GRINNELL LP	Nonminority
Goods and Other Services	SINCLAIR CONTRACTING LLC	Black American
Goods and Other Services	SINK FARM EQUIPMENT &	Nonminority
Goods and Other Services	SINK FENCE CO INC	Nonminority
Goods and Other Services	SINK TOWER ERECTION CO INC	NM-Female
Goods and Other Services	SIR SPEEDY	Asian American
Goods and Other Services	SIRIUS COMPUTER SOLUTIONS INC	Nonminority
Goods and Other Services	SISTER GIRL PUBLISHING LLC	Black American
Goods and Other Services	SITECH MID ATLANTIC LLC	Nonminority
Goods and Other Services	SITESHOTS LLC	NM-Female
Goods and Other Services	SKIDRIL INDUSTRIES LLC	Nonminority
Goods and Other Services	SKJ VISIONEERING LLC	Black American
Goods and Other Services	SKY CLEAN INC	NM-Female
Goods and Other Services	SKY ENTERPRISE INC	Nonminority
Goods and Other Services	SKY MAXX ENTERPRISES INC	Black American
Goods and Other Services	SKY SKIER INC	Nonminority
Goods and Other Services	SKY SYSTEMS INC	Asian American
Goods and Other Services	SKYHOOK CABLE INC	Nonminority
Goods and Other Services	SL COMPANIES	Black American
Goods and Other Services	SLS COMMERCIAL AND HOME CLEANING SVS	Nonminority
Goods and Other Services	SMALL BUSINESS HQS (SBH)	Black American
Goods and Other Services	SMALL ENGINE SUPPLY INC	Nonminority
Goods and Other Services	SMART CONTRACTING INC	Black American
Goods and Other Services	SMELL HOME SWEET HOME CLEANING SERVICE	Nonminority
Goods and Other Services	SMILEY'S WELDING	Nonminority



Goods and Other Services	SMITH EQUIPMENT SOLUTIONS	NM-Female
Goods and Other Services	SMITH INTERNATIONAL TRUCK CENTER	Nonminority
Goods and Other Services	SMITH SETZER & SONS INC	Nonminority
Goods and Other Services	SMITH SYSTEMS INC	NM-Female
Goods and Other Services	SMOKY MOUNTAIN CHEVROLET OLDS	Nonminority
Goods and Other Services	SMS TECH SOLUTIONS	NM-Female
Goods and Other Services	SNIPES DRILLING LLC	Nonminority
Goods and Other Services	SNOW CREEK LANDSCAPING LLC	Nonminority
Goods and Other Services	SNOWBIRD LOGGING	Nonminority
Goods and Other Services	SOFT DEV INCORPORATED	NM-Female
Goods and Other Services	SOFTWARE GOLDSMITH INC	Asian American
Goods and Other Services	SOIL PLUS LLC	Nonminority
Goods and Other Services	SOLSTICE PARTNERS LLC	NM-Female
Goods and Other Services	SOLVER BUSINESS SOLUTIONS	Hispanic American
Goods and Other Services	SOP COMPLETE LLC	Hispanic American
Goods and Other Services	SOUND DECISIONS INC	Nonminority
Goods and Other Services	SOUND HEAVY MACHINERY INC	Nonminority
Goods and Other Services	SOUNDSIDE RECYCLING & MATERIALS INC	Nonminority
Goods and Other Services	SOUNDTRONICS INC	Nonminority
Goods and Other Services	SOURCE TECHNOLOGIES INC	Nonminority
Goods and Other Services	SOUTH EAST LUMBER COMPANY	Nonminority
Goods and Other Services	SOUTH EAST WELDING	Hispanic American
Goods and Other Services	SOUTH EASTERN INSTALLATIONS INC	NM-Female
Goods and Other Services	SOUTHEAST INDUSTRIAL EQUIP INC	Nonminority
Goods and Other Services	SOUTHEASTERN CASTINGS INC	Nonminority
Goods and Other Services	SOUTHEASTERN EMERGENCY	Nonminority
Goods and Other Services	SOUTHEASTERN FLEET MANAGEMENT	NM-Female
Goods and Other Services	SOUTHEASTERN INTERIORS	Nonminority
Goods and Other Services	SOUTHEASTERN LOCATING SERVICES LLC	Nonminority
Goods and Other Services	SOUTHEASTERN MACHINE &	Nonminority
Goods and Other Services	SOUTHEASTERN PAPER GROUP	Nonminority
Goods and Other Services	SOUTHEASTERN PUBLIC SAFETY GROUP I	Black American
Goods and Other Services	SOUTHEASTERN STUD WELDING INC	Nonminority
Goods and Other Services	SOUTHEASTERN SURFACES LLC	NM-Female
Goods and Other Services	SOUTHERN ADVANTAGE COMPANY INC	Nonminority
Goods and Other Services	SOUTHERN AIR BRAKE	Nonminority
Goods and Other Services	SOUTHERN ARCHITECTURAL HARDWARE INC	Nonminority
Goods and Other Services	SOUTHERN BELLE PRODUCTIONS	Black American
Goods and Other Services	SOUTHERN BUILDING LOGISTICS	Nonminority
Goods and Other Services	SOUTHERN BUILDING SOLUTIONS LLC DBA SBS PROWASH	Nonminority

Goods and Other Services	SOUTHERN BUSINESS & DEVELOPMENT	Nonminority
Goods and Other Services	SOUTHERN CONCRETE MATERIALS INC	Nonminority
Goods and Other Services	SOUTHERN DOOR SUPPLY CO INC	NM-Female
Goods and Other Services	SOUTHERN DOOR SYSTEMS INC	Nonminority
Goods and Other Services	SOUTHERN ELEVATOR COMPANY INC	Nonminority
Goods and Other Services	SOUTHERN ENERGY MANAGEMENT	NM-Female
Goods and Other Services	SOUTHERN EXPOSURE LANSCAPE	Nonminority
Goods and Other Services	SOUTHERN FIBERS AND LOGISTICS LLC	Nonminority
Goods and Other Services	SOUTHERN GARDEN, INC.	NM-Female
Goods and Other Services	SOUTHERN GLASS & ENCLOSURES INC	Nonminority
Goods and Other Services	SOUTHERN GROUNDS CONTROL INC	Nonminority
Goods and Other Services	SOUTHERN PORT INTERIORS LLC	NM-Female
Goods and Other Services	SOUTHERN PUMP & TANK CO INC	Nonminority
Goods and Other Services	SOUTHERN SEEDS INC	Nonminority
Goods and Other Services	SOUTHERN SOFTWARE INC	Nonminority
Goods and Other Services	SOUTHERN TILE AND MARBLE CO	Nonminority
Goods and Other Services	SOUTHERN TREE CARE INC	Nonminority
Goods and Other Services	SOUTHLAND AUTOMATION	Nonminority
Goods and Other Services	SOUTHLAND ELECTRICAL SUPPLY CO INC	Nonminority
Goods and Other Services	SOUTHPORT GRAPHICS LLC	NM-Female
Goods and Other Services	SOUTHWAY TILE AND STONE	Hispanic American
Goods and Other Services	SPANISH LANGUAGE SERVICES	NM-Female
Goods and Other Services	SPARK PUBLICATIONS	NM-Female
Goods and Other Services	SPARK STRATEGIC IDEAS LLC	NM-Female
Goods and Other Services	SPARKLE & SHINE CLEANING CO LLC	Black American
Goods and Other Services	SPARKLE COMMERCIAL CLEANING SERVICES LL	Black American
Goods and Other Services	SPARROW ENTERPRISE INC DBA LABOR FINDERS	Nonminority
Goods and Other Services	SPATIAL ANALYSIS INC	NM-Female
Goods and Other Services	SPC MECHANICAL CORPORATION	Nonminority
Goods and Other Services	SPEARS DIVING SERVICE	Nonminority
Goods and Other Services	SPECIALTY DREDGING COMPANY	Nonminority
Goods and Other Services	SPECIALTY TOOL & SUPPLY INC	Nonminority
Goods and Other Services	SPECIALTY VALVE AND CONTROLS CO INC	NM-Female
Goods and Other Services	SPECTRA ENTERPRISE LLC	Asian American
Goods and Other Services	SPECTRUM COMMERCIAL COATINGS INC	Nonminority
Goods and Other Services	SPECTRUM MOBILE INC	NM-Female
Goods and Other Services	SPECTRUM NORTH CAROLINA LLC	Nonminority
Goods and Other Services	SPECTRUM PAINT EAST LLC	Nonminority
Goods and Other Services	SPEECHPATH TOOLS	NM-Female
Goods and Other Services	SPEIGHT DIRECTIONAL BORING LLC	Nonminority

