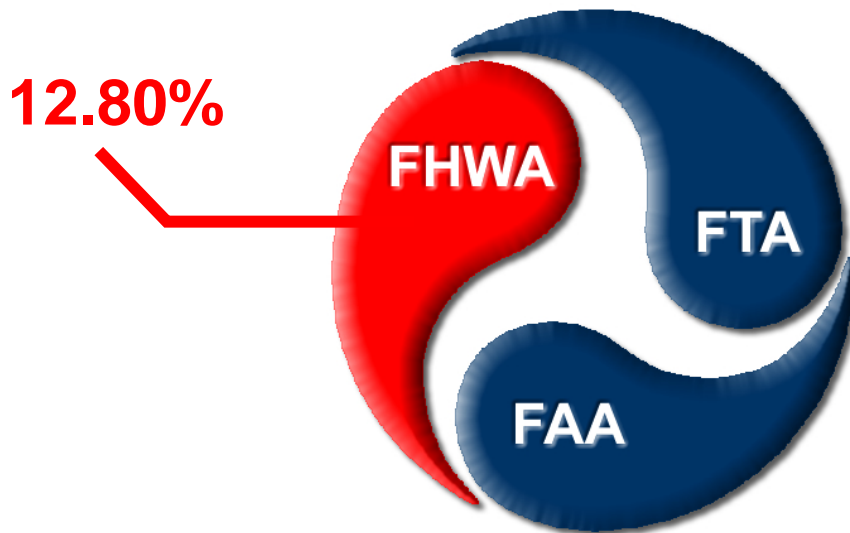




# **CDOT'S INTERIM FEDERAL FISCAL YEAR (FFY) 2009 OVERALL ANNUAL DBE GOAL**





## **TABLE OF CONTENTS**

<b>BACKGROUND .....</b>	<b>3</b>
<b>GOAL-SETTING METHODOLOGY.....</b>	<b>4</b>
USDOT GOAL-SETTING REQUIREMENTS .....	4
1) HIGHWAY CONSTRUCTION .....	5
<i>Highway Construction - Step 1</i> .....	6
<i>Highway Construction - Step 2</i> .....	7
2) HIGHWAY CONSULTING (DESIGN/ENGINEERING) .....	8
<i>Highway Consulting - Step 1</i> .....	9
<i>Highway Consulting - Step 2</i> .....	9
CDOT'S INTERIM FFY 2009 OVERALL ANNUAL DBE GOAL.....	10
RACE-NEUTRAL PARTICIPATION.....	11
<i>Anticipated Race-Neutral and Race-Conscious Division</i> .....	11
PUBLIC PARTICIPATION .....	13
EXHIBIT 1: 2006 CITY AND COUNTY OF DENVER DISPARITY STUDY (STATEWIDE) .....	15
EXHIBIT 2: CDOT ANNUAL WEIGHT CALCULATION DATA .....	15
EXHIBIT 3: CDOT PAST DBE PARTICIPATION LEVELS .....	16
EXHIBIT 4: CDOT PRIME & SUBCONSULTANT DATA COLLECTION EFFORT .....	17



