Final Report

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Alaska Disadvantaged Business Enterprise Study – Availability and Disparity Federal Project Number STP-000S(587) and 3-02-0000-005-2006 AKSAS Project Number 76463/53191



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EXECUTIVE SUMMARY

In December 2006, the Alaska Department of Transportation and Public Facilities in partnership with the Alaska Railroad Corporation and the Municipality of Anchorage engaged D. Wilson Consulting Group, LLC to conduct the Alaska Disadvantaged Business Enterprise Availability and Disparity Study. In addition to D. Wilson Consulting Group, the research team included Fields & Brown, LLC and Southeast Strategies. The Agencies that participated in the study included:

- Alaska Department of Transportation & Public Facilities (AKDOT & PF)
- Alaska Railroad Corporation (ARRC)
- Municipality of Anchorage (Municipality)

A five year study was conducted that included procurement activity from October 1, 2001 through September 30, 2006 (FY2002-FY2006).

Background

The primary objectives of the study were to identify and characterize:

- The extent to which Disadvantaged Business Enterprises (DBEs), defined broadly as small, for profit business enterprises owned and operated by certain minorities and women, participate in the procurement of United States Department of Transportation (DOT) federally assisted highway/airports/ transit contracts in general construction and professional services for the AKDOT & PF; general construction, professional services, supplies and manufactured items for the ARRC and the Municipality;
- If DBE participation is representative of the availability of DBEs that are ready, willing and able to participate in federally assisted DOT contracts. By DOT modal administration, Federal Highway Administration (FHWA), the Federal Aviation Administration (FAA) and the Federal Transit Administration (FTA), calculate the percentage of ready, willing and able DBE firms by each of the presumed groups as defined in 49 CFR Part 26 to be the presumed disadvantaged;
- Whether discrimination exists and if found, identify by DOT modal group and individually, by race, ethnicity and gender of all groups affected;
- Identify presumed disadvantaged groups that are over or underutilized for federally assisted DO"T contracts based on their availability;

 Quantify the magnitude of differences between DBE availability (based on capacity) and DBE participation on federally assisted DOT contracts.

Methodology

Legal Analysis

Reviewed and analyzed relevant court decisions impact on Disadvantaged, Minority and Woman Owned Business programs; including *City of Richmond v. J.A. Croson Company;* Adarand Constructor v. Pena; and, Western States Paving Co. v. Washington Department of Transportation.

Review of Contracting Policies, Procedures, and Practices

- Reviewed each Agencies procurement policies, procedures and programs;
- Discussed with each Agencies Procurement and DBE Managers and staff what effects the contracting, purchasing and DBE policies, special provisions and manuals have on the DBE program;
- Interviewed each Agencies' key procurement and contracting personnel to determine how the policies and procedures have been implemented in the past and how they are currently being implemented;
- Reviewed federal and state statutes, regulations, policies and procedures that impact the DBE program or other areas of contracting and purchasing:
- Summarized each Agencies contracting, purchasing and DBE programs and how they affect the utilization of DBEs by each agency;

Statistical Analysis

Data Collection

- Collected and analyzed data for all Agencies prime and subcontractor contracts that were awarded from October 1, 2001 through September 30, 2006.
- The North American Industrial Classification System (NAICS) was utilized to define each business category. The business categories analyzed in the study are:
 - AKDOT&PF Construction and Professional Services:
 - ARRC Construction, Architectural & Engineering and Professional Services;

- Municipality Construction, Architectural & Engineering and Professional Services.
- The following race and gender classifications are included in the study:
 - African Americans
 - Alaska Native Corporations
 - Alaska Tribal
 - American Indian/Alaska Natives
 - Asian Indian/Pacific Islanders
 - Hispanic Americans
 - Non-minority Women
 - Non-DBEs
- Developed a data collection plan that included the development of an assessment tool for fact finding about each Agencies data sources and formats and conducted interviews with key staff members. Electronic and hard copy data were provided from the Agencies.

Relevant Market Area

For this study, the relevant market area was defined as those United States counties in which each participating Agency expended 75 percent or more of total expenditures during the study period. The following is the established relevant market area for each Agency:

- AKDOT & PF State of Alaska
- ARRC State of Alaska
- Municipality Anchorage, Alaska

Utilization Analysis

Contracts awarded within the relevant market area for the AKDOT&PF and the Municipality were analyzed to determine if firms utilized were DBEs or non-DBEs. This analysis was used to determine the utilization of DBE or non-DBE firms. For the five year study period, the percentage of dollars awarded to DBEs and non-DBEs within the relevant market were calculated for each business category.

The ARRC does not have a formal or informal recordkeeping process to collect subcontractor data; therefore, it required ARRC staff to review hard copy files to general a list of utilized subcontractors. After the five-month review, ARRC was able to identify 22 subcontracts awarded in the construction industry over the study period. Based on previous experience in

conducting disparity studies and the construction industry practices, the Wilson Group determined the data was insufficient to conduct any substantive analyses or draw any supportable conclusions.