Goods and Other Services	SPELL'S LANDSCAPING &	Nonminority
Goods and Other Services	SPIRITUS COMMUNICATIONS INC	Nonminority
Goods and Other Services	SPLASH INTERIORS LLC	Black American
Goods and Other Services	SPLENDID SERVICES	Black American
Goods and Other Services	SPOT'EM INC	Black American
Goods and Other Services	SPOTLESS CLEANING SERVICE LLC	Nonminority
Goods and Other Services	SPOTLIGHT SOLUTIONS LLC	NM-Female
Goods and Other Services	SPRINGBOARD PROMOTIONS	NM-Female
Goods and Other Services	SPRINGFIELD COMPLETE SERVICES	Nonminority
Goods and Other Services	SPRUCED CLEANING SERVICES	Black American
Goods and Other Services	SQUARE PEG SOLUTIONS LLC	NM-Female
Goods and Other Services	SQUEEKY KLEEN FACILITY SERVICES LLC	Black American
Goods and Other Services	SRK INNOVATION LLC	Hispanic American
Goods and Other Services	SRS INC	Black American
Goods and Other Services	ST TECH INC	Asian American
Goods and Other Services	ST WOOTEN CORP	Nonminority
Goods and Other Services	STA TECHNOLOGIES LLC	Black American
Goods and Other Services	STAFFING STRATEGIES INC DBA EXPRESS EMP	NM-Female
Goods and Other Services	STAGE DECORATION & SUPPLIES	NM-Female
Goods and Other Services	STAGE RIGGING SERVICES INC	American Indian
Goods and Other Services	STAN MACINTYRE CONSULTING INC	Nonminority
Goods and Other Services	STAN MARTIN FURNITURE & DESIGN	Black American
Goods and Other Services	STAND & DELIVER LLC	Black American
Goods and Other Services	STANDARD GLASS CO OF WILMINGTON	Nonminority
Goods and Other Services	STAPLES TECHNOLOGY SOLUTIONS	Nonminority
Goods and Other Services	STARLING MARINE LLC	Nonminority
Goods and Other Services	STARPOINT GLOBAL SERVICE	Nonminority
Goods and Other Services	STATE ELECTRIC SUPPLY	Nonminority
Goods and Other Services	STATIM FOCUS LLC	Asian American
Goods and Other Services	STATPROG INC	Black American
Goods and Other Services	STEAMEX OF NC INC	Nonminority
Goods and Other Services	STEED'S SERVICE COMPANY INC	Nonminority
Goods and Other Services	STEEL & PIPE CORPORATION	Nonminority
Goods and Other Services	STEEL SERVICES INC	Nonminority
Goods and Other Services	STEELCON LLC	Nonminority
Goods and Other Services	STEEP CREEK STONWORKS INC	Nonminority
Goods and Other Services	STEP UP INC	NM-Female
Goods and Other Services	STEPHENS ENTERPRISES LLC	Nonminority
Goods and Other Services	STEPHENSON MILLWORK COMPANY	Nonminority
Goods and Other Services	STEPPING STONE STAFFING LLC	Black American



Goods and Other Services	STEPS STONE WORKS INC	Nonminority
Goods and Other Services	STERN SECURITY	Black American
Goods and Other Services	STEVE'S STONE & CONTRACTING	Nonminority
Goods and Other Services	STEVENS HARDWARE COMPANY	Nonminority
Goods and Other Services	STEVENS TOWING COMPANY OF NC	Nonminority
Goods and Other Services	STEVENSON SAND, INC.	Nonminority
Goods and Other Services	STEWART EQUIPMENT CO INC	Nonminority
Goods and Other Services	STILLWATER GLOBAL COMMUNICATIONS	Black American
Goods and Other Services	STIX PROMOTIONS LLC	Black American
Goods and Other Services	STONE TRUCK PARTS LLC	Nonminority
Goods and Other Services	STONES BY EARTH INC	Nonminority
Goods and Other Services	STOP SIGN GRAPHICS LLC	Nonminority
Goods and Other Services	STRADER FENCING	NM-Female
Goods and Other Services	STRATEGIC DEVELOPMENT INC	Nonminority
Goods and Other Services	STRATEGIC SYSTEMS USA INC	Nonminority
Goods and Other Services	STREETER & ASSOCIATES INC	Nonminority
Goods and Other Services	STRICKLAND BROS ENTERPRISES INC	Nonminority
Goods and Other Services	STRONGARM WELDING	Nonminority
Goods and Other Services	STRONGHOLD SECURITY LLC	Black American
Goods and Other Services	STRUCTURAL CAPACITY PC	Black American
Goods and Other Services	STRUCTURAL MATERIALS INC	Nonminority
Goods and Other Services	STRUCTURED CABLING SOLUTIONS	Subcontinent Asian American
Goods and Other Services	STRYKER SALES CORP	Nonminority
Goods and Other Services	STS CABLE SERVICES INC	Nonminority
Goods and Other Services	STSS INC	Black American
Goods and Other Services	STUDIO DISPLAYS INC	NM-Female
Goods and Other Services	SUCCESS RESOURCES LLC	Black American
Goods and Other Services	SUD ASSOCIATES PA	Asian American
Goods and Other Services	SUEDE ONION LLC	NM-Female
Goods and Other Services	SUGAR MOUNTAIN NURSERY	NM-Female
Goods and Other Services	SUITS USA INC	NM-Female
Goods and Other Services	SUMMER INDUSTRIES LLC	Nonminority
Goods and Other Services	SUMMERS LCID LANDFILL	Nonminority
Goods and Other Services	SUMMIT SEARCH SOLUTIONS	NM-Female
Goods and Other Services	SUNBELT CONSTRUCTION & TELECOMMUNIC	Nonminority
Goods and Other Services	SUNBELT RENTALS, INC.	Nonminority
Goods and Other Services	SUNDANCE POWER SYSTEMS INC	NM-Female
Goods and Other Services	SUNRISE COMMERCIAL CLEANING	Black American
Goods and Other Services	SUNRISE FACILITY SERVICES LLC	Nonminority
Goods and Other Services	SUNSHINE OF ELIZABETH CITY	Nonminority