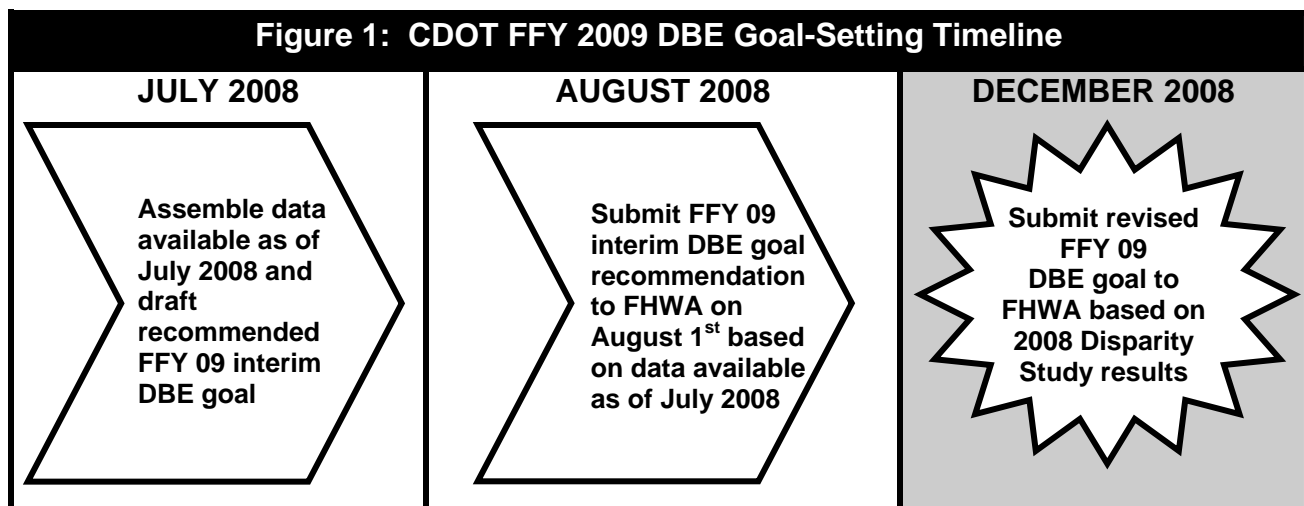


### BACKGROUND

This year CDOT contracted with D. Wilson Consulting Group to perform a new Statewide Disparity Study which is expected to be completed by the end of December 2008. One of the key deliverables in the Disparity Study contract is to provide CDOT with all the necessary information required for establishing an overall annual DBE goal for Federal Fiscal Year 2009 (FFY 2009). The Disparity Study overall goal recommendation will follow the goal-setting methodology as outlined in the Federal Regulations (see 49 CFR Part 26). The Study will also provide CDOT with the best and most current data available to help ensure CDOT's DBE Program continues to be narrowly tailored to the unique characteristics present in the Colorado highway industry.

Due to the fact that the new Disparity Study results will not be available until December 2008; CDOT is submitting an interim overall annual DBE goal for FFY 2009 to FHWA to meet the federally-required August 1<sup>st</sup> deadline. The calculations included in this interim submission are based upon the data available as of July 2008. CDOT is currently working closely with D. Wilson Consulting Group in an aggressive data collection effort covering all federally-funded highway contracting activities for the past 5 years. Once the updated highway data is ready in December 2008, CDOT will submit to FHWA a revised FFY 2009 overall annual DBE goal based upon the new Disparity Study results.

In the meantime, CDOT has established a **12.80%** interim overall annual DBE goal based upon the federally approved methodologies and the CDOT data available as of July 2008. After consideration of the issues described in the following sections, FHWA is being asked to approve CDOT's **12.80%** interim overall annual goal for FFY 2009 until such time as the new Disparity Study results are available (see **Figure 1** below).





# GOAL-SETTING METHODOLOGY

## USDOT Goal-Setting Requirements

In setting the overall annual goal for the Colorado Department of Transportation (CDOT), the USDOT requires that the goal setting process begin with a base figure for the relative availability of DBEs. The overall goal must be based on demonstrable evidence of the availability of ready, willing, and able DBEs relative to all businesses ready, willing, and able to participate on USDOT-assisted contracts. In particular, recipients must follow the USDOT's two-step methodology for goal setting to determine the level of DBE participation they expect absent the effect of discrimination:

- **Step 1** – Compute base figure for relative availability of ready, willing, and able DBEs
- **Step 2** – Adjust the base figure to make it as precise as possible utilizing the guidelines established in 49 CFR Part 26.45 and the goal-setting tips published by the USDOT's Office of Small and Disadvantaged Business Utilization (OSDBU)

CDOT is also required to project the portions of the overall goal it expects to be met through race-neutral and race-conscious measures, respectively (see 49 CFR Part 26.51). Additionally, recipients must provide for public participation in the establishment of their overall goal as well as specify the relevant market area used for the calculation.

Accordingly, CDOT determined the State of Colorado to be the relevant market area for highway construction and design services. This determination is based upon the market area analysis contained in NERA's May 5, 2006 Disparity Study (see page 44 of **Exhibit 1**) conducted for the City and County of Denver wherein they define the market area for their study to be the State of Colorado. Once the State of Colorado was identified as the relevant market area, further analyses were performed only on data and contracting opportunities pertinent to firms expected to participate in the market area.

Furthermore, CDOT reviewed the alternatives for establishing a base figure listed in 49 CFR Part 26.45, and selected the May 5, 2006 Disparity Study recently completed by NERA for the City and County of Denver as the best data source and most accurate approach for CDOT's interim FFY 2009 goal setting. CDOT has analyzed NERA's 2006 Disparity Study and divided its overall USDOT-assisted highway contracting opportunities into the following two categories that correspond with the Disparity Study's detailed availability analysis (see pages 53 – 80 of **Exhibit 1**) as well as CDOT highway procurement channels and utilization reports:

- 1) **Highway Construction**
- 2) **Highway Consulting (Design/Engineering)**

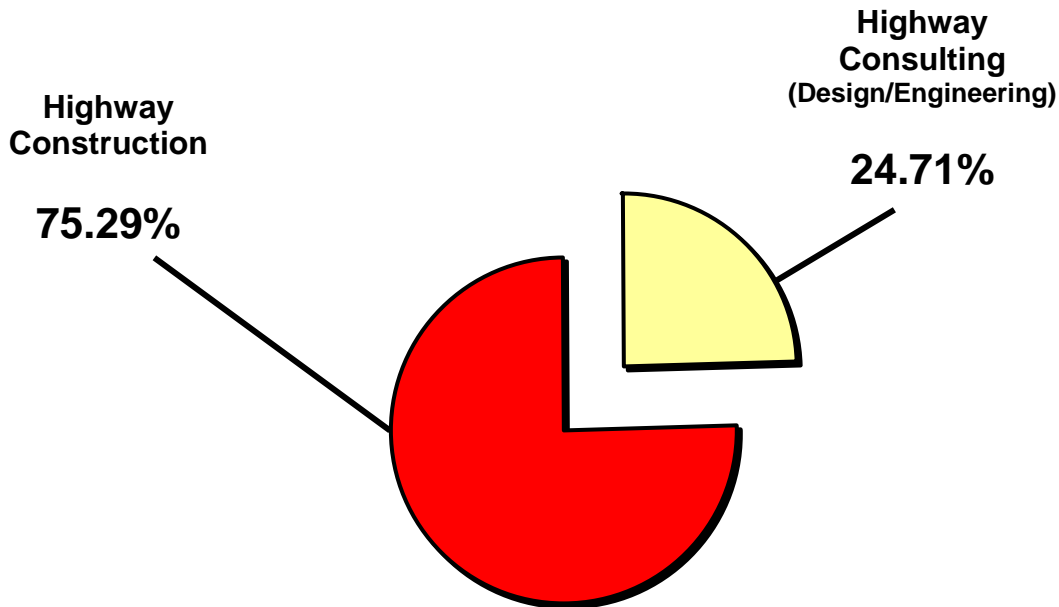




### 1) Highway Construction

In the analysis of the relative availability of DBEs, CDOT reviewed the payments made to firms over the most recent year available as a basis for estimating a similar percentage of dollars expected to be available for the two major highway contracting categories: **Highway Construction** and **Highway Consulting (Design/Engineering)**. As a result of this study, CDOT calculated the following forecasted annual weights for FFY 2009 (see **Figure 2** below):

**Figure 2: Most Recent Annual Payments To Highway Construction And Highway Consulting (Design/Engineering) Categories On CDOT Highway Contracts (Basis For Estimating FFY 2009 Percentages)**



**Estimated FFY 2009 Category Weights\***

\* The data CDOT used to derive the annual weights is included in this submission as **Exhibit 2**.

**NOTE ON PROGRAM SIZE:** The goal-setting guidance from the OSDBU emphasizes the following point relating to the size of a recipient's (i.e., CDOT's) highway contracting program: *"It is never appropriate to adjust your measurements of relative DBE availability, either in Step One or in Step Two, solely because the size of your contracting program will change in the next fiscal year. For example, if you assume that non-DBEs will be able to expand to compete for a large influx of new program dollars, you should make the same assumption about DBEs, absent specific evidence to the contrary."*  
– Section II (H) of OSDBU Goal-Setting Tips





## INTERIM FFY 2009 OVERALL ANNUAL DBE GOAL



### *Highway Construction - Step 1*

As previously stated, CDOT reviewed the alternatives for establishing a base figure listed in 49 CFR Part 26.45, and selected the May 5, 2006 Disparity Study recently completed by NERA for the City and County of Denver as the best current data source and most accurate approach for establishing a base figure for the relative availability of ready, willing, and able DBEs.

The 2006 Disparity Study used Dun & Bradstreet's *MarketPlace* database to determine the total number of businesses operating in the Highway and Street Construction (SIC 1611) category. *MarketPlace* is a comprehensive database of U. S. businesses containing over 13 million continuously updated records, and Dun & Bradstreet issues a revised version each quarter. The 2006 Disparity Study used data for the third quarter of 2005.

**NOTE ON SIC CODES AND SUPPLEMENTING DBE DIRECTORY DATA:** The goal-setting guidance from the OSDBU emphasizes the following points relating to the use of Standard Industrial Classification (SIC) code and DBE Directory data: *"When using census and other data organized by SIC codes, try to use the most refined data available. This will help you to focus more precisely on the firms with which you or your prime contractors will actually be doing business and help you to avoid overestimating the number of firms in either the numerator or the denominator. For SIC the data becomes more refined in the codes with higher numbers of digits (i.e. 4-digit level is the most detailed level available for SIC codes)."* – Section II (B) of OSDBU Goal-Setting Tips

*"Furthermore, if you are using DBE Directory and census data in goal setting and you are concerned that your DBE Directory does not accurately reflect the number of potential DBEs in your area, you should seriously consider supplementing the number of firms in your DBE Directory for the purposes of goal-setting. This is especially important because the census data represent all firms in your area whether or not they are ready, willing and able to perform DOT-assisted contracts. If you do not take extra steps to ensure your list of DBEs and potential DBEs is accurate, you may seriously underestimate the actual relative availability of DBEs. Of course, you must be careful not to double count firms by including them on your list more than once. You also must remember that you are checking these other sources for the purpose of goal setting only. In order to actually be included in your DBE Directory, an otherwise eligible firm must take the additional steps of going through the certification process."* – Section II (C) of OSDBU Goal-Setting Tips