Goods and Other Services	SUNSTATES SECURITY LLC	NM-Female
Goods and Other Services	SUPER CAST INC	Nonminority
Goods and Other Services	SUPERIOR BAG	NM-Female
Goods and Other Services	SUPERIOR INDUSTRIAL MAINTENANCE COMPANY	Nonminority
Goods and Other Services	SUPERIOR MACHINE SHOP INC	Nonminority
Goods and Other Services	SUPERIOR SERVICE & SUPPLY CO	Nonminority
Goods and Other Services	SUPERIOR TESTING SERVICES INC	Nonminority
Goods and Other Services	SUPPLIES AND CONTRACTS CO (SAC)	NM-Female
Goods and Other Services	SUPREME SYSTEMS	Black American
Goods and Other Services	SURE GEN INC	Nonminority
Goods and Other Services	SURFACE PREPARATION SOLUTIONS INC	Nonminority
Goods and Other Services	SURGE PROFESSIONAL SERVICES GROUP SPS-G	Black American
Goods and Other Services	SURVEILLANCE & SECURITY SOLUTI	Nonminority
Goods and Other Services	SUSAN PINSKER & ASSOCIATES	NM-Female
Goods and Other Services	SUSTAINABLE BUILDING SERVICES INC	NM-Female
Goods and Other Services	SUSTAINABLE WATER TREATMENT LLC	NM-Female
Goods and Other Services	SUTTONS SAFETY SHOES INC	Nonminority
Goods and Other Services	SVBE INC DBA STEVE VENABLE WRECKER SERVICE	Nonminority
Goods and Other Services	SWANGER SPECIALTIES INC	Nonminority
Goods and Other Services	SWANN MACHINE & SUPPLY CORP	Nonminority
Goods and Other Services	SWICEGOOD SUPPLY CO INC	NM-Female
Goods and Other Services	SWIFT RECOVERY	Black American
Goods and Other Services	SWIM LAWN AND LANDSCAPE LLC	Nonminority
Goods and Other Services	SWINDELL LOGGING INC	Nonminority
Goods and Other Services	SYN-TECH SYSTEMS INC	Nonminority
Goods and Other Services	SYNERGIE PROFESSIONAL SOLUTIONS LLC	Nonminority
Goods and Other Services	SYNERGIZED COMMUNITY SOLUTIONS LLC	Black American
Goods and Other Services	SYNERGY 1 INC DBA SYNERGYONE	NM-Female
Goods and Other Services	SYNERGY CONTRACTING GROUP LLC	Hispanic American
Goods and Other Services	SYNERGY DEVELOPMENT & TRAINING INC	Black American
Goods and Other Services	SYNERGY INSTALLATION SOLUTIONS LLC	NM-Female
Goods and Other Services	SYNERGY SOLUTIONS INC	Asian American
Goods and Other Services	SYNOPTIX COMPANIES LLC	Nonminority
Goods and Other Services	SYSTEL BUSINESS EQUIP CO INC	Nonminority
Goods and Other Services	T & C'S SERVICES INC	Nonminority
Goods and Other Services	T & M DECKING INC	NM-Female
Goods and Other Services	T & S JEWELL INC	Nonminority
Goods and Other Services	T & S RUBBER STAMPS INC	NM-Female
Goods and Other Services	T-N-T CARPORTS INC	Nonminority

Goods and Other Services	T/A POWER TRAIN PRODUCTS LLC	Nonminority
Goods and Other Services	T&D CUSTOM FENCES AND DECKS LLC	Nonminority
Goods and Other Services	T&L SERVICES LLC	NM-Female
Goods and Other Services	T2PM LIMITED	NM-Female
Goods and Other Services	T3J INC DBA SIR SPEEDY	Asian American
Goods and Other Services	TAFF OFFICE EQUIPMENT COMPANY INC	Nonminority
Goods and Other Services	TAHILL INC	Black American
Goods and Other Services	TAILORED SOFTWARE INC	NM-Female
Goods and Other Services	TALBERT BUILDING SUPPLY INC	Nonminority
Goods and Other Services	TALK ASSOCIATES	Black American
Goods and Other Services	TALTON'S SECURITY SYSTEMS INC	Nonminority
Goods and Other Services	TAMPCO COMPANY INC	Nonminority
Goods and Other Services	TARHEEL DRILLING & BLASTING INC	NM-Female
Goods and Other Services	TARHEEL FORMING CO INC	NM-Female
Goods and Other Services	TARHEEL HYDROSEEDING LLC	Nonminority
Goods and Other Services	TARHEEL PAPER & SUPPLY CO	Nonminority
Goods and Other Services	TARHEEL PAVEMENT CLEANING SERVICES INC	Nonminority
Goods and Other Services	TARHEEL SAND & STONE INC	Nonminority
Goods and Other Services	TAYLOR INTERIORS LLC	Black American
Goods and Other Services	TAYLOR MADE PUBLISHING LLC	Black American
Goods and Other Services	TAYLOR TIMBER TRANSPORT INC	Nonminority
Goods and Other Services	TAYLOR-COOK SERVICES	Nonminority
Goods and Other Services	TAYLOR'D LUMBER INC	Nonminority
Goods and Other Services	TAYLOR'S NURSERY INC	Nonminority
Goods and Other Services	TAYLOR'S PUMP & LIFT INC	Nonminority
Goods and Other Services	TAYLORED CONTROL SYSTEMS LLC	American Indian
Goods and Other Services	TAYLORSVILLE GLASS CO INC	Nonminority
Goods and Other Services	TCG LEGACY COMMUNICATIONS LLC	NM-Female
Goods and Other Services	TCPRST LLC	Nonminority
Goods and Other Services	TEAM C 3 LLC	NM-Female
Goods and Other Services	TEAM CHEVROLET CADILLAC INC	Nonminority
Goods and Other Services	TEAM INDUSTRIAL SERVICES INC	Nonminority
Goods and Other Services	TEAM SYNERGY LLC	Nonminority
Goods and Other Services	TEAM TELECOM	Black American
Goods and Other Services	TEC'S WEB	Black American
Goods and Other Services	TECH ENTERPRISES OF NORTH CAROLINA LLC	NM-Female
Goods and Other Services	TECH SYSTEMS INC	Nonminority
Goods and Other Services	TECHKNOWHOWE	Nonminority
Goods and Other Services	TECHLINE RALEIGH-DURHAM	NM-Female
Goods and Other Services	TECHNICAL ASSISTANCE GROUP	Nonminority

Goods and Other Services	TECHNOLOGY CONCEPTS & DESIGN INC	Asian American
Goods and Other Services	TECHNOLOGY SYSTEM SOLUTIONS	Black American
Goods and Other Services	TECHSOURCE GROUP LLC	Hispanic American
Goods and Other Services	TELECOM MADE SIMPLE LLC	NM-Female
Goods and Other Services	TELECOM SOLUTIONS GROUP INC	Black American
Goods and Other Services	TELECOMMUNICATIONS INC	Nonminority
Goods and Other Services	TELESWIVEL LLC	Nonminority
Goods and Other Services	TELWARE CORPORATION	Nonminority
Goods and Other Services	TEMPERATURE CONTROL SOLUTIONS	NM-Female
Goods and Other Services	TEMPLAR INC	Nonminority
Goods and Other Services	TEMPORARY CONNECTIONS INC	NM-Female
Goods and Other Services	TEMPORARY SOLUTIONS	Nonminority
Goods and Other Services	TENCARVA MACHINERY CO	Nonminority
Goods and Other Services	TENPLUS SYSTEMS	Nonminority
Goods and Other Services	TERENCE MAURICE JORDAN DBA MAURICE JORDAN BUILDERS	Nonminority
Goods and Other Services	TERESA L HAWKINS LANDSCAPE	Nonminority
Goods and Other Services	TERMINIX SERVICE INC	Nonminority
Goods and Other Services	TERRA TECH INC	Nonminority
Goods and Other Services	TERRIE SIMERSON COUCH DBA RC SHREDDING AND MULCHIN	Nonminority
Goods and Other Services	TERRY CONTRACTING INC	Black American
Goods and Other Services	TERRY PHILLIPS & ASSOCIATES INC	Nonminority
Goods and Other Services	TERRY'S DIVISION MATERIAL INC	NM-Female
Goods and Other Services	TES ENGRAVING & SIGNS INC	Black American
Goods and Other Services	TESI SCREENING INC	Nonminority
Goods and Other Services	TEW EQUIPMENT SOLUTIONS INC	NM-Female
Goods and Other Services	THE A PLUS GROUP LLC	Black American
Goods and Other Services	THE ACCURO GROUP INC	NM-Female
Goods and Other Services	THE AMERI-KLEANING AGCENY INC	Black American
Goods and Other Services	THE ANSTAD GROUP LLC	Black American
Goods and Other Services	THE AZ GROUP CONTRACTORS INC	Hispanic American
Goods and Other Services	THE BEGINNING CLEANING SERVICES LLC	Black American
Goods and Other Services	THE BLUITT AGENCY LLC	Black American
Goods and Other Services	THE BOOK CELLAR LLC	NM-Female
Goods and Other Services	THE BOYD GROUP US INC	Nonminority
Goods and Other Services	THE BREW GROUP	Black American
Goods and Other Services	THE CAT RENTAL STORE	Nonminority
Goods and Other Services	THE CELESTE GROUP LLC	Black American
Goods and Other Services	THE CLEANING GREEN COMPANY LLC	Nonminority
Goods and Other Services	THE CONSOLIDATED COMPUTER	Nonminority
Goods and Other Services	THE CUL-DE-SAC LLC	Black American

Goods and Other Services	THE DEKK CORPORATION	American Indian
Goods and Other Services	THE DOME GROUP LLC	Black American
Goods and Other Services	THE ENERGY PARTNERS	Nonminority
Goods and Other Services	THE EXECUTIVE BOARD INC	Black American
Goods and Other Services	THE GOODYEAR TIRE & RUBBER CO	Nonminority
Goods and Other Services	THE HORNE GROUP LLC	Nonminority
Goods and Other Services	THE HP GROUP LLC	Nonminority
Goods and Other Services	THE INFINITY GROUP INC	Black American
Goods and Other Services	THE ISAACS GROUP PC	Nonminority
Goods and Other Services	THE JANITORIAL SPECIALISTS	Nonminority
Goods and Other Services	THE JOHN JENKINS COMPANY INC	Nonminority
Goods and Other Services	THE JW HAMPTON COMPANY	NM-Female
Goods and Other Services	THE LEADERSHIP TRUST INC	NM-Female
Goods and Other Services	THE MILLWORK SHOP INC.	NM-Female
Goods and Other Services	THE MONARCH GROUP LTD	Nonminority
Goods and Other Services	THE MURPHY GROUP INC	NM-Female
Goods and Other Services	THE NETWORK TEAM	Hispanic American
Goods and Other Services	THE NEUSE TERMITE & PEST CONTROL INC	Nonminority
Goods and Other Services	THE NORTH CAROLINA GRANITE CORPORAT	Nonminority
Goods and Other Services	THE NORTHGATE GROUP ONE LLC	NM-Female
Goods and Other Services	THE R L HAWKINS GROUP INC	Black American
Goods and Other Services	THE RASHID GROUP, LLC	Nonminority
Goods and Other Services	THE RESOURCE COMPANY INC	NM-Female
Goods and Other Services	THE RIGHT CHOICE MAINTENANCE INC	Black American
Goods and Other Services	THE ROPER GROUP INC	NM-Female
Goods and Other Services	THE SIGN SHOP OF THE TRIANGLE	Hispanic American
Goods and Other Services	THE SMITH GROUP-CLWLLC	Black American
Goods and Other Services	THE SOLUTION CENTER INC	Nonminority
Goods and Other Services	THE SOLUTION SERVICE LLC	Hispanic American
Goods and Other Services	THE SOUNDSIDE GROUP INC	NM-Female
Goods and Other Services	THE SPECIAL EVENT COMPANY	NM-Female
Goods and Other Services	THE STAFFING ALLIANCE LLC	American Indian
Goods and Other Services	THE STRINGER COMPANY LLC	Black American
Goods and Other Services	THE TARA WRIGHT PROJECT LLC	Black American
Goods and Other Services	THE TENNIE GROUP LLC	Black American
Goods and Other Services	THE UP COMPANY	Black American
Goods and Other Services	THE VISION GROUP STUDIOS	NM-Female
Goods and Other Services	THE WESTWIND GROUP INC	NM-Female
Goods and Other Services	THE WRIGHT LOGISTICS LLC	Nonminority
Goods and Other Services	THE WRIJEN COMPANY	Black American
Goods and Other Services	THE YARD DOCTOR LLC	Nonminority