Consistent with OSDBU goal-setting guidance, the 2006 Disparity Study recognized that the Dun & Bradstreet's *MarketPlace* database, while extensive, does not adequately identify all businesses owned by minorities or women. Although many such businesses are correctly identified in *MarketPlace*, experience demonstrated that many are missed. For this reason, NERA took several additional steps to identify the most appropriate percentages of M/W/DBEs in the relevant market (see pages 4, 53-80 of the 2006 Disparity Study in **Exhibit 1**).





## INTERIM FFY 2009 OVERALL ANNUAL DBE GOAL



The end result of the statistical analysis and research conducted by NERA in the 2006 statewide Disparity Study resulted in availability figures that are averaged by their industry weights to provide guidance on aggregate (i.e. not contract-level) goal-setting. For CDOT's DBE goal-setting purposes, particular attention was given to the Study's availability findings in the Highway Construction category. Specifically, CDOT identified the **17.54%** M/W/DBE availability calculated for the Highway and Street Construction industry (SIC 1611) as the most accurate and refined measure available (see Table 4.15 on page 75 of the 2006 Disparity Study in **Exhibit 1**). Per the OSDBU goal-setting tips on using SIC Codes referenced previously (see prior page), and the fact that the NERA study went statewide (thus covering each of the CDOT Regions), CDOT believes using the four-digit SIC code of 1611 to be the most accurate representation of this segment of the Colorado highway industry currently available.

Given the available highway construction and design dollars estimated to go to the **Highway Construction** category (column 2), and the 2006 Disparity Study availability results (column 1), CDOT calculated a Step One base availability figure of **13.21%** (see **Figure 3** below).

**Figure 3: Highway Construction Step 1 Calculation**

(1) 2006 Disparity Study M/W/DBE Availability (SIC 1611)	(2) Estimated % of HWY Funds To The Highway Construction Category	Step 1 Highway Construction Base Figure [ (1) x (2) x 100 ]
0.1754	0.7529	<b>13.21%</b>

### ***Highway Construction - Step 2***

The goal-setting guidance from the OSDBU previously referenced states, *"If you feel that an adjustment based on past participation (capacity) is warranted, you may average the figure in Step One with a figure which represents your past participation."* In suggesting methods for determining past participation, the OSDBU guidance also states, *"Your goal-setting process will be more accurate if you use the median of your past participation to make your adjustment because the process of determining the median excludes all abnormally high or abnormally low past participation figures."* Based upon past DBE participation achievements (see **Exhibit 3**) and the level of the base figure, CDOT believes such a capacity adjustment is warranted. Accordingly, CDOT adjusted the highway construction base figure to **10.25%** as follows (see **Figure 4** below):







## INTERIM FFY 2009 OVERALL ANNUAL DBE GOAL

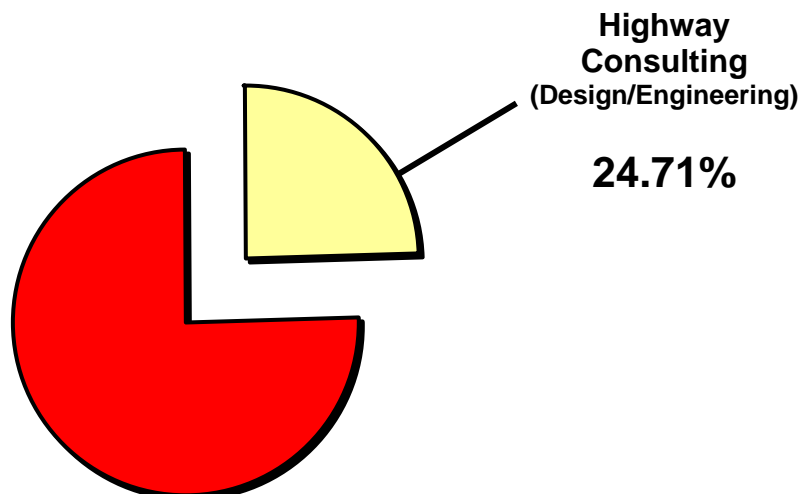
**Figure 4: Highway Construction Step 2 Capacity Adjustment**

FFY	DBE Awards	TOTAL Awards	DBE % Of Total	A = Median Value
2002	\$29,346,557.96	\$279,131,858.22	10.51%	7.30%
2003	\$21,467,784.16	\$294,168,227.29	7.30%	
2004	\$25,245,886.10	\$362,100,948.35	6.97%	
2005	\$36,919,608.12	\$279,018,285.53	13.23%	
2006	\$22,970,549.22	\$355,844,395.36	6.46%	
B = Step 1 Highway Construction Base Figure				13.21%
Highway Construction Base Figure Adjusted For Capacity (Past Participation) = $[(A+B) / 2]$				10.25%

## 2) Highway Consulting (Design/Engineering)

As previously shown, CDOT estimated the **Highway Consulting (Design/Engineering)** category to receive approximately **24.71%** of the overall highway construction and design dollars (see **Figure 2** on page 5 and **Figure 5** below) next year.