Goods and Other Services	THERAPEUTIC SOLUTIONS OF NC	Black American
Goods and Other Services	THERMAL CONTROL PRODUCTS INC	NM-Female
Goods and Other Services	THERMO ELECTRON NORTH AMERICA LLC	Nonminority
Goods and Other Services	THOMAS ANDREW PHILLIPS DBA IRRIGATION SERVICES	Nonminority
Goods and Other Services	THOMAS REDMOND MOWING INC	Nonminority
Goods and Other Services	THOMPSON & LITTLE INC	NM-Female
Goods and Other Services	THOMPSON BROS MECHANICAL INC	Nonminority
Goods and Other Services	THOMPSON BUICK GMC CADILLAC	Nonminority
Goods and Other Services	THOMPSON CONTRACTORS INC	Nonminority
Goods and Other Services	THOMPSON LANDSCAPE & CONSTRUCTION I	Nonminority
Goods and Other Services	THOMPSON NURSERY INC	Nonminority
Goods and Other Services	THORBURN ASSOCIATES INC	NM-Female
Goods and Other Services	THORNTON LOGGING CO	Nonminority
Goods and Other Services	THREE'S COMPANY	Black American
Goods and Other Services	THYSSENKRUPP ELEVATOR CORP	Nonminority
Goods and Other Services	TIDY ABODES CLEANING SERVICES LLC	Black American
Goods and Other Services	TIDY-AND-CLEAN OF NC LLC	Black American
Goods and Other Services	TIGER ENTERPRISES	Nonminority
Goods and Other Services	TILLER ENTERPRISE INC	Nonminority
Goods and Other Services	TIMBER WOLF LLC	Nonminority
Goods and Other Services	TIME & PARKING CONTROLS	Nonminority
Goods and Other Services	TIMELY TRANSPORTATION AND LOGISTICS INC	Black American
Goods and Other Services	TINA BARNARD DESIGNS LLC	NM-Female
Goods and Other Services	TINGEN ENTERPRISES INC	Nonminority
Goods and Other Services	TIPTOP CLEANING SOLUTIONS INC	Black American
Goods and Other Services	TITAN COMMERCIAL SERVICES INC	Nonminority
Goods and Other Services	TLC JANITORIAL SERVICES	Nonminority
Goods and Other Services	TLCG LOGISTICS AND TRANSPORTATION INC	Black American
Goods and Other Services	TNT OUTDOOR	Nonminority
Goods and Other Services	TOMMY'S TOTAL LAWN CARE	Nonminority
Goods and Other Services	TONIC DESIGN	NM-Female
Goods and Other Services	TORAIN COMMUNITY OUTREACH & FACILITATION	Black American
Goods and Other Services	TORQUE TRANSPORT LLC	Nonminority
Goods and Other Services	TOSHIBA AMERICA BUSINESS SOLUTIONS	Nonminority
Goods and Other Services	TOTAL CUSTODIAL SERVICES LLC	Nonminority
Goods and Other Services	TOTAL GROUNDS CARE INC	Nonminority
Goods and Other Services	TOWN AND COUNTRY FARMS INC	Nonminority
Goods and Other Services	TPM OF CHARLOTTE LLC	Nonminority
Goods and Other Services	TPS GROUP	Black American

Goods and Other Services	TPS INVESTMENTS INC	NM-Female
Goods and Other Services	TRACCO LLC	Black American
Goods and Other Services	TRACTOR TRACS INC	Nonminority
Goods and Other Services	TRADEMARK PROPERTIES INC	NM-Female
Goods and Other Services	TRAFFIC AND SAFETY OF THE CAROLINAS LLC	NM-Female
Goods and Other Services	TRAFFIC DISTRIBUTOR LINKS LLC	Nonminority
Goods and Other Services	TRAILERS OF THE EAST COAST INC	Nonminority
Goods and Other Services	TRAINING SOLUTIONS LLC	NM-Female
Goods and Other Services	TRAI PAR LLC DBA YOUR SIGNATURE EVENT LLC	Nonminority
Goods and Other Services	TRANSAXLE LLC	Nonminority
Goods and Other Services	TRANSCRIPTION PLUS LLC	NM-Female
Goods and Other Services	TRANSFORMATION SYSTEMS LLC	NM-Female
Goods and Other Services	TRANSIT SOURCING SERVICES INC	Nonminority
Goods and Other Services	TRANSLOC INC	Nonminority
Goods and Other Services	TRANSOURCE INCORPORATED	Nonminority
Goods and Other Services	TRANSPORTATION EQUIPMENT & SER	NM-Female
Goods and Other Services	TRASAM INDUSTRIES	Black American
Goods and Other Services	TRAVIS LEE GEORGE INC DBA CAROLINA CLEAN PRESSURE	Nonminority
Goods and Other Services	TRENT CREEK INDUSTRIAL SERVICES INC	NM-Female
Goods and Other Services	TRI COUNTY INDUSTRIES INC	Nonminority
Goods and Other Services	TRI POWER INC	Nonminority
Goods and Other Services	TRI STATE GRINDING	Nonminority
Goods and Other Services	TRI STATE STEEL PRODUCTS INC	Nonminority
Goods and Other Services	TRI TECH FORENSICS INC	Nonminority
Goods and Other Services	TRI TRONICS PRO ELECTRONICS LLC	Nonminority
Goods and Other Services	TRI-CITY CONCRETE LLC	Nonminority
Goods and Other Services	TRI-CITY SERVICE	Black American
Goods and Other Services	TRI-FLEX HOSE & FITTING CO INC	Nonminority
Goods and Other Services	TRI-POINT TRUCK CENTER	Nonminority
Goods and Other Services	TRI-SOURCE LLC	Nonminority
Goods and Other Services	TRI-STATE LIFE SAFETY & ELECTR	NM-Female
Goods and Other Services	TRIAD FREIGHTLINER OF	Nonminority
Goods and Other Services	TRIAD INDUSTRIAL GROUP	Nonminority
Goods and Other Services	TRIAD JUNK REMOVAL LLC	Nonminority
Goods and Other Services	TRIAD LAND SOLUTIONS INC	Nonminority
Goods and Other Services	TRIAD REPORTING & TYPING SERVICES	NM-Female
Goods and Other Services	TRIAD SAFE CHOICE MOBILITY LLC	Black American
Goods and Other Services	TRIAD SUN SERVICES	Nonminority
Goods and Other Services	TRIAD TECHNOLOGIES INC	NM-Female
Goods and Other Services	TRIAD WALLS & CEILINGS INC	Hispanic American