**Figure 5: Most Recent Annual Payments To Highway Consulting (Design/Engineering) Category On CDOT Highway Contracts (Basis For Estimating FFY 2009 Percentage)**







### *Highway Consulting - Step 1*

As previously stated, CDOT reviewed the alternatives for establishing a base figure listed in 49 CFR Part 26.45, and selected the May 5, 2006 statewide Disparity Study recently completed by NERA for the City and County of Denver as the best data source and most accurate approach for establishing a base figure for the relative availability of ready, willing, and able DBEs.

The end result of the statistical analysis and research conducted by NERA in the 2006 Disparity Study resulted in availability figures that are averaged by their industry weights to provide guidance on aggregate (i.e. not contract-level) goal-setting. For CDOT's DBE goal-setting purposes, particular attention was given to the Study's availability findings in the Engineering Services category. Specifically, CDOT identified the **14.38%** M/W/DBE availability calculated for the Engineering Services industry (SIC 8711) as the most accurate and refined measure available (see Table 4.16 on page 78 of the 2006 Disparity Study in **Exhibit 1**).

Given the available highway construction and design dollars estimated to go to the **Highway Consulting** category (column 2), and the 2006 Disparity Study availability results (column 1), CDOT calculated a Step One base availability figure of **3.55%** (see **Figure 6** below).

**Figure 6: Highway Consulting Step 1 Calculation**

(1) 2006 Disparity Study M/W/DBE Availability (SIC 8711)	(2) Estimated % of HWY Funds To The Highway Consulting Category	Step 1 Highway Consulting Base Figure [ (1) x (2) x 100 ]
0.1438	0.2471	<b>3.55%</b>

### *Highway Consulting - Step 2*

Consistent with the goal-setting guidance from the OSDBU, CDOT identified the median value of past participation as a means of gauging the current capacity of DBEs to perform work on USDOT-assisted contracts. Accordingly, CDOT adjusted the highway consulting base figure to **2.55%** as follows (see **Figure 7** below):





## INTERIM FFY 2009 OVERALL ANNUAL DBE GOAL



**Figure 7: Highway Consulting Step 2 Capacity Adjustment**

DBE Participation Figures	
A = Median Value*	1.55%
B = Step 1 Highway Consulting Base Figure	3.55%
Highway Consulting Base Figure Adjusted For Capacity (Past Participation) = $[(A+B) / 2]$	2.55%

\* Please refer to **Exhibit 4** to see the data used to calculate the Median Value (see *CDOT Totals* section of the report and the entry for *All DBE Actual* amount of 1.55%). Because this is the only data CDOT currently has available on consultant contracts as of the writing of this submission, the 1.55% figure also represents the best Median Value available. The **Exhibit 4** data is the result of an extensive and time-consuming internal effort to manually collect all payout/invoice data present in CDOT Regional hard copy records. CDOT is currently working with its 2008 Disparity Study consultant to update this data and ensure it remains up-to-date in its new ERP/SAP system once the 2008 Study results are available.

## **CDOT's Interim FFY 2009 Overall Annual DBE Goal**

Once CDOT determined a weighted step 2 figure for the Highway Construction and Highway Consulting (Design/Engineering) categories, the interim overall annual DBE goal for FFY 2009 was calculated as follows (see **Figure 8** below):

**Figure 8: Interim FFY 2009 Overall Annual DBE Goal**

Highway Category	Percentage
Highway Construction	10.25%
Highway Consulting (Design/Engineering)	2.55%
FFY 2009 Overall Annual DBE Goal	12.80%





### Race-Neutral Participation

The federal regulations require CDOT to meet the maximum feasible portion of its overall goal by using race and gender-neutral means of facilitating DBE participation (hereafter referred to as race-neutral). When a DBE is awarded a contract as the prime contractor/consultant or when contractors award subcontracts to DBEs on projects that have a 0% goal, or award subcontracts to DBEs which exceed the participation required by the project goal, this is recognized as race-neutral participation.

### *Anticipated Race-Neutral and Race-Conscious Division*

CDOT considered the following factors in projecting the portion of its overall goal that it will be able to meet through race-neutral means:

#### **1) Amount By Which Overall Goals Have Previously Been Exceeded**

CDOT has reached and/or exceeded its overall DBE goal only once (see **Exhibit 3**) in the past several years. Therefore, it is not reasonable for CDOT to assume that companies will achieve participation over and above the race-conscious portion of next year's overall DBE goal.

#### **2) Past Participation By DBE Prime Contractors**

As a result of CDOT obtaining a portion of its past participation through the use of DBE primes, those attainments should be considered race-neutral and can be used as a basis for estimating a similar level of race-neutral participation in the next program year. In accordance with the USDOT's goal-setting standards, CDOT has calculated the median of the past years' participation for DBE prime contractors as follows (see **Figure 9** below):

**Figure 9: DBE Prime Achievements On Construction Contracts**

FFY	DBE Awards	Total Awards	DBE % Of Total	Median Value
2002	\$9,573,974.58	\$279,131,858.22	3.43%	1.27%
2003	\$1,493,932.74	\$294,168,227.29	0.51%	
2004	\$3,982,610.56	\$362,100,948.35	1.10%	
2005	\$19,146,795.90	\$279,018,285.53	6.86%	
2006	\$4,517,999.25	\$355,844,395.36	1.27%	





### 3) Past Participation By DBE Prime Consultants

In accordance with the USDOT's goal-setting standards, CDOT has calculated a median value of **.86%\*** for the past participation by DBE prime consultants.

\* Please refer to **Exhibit 4** to see the data used to calculate the Median Value (see *CDOT Totals* section of the report and the entry for *DBE Prime Actual* amount of .86%). Because this is the only data CDOT currently has available on consultant contracts as of the writing of this submission, the .86% figure also represents the best Median Value available. The **Exhibit 4** data is the result of an extensive and time-consuming internal effort to manually collect all payout/invoice data present in CDOT Regional hard copy records. CDOT is currently working with its 2008 Disparity Study consultant to update this data and ensure it remains up-to-date in its new ERP/SAP system once the 2008 Study results are available.

### 4) Past Participation By DBE Subcontractors And Subconsultants On Contracts Without Goals

In addition to utilizing DBE primes, CDOT has also been able to achieve a portion of its past participation through the use of DBE subcontractors on contracts without DBE goals. Such attainments should be considered race-neutral and can be used as an additional source for projecting a comparable level of race-neutral participation in the following year. However, all DBE subconsultant participation was directly attributable to the use of contract goals (i.e., race conscious). In accordance with the USDOT's goal-setting standards, CDOT calculated the median of the past years' participation for DBE subcontractors on contracts without goals as follows:

**Figure 10: DBE Subcontractor Achievements On Construction Contracts Without Goals**

FFY	DBE Amount	Total Amount	%
2000	\$3,982,660.23	\$598,175,730.87	0.67%
2001	\$6,182,686.80	\$484,696,328.66	1.28%
2002	\$687,896.10	\$279,131,858.22	0.25%
2003	\$152,762.90	\$294,168,227.29	0.05%
2004	\$473,463.71	\$362,100,948.35	0.13%
2005	\$251,347.91	\$279,018,285.53	0.09%
2006	\$576,944.26	\$355,844,395.36	0.16%
		<b>Median</b>	<b>0.16%</b>





## INTERIM FFY 2009 OVERALL ANNUAL DBE GOAL

Therefore, CDOT calculated its' interim FFY 2009 anticipated race-neutral participation as follows:

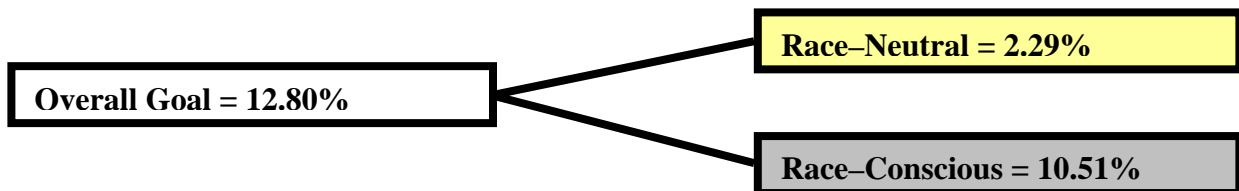
- **Median Past Participation By  
DBE Prime Contractors ..... 1.27%**
- **Median Past Participation By  
DBE Prime Consultants ..... 0.86%**
- **Median Past Participation By  
DBE Subcontractors On Contracts Without Goals ..... 0.16%**

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**FFY 2009 Anticipated Race-Neutral Participation = 2.29%**

Thus, CDOT anticipates meeting the **12.80%** overall goal with **2.29%** race-neutral participation and **10.51%** race-conscious participation.