Goods and Other Services	TRIANGLE BUSINESS SYSTEMS INC	Black American
Goods and Other Services	TRIANGLE CLEANING SERVICE	Black American
Goods and Other Services	TRIANGLE CORPORATE COACH	Black American
Goods and Other Services	TRIANGLE EQUIPMENT CO INC	Nonminority
Goods and Other Services	TRIANGLE INNER VISION COMPANY	Nonminority
Goods and Other Services	TRIANGLE MAINTENANCE & JANITORIAL LLC	Nonminority
Goods and Other Services	TRIANGLE MANIFOLD SERVICES INC	Nonminority
Goods and Other Services	TRIANGLE SPATIAL DATA SOLUTIONS	Nonminority
Goods and Other Services	TRIANGLE STORMWATER SOLUTIONS	NM-Female
Goods and Other Services	TRIANGLE WILDLIFE REMOVAL INC.	Nonminority
Goods and Other Services	TRICKEY ENTERPRISES	Nonminority
Goods and Other Services	TRIENT AG GROUP INC	Nonminority
Goods and Other Services	TRIFECTA SERVICES COMPANY	Subcontinent Asian American
Goods and Other Services	TRIMETRO SECURITY SERVICES LLC	Black American
Goods and Other Services	TRINITY FURNITURE INC	Hispanic American
Goods and Other Services	TRIPLE D'S CLEANING SERVICE LLC	Black American
Goods and Other Services	TRIPLE J ENTERPRISES	Nonminority
Goods and Other Services	TRIPLE S FARMS AND CLEANING INC	Nonminority
Goods and Other Services	TRIPLE T PARTS & EQUIPMENT INC	Nonminority
Goods and Other Services	TROJAN PROPERTY AND PRESERVATIONS SOLU	Black American
Goods and Other Services	TRONE BRAND ENERGY INC	Nonminority
Goods and Other Services	TROXLER ELECTRONIC	Nonminority
Goods and Other Services	TROY READY MIX INC	Nonminority
Goods and Other Services	TRS & I GROUP INC DBA TRS & I	Black American
Goods and Other Services	TRS ENTERPRISES LLC	Nonminority
Goods and Other Services	TRT TRAILER SALES INC	Nonminority
Goods and Other Services	TRU PAK MOVING SYSTEMS INC	Nonminority
Goods and Other Services	TRU-MORE TRANSPORT CO INC	Nonminority
Goods and Other Services	TRUCK PARTS INC	Nonminority
Goods and Other Services	TRUCK PRO INC	Nonminority
Goods and Other Services	TRUCK-N-BUCKETS INC	Nonminority
Goods and Other Services	TRUE NORTH RESILIENCY & TECHNOLOGY SERVI	Black American
Goods and Other Services	TRUE PROFESSIONAL CLEANING SERVICE LLC	Black American
Goods and Other Services	TRUSS BUILDERS INC	Nonminority
Goods and Other Services	TRUSTWORTHY TRANSPORTATION INC	Nonminority
Goods and Other Services	TS WOODWORKS AND RAD DESIGN INC	Asian American
Goods and Other Services	TSE INC	NM-Female
Goods and Other Services	TURBO EXCHANGE INC	Nonminority
Goods and Other Services	TURF BUILDERS INC	Nonminority



Goods and Other Services	TURF TECH LLC	Nonminority
Goods and Other Services	TURF TITANS LLC	Nonminority
Goods and Other Services	TURF-BUILDERS INC	Nonminority
Goods and Other Services	TURLINGTON CO INC	Nonminority
Goods and Other Services	TURNAGE CORP	Nonminority
Goods and Other Services	TURNER EQUIPMENT CO INC	NM-Female
Goods and Other Services	TURNKEYSERVICESOFTHETRIAD	Black American
Goods and Other Services	TURTLE CREEK NURSERY INC	Nonminority
Goods and Other Services	TWIN OAKS NURSERY INC	Nonminority
Goods and Other Services	TWISTED HICKORY FARMS INC	Nonminority
Goods and Other Services	TWO NICHOLS LLC	Nonminority
Goods and Other Services	TWO SEVENTY GROUP LLC	NM-Female
Goods and Other Services	TWO WHEELER DEALER	Nonminority
Goods and Other Services	TWOBALLKANE LOGISTICS SERVICE LLC	Black American
Goods and Other Services	TXT ENTERPRISES	Black American
Goods and Other Services	TYN-CO SERVICES INC	Nonminority
Goods and Other Services	U&L CONTRACTORS LLC	Hispanic American
Goods and Other Services	ULTIMATE PERFORMANCE SERVICES	Nonminority
Goods and Other Services	ULTIMATE TURF INC	Nonminority
Goods and Other Services	UNIFIED COMMUNICATIONS LLC	NM-Female
Goods and Other Services	UNIFIRST CORPORATION	Nonminority
Goods and Other Services	UNIFOUR FIRE & SAFETY	Nonminority
Goods and Other Services	UNIQUE OFFICE SOLUTIONS INC	NM-Female
Goods and Other Services	UNITARY SYSTEMS INC	NM-Female
Goods and Other Services	UNITAS SOLUTIONS	Asian American
Goods and Other Services	UNITED AUTO PARTS INC	Nonminority
Goods and Other Services	UNITED CHARIS TRANSPORT LLC	Black American
Goods and Other Services	UNITED GLOBAL TECHNOLOGIES	NM-Female
Goods and Other Services	UNITED MACHINE WORKS INC	Nonminority
Goods and Other Services	UNITED MAINTENANCE GROUP	Black American
Goods and Other Services	UNITED RENTALS INC (NORTH AMERICA)	Nonminority
Goods and Other Services	UNITED SAW & TOOL CO INC	Nonminority
Goods and Other Services	UNITED TRAFFIC CONTROL LLC	American Indian
Goods and Other Services	UNITED TRAFFIC SERVICES LLC	Nonminority
Goods and Other Services	UNITED TRANSPORT SERV OF THE CAROLINAS	Black American
Goods and Other Services	UNITED TRANSPORTATION AND LOGISTICS LLC	Black American
Goods and Other Services	UNITY DIGITAL AGENCY	NM-Female
Goods and Other Services	UNIVERSAL DISTRIBUTION GROUP LLC	Nonminority
Goods and Other Services	UNIVERSAL INTERIOR TRIM LLC	Hispanic American
Goods and Other Services	UNIVERSAL LEAF NORTH AMERICA US	Nonminority

Goods and Other Services	UNIVERSAL PRINTING AND PUBLISH	Hispanic American
Goods and Other Services	UNIVERSAL TIRE CENTER INC	Nonminority
Goods and Other Services	UNIVERSITY FORD INC	Nonminority
Goods and Other Services	UP-HILL LTD	Black American
Goods and Other Services	UPSKILL SOLUTIONS LLC	NM-Female
Goods and Other Services	URETHANE INNOVATORS INC	Nonminority
Goods and Other Services	US SIGNS AND SAFETY LLC	Nonminority
Goods and Other Services	US TRANSPORT & LOGISTICS INC	Hispanic American
Goods and Other Services	US-KLEEN OF NC LLC	Nonminority
Goods and Other Services	USA GLASS INC	Hispanic American
Goods and Other Services	USAT CORP	NM-Female
Goods and Other Services	USB RECYCLING	Asian American
Goods and Other Services	UTAW GROUP LLC	Black American
Goods and Other Services	UTD TECHNOLOGY CORP	Hispanic American
Goods and Other Services	UTILITY PRECAST INC	Nonminority
Goods and Other Services	V AND B SOLUTIONS LLC	Black American
Goods and Other Services	V WAITE SERVICES LLC	Black American
Goods and Other Services	VALERIE SIENKWICZ/SIENKWICZ CONTRACTING	NM-Female
Goods and Other Services	VALET CORPORATION	Black American
Goods and Other Services	VANCE COMMERCIAL REFRIGERATION	Nonminority
Goods and Other Services	VANGUARD PROFESSIONAL STAFFING	NM-Female
Goods and Other Services	VANGUARD SERVICE INC	Black American
Goods and Other Services	VARROW INC	Nonminority
Goods and Other Services	VAUGHN INCORPORATED	Nonminority
Goods and Other Services	VAUSE EQUIP CO INC	Nonminority
Goods and Other Services	VB COMMERCIAL COATINGS INC	NM-Female
Goods and Other Services	VECTOR SUPPLY GROUP	Nonminority
Goods and Other Services	VEGA ENTERPRISES INC	Asian American
Goods and Other Services	VEGETATION MANAGEMENT SPECIALIST IN	Nonminority
Goods and Other Services	VENKAT L PRASAD	Nonminority
Goods and Other Services	VENTURE EQUIPMENT & SERVICES LLC	Nonminority
Goods and Other Services	VERGE INNOVATION LLC	Black American
Goods and Other Services	VERITAS INTERIORS INC	NM-Female
Goods and Other Services	VERITIV OPERATING COMPANY	Nonminority
Goods and Other Services	VERMEER CAROLINA, INC.	Nonminority
Goods and Other Services	VERMILLION VENTURES INC	Nonminority
Goods and Other Services	VERTICAL TECHNOLOGIES LLC	Nonminority
Goods and Other Services	VESCO MATERIAL HANDLING EQUIPMENT	Nonminority
Goods and Other Services	VETUS MARINE LLC	Nonminority
Goods and Other Services	VG GLOBAL SOLUTIONS LLC	NM-Female

Goods and Other Services	VIA'S TRUCK & TRACTOR	Nonminority
Goods and Other Services	VIGNETTE INTERIOR DESIGN	NM-Female
Goods and Other Services	VIGOR BIOPHARMA SOLUTIONS INC	Black American
Goods and Other Services	VISCO TRANSPORT INC	Nonminority
Goods and Other Services	VISION DIRECTIONAL DRILLING INC	Nonminority
Goods and Other Services	VISIONARY WILDLIFE REMOVAL	Nonminority
Goods and Other Services	VISONCOR SOLUTIONS INC	NM-Female
Goods and Other Services	VISTANET TELECOMMUNICATIONS INC	NM-Female
Goods and Other Services	VISUAL DESIGNS STUDIO	Black American
Goods and Other Services	VLR ENTERPRISES INC	Black American
Goods and Other Services	VOLTA GROUP CORPORATION LLC	Black American
Goods and Other Services	VOLTES ENERGY SOLUTIONS LLC	Black American
Goods and Other Services	VORTEC DEVELOPMENT INC	Nonminority
Goods and Other Services	VORTEX DRAINAGE SYSTEMS	Nonminority
Goods and Other Services	VPM SERVICES LLC	Black American
Goods and Other Services	W.B. PORTER & COMPANY INC	Nonminority
Goods and Other Services	WAGNER AUTO SALVAGE INC	Nonminority
Goods and Other Services	WAKE STONE CORP	Nonminority
Goods and Other Services	WALKER & ASSOCIATES	NM-Female
Goods and Other Services	WALKER AUTO STORES	Nonminority
Goods and Other Services	WALKER LANDSCAPING INC	Nonminority
Goods and Other Services	WALLS SOLUTION INC	Nonminority
Goods and Other Services	WALLS WELDING & MECHANICAL INC	Nonminority
Goods and Other Services	WALSTONBURG CABINETS	Nonminority
Goods and Other Services	WALTER B DAVIS COMPANY	Black American
Goods and Other Services	WALTERS FARMS	Nonminority
Goods and Other Services	War Paint Enterprise	American Indian
Goods and Other Services	WARREN COMPANIES	Nonminority
Goods and Other Services	WARREN H WRIGHT	Nonminority
Goods and Other Services	WARREN-HAY MECHANICAL	Nonminority
Goods and Other Services	WASTE CONNECTIONS OF NC	Nonminority
Goods and Other Services	WASTE INDUSTRIES	Nonminority
Goods and Other Services	WASTE MANAGEMENT OF CAROLINAS INC	Nonminority
Goods and Other Services	WASTEZERO INC	Nonminority
Goods and Other Services	WATCO CLEANING SERVICE INC	Nonminority
Goods and Other Services	WATER & LAND SOLUTIONS LLC	Nonminority
Goods and Other Services	WATER & WASTE SYSTEMS CONST INC	Nonminority
Goods and Other Services	WATER GUARD	Nonminority
Goods and Other Services	WATER SYSTEMS SALES AND SERVIC	NM-Female
Goods and Other Services	WATERPROOF CYBERSECURITY	Black American
Goods and Other Services	WATERSHED INNOVATIONS	NM-Female

Goods and Other Services	WATKINS CUSTOM SEWING INC	Nonminority
Goods and Other Services	WATSON STEEL & IRON WORKS LLC	Nonminority
Goods and Other Services	WATTS SERVICES INC	Nonminority
Goods and Other Services	WAYNE WRIGHT WOOLARD	Nonminority
Goods and Other Services	WBE SUPPLY INC	NM-Female
Goods and Other Services	WBG & ASSOCIATES LLC DBA TOUCH DOWN COFFEE BAR EAT	Black American
Goods and Other Services	WC ROUSE & SON INC	Nonminority
Goods and Other Services	WCC TOWER COMPANY INC	Black American
Goods and Other Services	WEATHERED ROCK LLC	Nonminority
Goods and Other Services	WEATHERS MACHINE MFG INC	NM-Female
Goods and Other Services	WEB GEO SOLUTIONS LLC	Asian American
Goods and Other Services	WEBB'S HYDROSEEDING	Nonminority
Goods and Other Services	WEBB'S WELDING & SERVICES	Black American
Goods and Other Services	WEBSTER & ASSOCIATES INC	NM-Female
Goods and Other Services	WELDING SOLUTIONS LLC	Hispanic American
Goods and Other Services	WELDING UNLIMITED	Hispanic American
Goods and Other Services	WELLINGTON HAMRICK PRECAST INC	NM-Female
Goods and Other Services	WELSH PAPER COMPANY	Nonminority
Goods and Other Services	WESCO DISTRIBUTION	Nonminority
Goods and Other Services	WESCO, INC.	Nonminority
Goods and Other Services	WESLEY LAMIN BOOKS LLC	Black American
Goods and Other Services	WESSON SEPTIC TANK SERVICE INC	NM-Female
Goods and Other Services	WEST CAROLINA FREIGHTLINER LLC	Nonminority
Goods and Other Services	WESTERN CAROLINA FORKLIFT INC	Nonminority
Goods and Other Services	WESTERN WEB PRINTING	Nonminority
Goods and Other Services	WESTLIFT LLC	Nonminority
Goods and Other Services	WESTSIDE MINERALS LLC	Nonminority
Goods and Other Services	WETLAND PLANTS INC	NM-Female
Goods and Other Services	WH PEOPLES LOGISTICS LLC	Black American
Goods and Other Services	WHITE HERRING TRACTOR & TRUCK LLC	Nonminority
Goods and Other Services	WHITE'S TIRE SERVICE	Nonminority
Goods and Other Services	WHITEHURST & SONS FENCE CO INC	Nonminority
Goods and Other Services	WHITEHURST SAND COMPANY	Nonminority
Goods and Other Services	WHITES INTERNATIONAL TRUCKS	Nonminority
Goods and Other Services	WHITEVILLE RENTALS INC	Nonminority
Goods and Other Services	WHITFORD ELECTRIC LLC	Nonminority
Goods and Other Services	WHITLOCK BROTHERS INC	Nonminority
Goods and Other Services	WHITMAN MAY ENTERPRISES INC	Black American
Goods and Other Services	WHITMIRE DECORATING/WDC INC	NM-Female
Goods and Other Services	WHITSELL INNOVATIONS INC	NM-Female