## Public Participation

The preliminary DBE goal was posted on the DBE Program page of CDOT's website for several months and emailed again to all firms on the CDOT Bidders Loop during July 2008 (see <http://www.dot.state.co.us/EEO/Loop/>). Public Notices were placed in 13 Colorado publications. CDOT used publications in the Denver metropolitan area as well as publications in other parts of Colorado, including the Western Slope and 4-Corners area:

- Denver Post
- Rocky Mountain News
- Trinidad Chronicle News
- Greeley Tribune
- Grand Junction Daily Sentinel
- Durango Herald
- Pueblo Chieftain
- Gazette Telegraph
- La Voz Hispana de Colorado
- Denver Weekly News
- Daily Journal
- Urban Spectrum
- El Seminario





## INTERIM FFY 2009 OVERALL ANNUAL DBE GOAL



During 2007-2008 CDOT developed small business focus groups for both the highway construction and highway consultant industries. Each focus group is made up of several DBE firms and representatives from each contractor association and other industry stakeholders. CDOT meets with these focus groups on a quarterly basis to discuss current issues that are most pertinent to our DBE firms. Based upon the topic, CDOT engineers and contracting officers are brought in to provide subject matter expertise on specific issues.

Over the past few months, CDOT has used these focus groups as an opportunity to discuss our goal-setting process. CDOT discussed its interim overall annual DBE goal of 12.80% with each group and how we would be submitting a revised DBE goal when the 2008 Disparity Study became available. No comments were received on the interim goal amount (no comments have been received on the DBE goal as a result of the Bidders Loop distribution and periodical postings either). Most of the discussion with these groups focused on the need for them to ensure that they (along with their members where applicable) fully participated in the public participation components currently happening as part of CDOT's 2008 Disparity Study.

There was also some discussion about how contract-specific DBE goals are set at CDOT and how CDOT can make this process as accurate (tied to DBE capacity concerns mostly from prime contracting community) and transparent as possible. As a result of these discussions, CDOT reengineered its Bidders List collection process (see <http://www.dot.state.co.us/EEO/DBEProgramPage.htm>) and also implemented an aggressive DBE outreach effort on its larger highway construction projects where prime contractors had historically been struggling to achieve DBE contract goals.





### **Exhibit 1: 2006 City and County of Denver Disparity Study (Statewide)**

*During the month of September, 2006, the City & County of Denver made the Disparity Study available to the public at the following web address:*

<http://www.milehigh.com/business/do-business/CEI>

### **Exhibit 2: CDOT Annual Weight Calculation Data**

Region	Consultant Payments	% of Total	Contractor Payments	% of Total	Total
1	\$10,983,518.77	17%	\$53,918,346.49	83%	\$64,901,865.26
2	\$18,396,318.56	23%	\$60,787,748.14	77%	\$79,184,066.70
3	\$7,519,864.77	15%	\$43,309,000.64	85%	\$50,828,865.41
4	\$23,727,255.69	28%	\$62,028,621.39	72%	\$85,755,877.08
5	\$4,901,365.94	17%	\$24,526,131.41	83%	\$29,427,497.35
6	\$30,617,573.36	32%	\$64,931,074.76	68%	\$95,548,648.12
Hq	\$5,549,229.92	94%	\$336,990.52	6%	\$5,886,220.44
<b>Total</b>	<b>\$101,695,127.01</b>	<b>24.71%</b>	<b>\$309,837,913.35</b>	<b>75.29%</b>	<b>\$411,533,040.36</b>







### **Exhibit 3: CDOT Past DBE Participation Levels**

FFY	Annual DBE Goal	Actual DBE Achievement	Potential Reasons for Achievement or Non-Achievement
2002	10.93%	10.51%	A disparity study update found that all DBEs were “under utilized”. This meant that contractors could now use all DBEs to meet contract goals. Hence a much higher goal achievement.
2003	10.93%	7.30%	Impact on availability due to TREX, a poor economy and contractors submitting tight bids, meaning less profit. This affected the sub contractors in that they were forced to submit lower quotes. Hence lower dollars per contract amount.
2004	12.69% Revised to 12.99% by FHWA	6.97%	Same reason as FY 2003 which includes fewer DBE Prime contracts than initially expected (low race-neutral participation).
2005	11.79%	<b><u>13.23%</u></b>	<b><u>Achieved/Exceeded the DBE Goal.</u></b> A large reason for this achievement was some very large prime contracts being awarded to DBE Primes.
2006	12.19%	6.46%	Same reason as FY 2004 which includes fewer DBE Prime contracts than initially expected (low race-neutral participation).





## INTERIM FFY 2009 OVERALL ANNUAL DBE GOAL

### Exhibit 4: CDOT Prime & Subconsultant Data Collection Effort

Data is based on a 2003 internal effort to manually collect payout/invoice data in each of the CDOT Regions paper files (based upon consultant contracts with open task orders) prior to the migration of data to CDOT's new SAP ERP project. CDOT is currently working with its 2008 Disparity Study consultant to update this data and ensure it remains up-to-date in SAP once the 2008 Study results are available.