Goods and Other Services	WIGGINS DESING & FABRICATION INC	Black American
Goods and Other Services	WIL-SUN ENTERPRISES	Black American
Goods and Other Services	WILDLANDS HOLDINGS III LLC	Nonminority
Goods and Other Services	WILKES COUNTY SOLID WASTE	Nonminority
Goods and Other Services	WILLIAM BUFFALOE LAND LLC	Nonminority
Goods and Other Services	WILLIAM DAVIS SIGN COMPANY INC DBA DAVIS SIGN COMP	Nonminority
Goods and Other Services	WILLIAM EDWARD SPICKETT JR DBA E & S SEAMLESS GUTT	Nonminority
Goods and Other Services	WILLIAM FULP'S WRECKER SERVICE INC	Nonminority
Goods and Other Services	WILLIAM KANE SHELTON	Nonminority
Goods and Other Services	WILLIAM SEDWICK DBA LAND TO SEA HYDRAULICS	Nonminority
Goods and Other Services	WILLIAMS FIRE SPRINKLER CO INC	NM-Female
Goods and Other Services	WILLIAMS FUEL ACQUISITIONS INC	Nonminority
Goods and Other Services	WILLIAMS GUARD & PATROL LLC	Black American
Goods and Other Services	WILLIAMS HARDWARE	Nonminority
Goods and Other Services	WILLIAMS MEDIA LLC	Nonminority
Goods and Other Services	WILLIAMS OFFICE ENVIRONMENTSINC	Nonminority
Goods and Other Services	WILLIAMS SERVICE COMPANY INC	Nonminority
Goods and Other Services	WILLIAMS YARD SERVICE IRRIGATION LLC	Nonminority
Goods and Other Services	WILLIAMSON & MOORE INCORPORATED	Black American
Goods and Other Services	WILLIAMSTON GLASS & MIRROR INC	Nonminority
Goods and Other Services	WILMINGTON MARINE SERVICE LLC	Nonminority
Goods and Other Services	WILMINGTON RUBBER & GASKET CO	Nonminority
Goods and Other Services	WILSON FENCE CO INC	Nonminority
Goods and Other Services	WILSON FINEST CLEANING SERVICE	Black American
Goods and Other Services	WILSON-FINLEY CO	Nonminority
Goods and Other Services	WILSON'S OUTDOOR EQUIPMENT INC	Nonminority
Goods and Other Services	WILSUN CLEANING SERVICES LLC	Nonminority
Goods and Other Services	WINCOR MANAGEMENT GROUP INC	Nonminority
Goods and Other Services	WIND RIVER SERVICES INC	Nonminority
Goods and Other Services	WINDSTREAM LEXCOM COMMUNICATIONS	Nonminority
Goods and Other Services	WINDSTREAM NORTH CAROLINA INC	Nonminority
Goods and Other Services	WINFREE ROAD LANDFILL INC	Nonminority
Goods and Other Services	WINNING STREAK ENTERPRISES	Black American
Goods and Other Services	WINSTON CONTRACT SERVICES INC	NM-Female
Goods and Other Services	WINSTON STEEL LLC	Nonminority
Goods and Other Services	WINSYS LLC	Asian American
Goods and Other Services	WIRECENTRIC	Black American
Goods and Other Services	WIRELESS COMMUNICATIONS INC	Nonminority
Goods and Other Services	WLEMPowerment SERVICES LLC	Black American



Goods and Other Services	WM FLAGGING	Nonminority
Goods and Other Services	WNC DREAMSCAPES INC	Nonminority
Goods and Other Services	WOLFEPRODUCTS	NM-Female
Goods and Other Services	WOLFPACK SPORTS PROPERTIES LLC	Nonminority
Goods and Other Services	WOLSELEY IND GROUP	Nonminority
Goods and Other Services	WOLSELEY INDUSTRIES	Nonminority
Goods and Other Services	WONDERWORKS PROFESSIONAL CLEANING SERVIC	Black American
Goods and Other Services	WOOD LAWN CARE LLC	Nonminority
Goods and Other Services	WOOD POWER & RECYCLING	Nonminority
Goods and Other Services	WOOD TERMITE AND PEST CONTROL	Nonminority
Goods and Other Services	WOODMASTER WOODWORKS CUSTOM	Nonminority
Goods and Other Services	WOOTENFITNEZZ	Black American
Goods and Other Services	WORKFLOWONE	Nonminority
Goods and Other Services	WORKING SIMPLY INC	NM-Female
Goods and Other Services	WORKPLACE STRATEGIES	NM-Female
Goods and Other Services	WORRIE FREE CLEANING SERVICE	Black American
Goods and Other Services	WRIGGLESWORTH ENTERPRISES INC	NM-Female
Goods and Other Services	WRIGHT'S CARPET INC	Nonminority
Goods and Other Services	WWWCONTRACTOR LLC	Black American
Goods and Other Services	XCEL FIBER OPTICS	Nonminority
Goods and Other Services	XM DIGITAL INC	Nonminority
Goods and Other Services	XO SCIENCE USA LLC	NM-Female
Goods and Other Services	XPCS LLC	Black American
Goods and Other Services	XPERIENCE LEADERSHIP LLC	Black American
Goods and Other Services	XTIROYAL DESIGN LLC	Black American
Goods and Other Services	XTRAMILE SOFT LLC	Asian American
Goods and Other Services	XYLEM DEWATERING SOLUTIONS INC	Nonminority
Goods and Other Services	YANA LOGISTICS INC	Black American
Goods and Other Services	YANCEY STONE INC	Nonminority
Goods and Other Services	YARBROUGH TRANSFER CO	Nonminority
Goods and Other Services	YELLOW MONKEY TRANSPORTATION	Nonminority
Goods and Other Services	YMC INC	NM-Female
Goods and Other Services	YODER'S FARM & GARDEN SUPPLY LLC	Nonminority
Goods and Other Services	YOU NAME IT QVASS INC DBA QVASS AUTO	Nonminority
Goods and Other Services	YOUNG EXPRESS AL LLC	Black American
Goods and Other Services	YOUNG FORD INC	Nonminority
Goods and Other Services	YOUNGBLOOD SERVICES LLC	NM-Female
Goods and Other Services	YOUNIQUE DESIGNS UNLIMITED	Black American
Goods and Other Services	YTO ETA SOLUTIONS	Nonminority
Goods and Other Services	ZAMARRIPA BROTHERS FRAMING IN	Hispanic American

Goods and Other Services	ZBG ENTERPRISES LLC	Nonminority
Goods and Other Services	ZENN GROUP LLC	Black American
Goods and Other Services	ZINGER SOFTWARE SOLUTIONS	Asian American
Goods and Other Services	ZITRO SOLUTIONS LLC	Hispanic American

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