Contract Type	Contract Dollar Limit	Encumbered Amount	DBE Prime Participation	Prime Commitments to DBE Subs In Contract Dollars (Based On <u>Available</u> SOI Commitment Data)	Actual Payments to DBE Subs
<b>REGION 1</b>					
NPS	\$9,100,000.00	\$9,276,654.85	\$598,527.00	\$462,000.00	\$162,479.25
PS	\$76,267,318.00	\$57,878,801.06	\$0.00	\$591,814.28	\$191,459.71
<b>Total</b>	<b>\$85,367,318.00</b>	<b>\$67,155,455.91</b>	<b>\$598,527.00</b>	<b>\$1,053,814.28</b>	<b>\$353,938.96</b>
<b>REGION 2</b>					
NPS	\$10,100,000.00	\$8,438,359.81	\$0.00	\$980,000.00	\$108,115.25
PS	\$182,927,912.87	\$102,961,366.18	\$0.00	\$1,500,000.00	\$1,063,806.81
<b>Total</b>	<b>\$193,027,912.87</b>	<b>\$111,399,725.99</b>	<b>\$0.00</b>	<b>\$2,480,000.00</b>	<b>\$1,171,922.06</b>
<b>REGION 3</b>					
NPS	\$16,200,000.00	\$11,826,404.20	\$0.00	\$675,000.00	\$74,462.45
PS	\$40,760,236.00	\$25,700,855.45	\$0.00	\$159,999.70	\$261,692.65
<b>Total</b>	<b>\$56,960,236.00</b>	<b>\$37,527,259.65</b>	<b>\$0.00</b>	<b>\$834,999.70</b>	<b>\$336,155.10</b>
<b>REGION 4</b>					
NPS	\$10,050,000.00	\$6,730,636.69	\$453,276.44	\$856,000.00	\$38,495.26
PS	\$20,313,921.21	\$26,482,949.91	\$1,790,510.97	\$359,544.30	\$18,362.48
<b>Total</b>	<b>\$30,363,921.21</b>	<b>\$33,213,586.60</b>	<b>\$2,243,787.41</b>	<b>\$1,215,544.30</b>	<b>\$56,857.74</b>
<b>REGION 5</b>					
NPS	\$5,000,000.00	\$4,303,622.83	\$0.00	\$640,000.00	\$0.00
PS	\$25,411,472.27	\$21,273,508.27	\$0.00	\$0.00	\$7,002.49
<b>Total</b>	<b>\$30,411,472.27</b>	<b>\$25,577,131.10</b>	<b>\$0.00</b>	<b>\$640,000.00</b>	<b>\$7,002.49</b>
<b>REGION 6</b>					
NPS	\$11,525,508.00	\$6,749,787.94	\$586,897.32	\$395,000.00	\$23,339.87
PS	\$67,598,894.15	\$63,894,601.94	\$461,149.00	\$0.00	\$1,170,674.01
<b>Total</b>	<b>\$79,124,402.15</b>	<b>\$70,644,389.88</b>	<b>\$1,048,046.32</b>	<b>\$395,000.00</b>	<b>\$1,194,013.88</b>
<b>HQ (Staff Branches)</b>					
NPS	\$7,499,994.94	\$3,590,199.71	\$0.00	\$300,000.00	\$0.00
PS	\$123,702,083.00	\$103,711,159.51	\$0.00	\$1,125,372.75	\$14,435.24
<b>Total</b>	<b>\$131,202,077.94</b>	<b>\$107,301,359.22</b>	<b>\$0.00</b>	<b>\$1,425,372.75</b>	<b>\$14,435.24</b>
<b>CDOT TOTALS</b>					
<b>Overall Total</b>	<b>\$606,457,340.44</b>	<b>\$452,818,908.35</b>	<b>\$3,890,360.73</b>	<b>\$8,044,731.03</b>	<b>\$3,134,325.47</b>
	DBE Prime Actual: 0.86%				
	DBE Sub Actual: 0.69%				
	All DBE Actual: 1.55%				
<b>NPS</b>	<b>\$69,475,502.94</b>	<b>\$50,915,666.03</b>	<b>\$1,638,700.76</b>	<b>\$4,308,000.00</b>	<b>\$406,892.08</b>
	DBE Prime Actual: 3.22%				
	DBE Sub Actual: 0.80%				
	All DBE Actual: 4.02%				
<b>PS</b>	<b>\$536,981,837.50</b>	<b>\$401,903,242.32</b>	<b>\$2,251,659.97</b>	<b>\$3,736,731.03</b>	<b>\$2,727,433.39</b>
	DBE Prime Actual: 0.56%				
	DBE Sub Actual: 0.68%				
	All DBE Actual: 1.24%				