Availability Analysis

A master data base was created based on the following data sources:

- State of Alaska Department of Commerce Incorporation Database (2007)
- Dun and Bradstreet Alaska and Washington Firm Database (2007)
- Alaska Department of Transportation & Public Facilities Contract Data
- Alaska Unified Certification Program DBE Directory
- Alaska Department of Transportation & Public Facilities Purchasing Databases (central, northern, and southeast)
- Alaska Department of Transportation & Public Facilities Statewide Vendors list
- Alaska Railroad Corporation Vendor list
- Alaska 8a Certified companies
- Associated General Contractors of Alaska
- Alaska Outreach MWBEs
- Biztrak database vendors
- Central Contractor Registration
- CIRI Shareholders ANC Research and Development
- Municipality of Anchorage Contract data
- Municipality of Anchorage Suppliers list

Based on these sources a master database was created that reflected a pool of over 23,000 firms that indicated an interest in performing work in Alaska by registering their firm with one or more of the participating Agencies listed above. In order to extract a subset of qualified, willing and able firms the following filtering criteria were utilized: the firms' reported revenue, the past procurement history of the contracting agency to provide thresholds for estimating the dollar size of future contract awards, an assumption that historical buying patterns present during the study period were indicative of future buying patterns and the business license status of firms in the master vendor database. Firms were classified into one of the business categories evaluated in this study. Excluded from consideration in this analysis based on the recommendation from the Commission briefing were firms that did not identify lines of business and firms that provided services other than those purchased by the Agencies. The number of

firms that domiciled in the relevant market area of the AKDOT&PF, the ARRC and the Municipality were further analyzed to evaluate their availability to perform work. This data was evaluated and weights were developed and applied based on responses to the telephone survey, firm capacity and willingness to perform work for public sector agencies. This process produced an adjusted list of qualified, willing and able prime contractors and subcontractors within the relevant market area of the participating Agencies.

Disparity Analysis

The Wilson Group conducted a disparity analysis for the AKDOT&PF and the Municipality by business category to determine the differences between the utilization of DBEs and the availability of such firms within the relevant market area. The data presented in the Availability and Utilization Analyses were used as the basis to determine if DBEs received a fair and equitable share of the contracts awarded by the Agencies. This was determined through the disparity index calculation which was obtained by dividing the percent of utilization by the percent of availability and multiplying the result by 100. A disparity index of 100 indicates parity, a balance between utilization and availability. A disparity index of less than 100 may indicate that firms are underutilized or overutilized if greater than 100. An index of less than 80 may indicate significant underutilization and an index of 0.00 indicates no utilization.

Anecdotal Analysis

Several methods were utilized to collect anecdotal data from individuals representing both DBE and non-DBE businesses. The anecdotal data collected were a result of:

 Personal Interviews – Sixty-nine (69) personal interviews were conducted with business owners who conducted business with or attempted to conduct business with one of the Agencies or they had to have acted as a subcontractor on a project that was awarded during the study period. An interview guide was developed that covered a range of questions concerning a firm's experiences in conducting or attempting to conduct business with the Agencies, experiences contracting with general contractors on the Agencies' projects, the firms business operations and instances of discrimination.

- Public Hearings A total of four (4) public hearings were conducted; two (2) in Anchorage, one (1) in Fairbanks and one (1) in Juneau. The hearings provided DBE and non-DBE business owners the opportunity to present testimony regarding any incidents of discrimination experienced when conducting business with one of the participating Agencies.
- Telephone Surveys A total of 5,314 calls were made which resulted in 499 completed surveys. The questions asked during the telephone survey were divided into three (3) categories:
 - General demographic questions
 - Questions that addressed possible barriers business owners may have encountered when attempting to do business with the participating Agencies.
 - Questions that addressed possible discriminatory practices of prime contractors.

Conclusion

The results of the statistical analyses that were conducted in the study find that there is significant disparity between utilization and availability of DBEs by the Alaska Department of Transportation and Public Facilities and the Municipality of Anchorage. The anecdotal analysis supports the statistical analyses finding that available DBEs in the relevant market area of AKDOT&PF and the Municipality are significantly underutilized and have encountered significant levels of disparity and inference of discrimination.

Based on the data analyzed for the study period, the Wilson Group recommends the following:

Alaska Department of Transportation and Public Facilities

- A race-neutral and race-conscious DBE Program with an overall goal of 13 percent
 - 5.1 percent race-neutral
 - 7.9 percent race-conscious

Municipality of Anchorage

- A race-neutral and race-conscious DBE Program with an overall goal of 13.5 percent
 - 2.5 percent race-neutral
 - 11 percent race-conscious

Alaska Railroad Corporation

- Implement a contract monitoring system that tracks all contract awards and payments to prime and subcontractors for all business categories.
- Implement a race-neutral DBE Program for the next two years. Once the two year period is completed, the ARRC should conduct a utilization analysis to determine if a race-conscious program is necessary.

Federal Highway Administration

- A race-neutral and race-conscious DBE Program
 - 5.7 percent race-neutral
 - 7.3 percent race-conscious

Federal Aviation Administration

- A race-neutral and race-conscious DBE Program
 - 4.3 percent race-neutral
 - 8.7 percent race-conscious

Federal Transit Administration

- There was one Federal Transit Administration (FTA) contract issued during the study which precludes the Wilson Group from recommending a specific DBE goal for the FTA.
- The Wilson Group recommends that the AKDOT&PF adopt the overall goal for its FTA funded projects.

ALASKA AVAILABILITY AND DISPARITY STUDY
OUADTED 4.0 INTRODUCTION
CHAPTER 1.0 – INTRODUCTION
D. Wilson Consulting Group, LLC

CHAPTER 1.0 – INTRODUCTION

In December 2006, the Alaska Department of Transportation and Public Facilities (AKDOT&PF) in partnership with the Alaska Railroad Corporation (ARRC) and the Municipality of Anchorage (Municipality) engaged D. Wilson Consulting Group, LLC to conduct the Alaska Disadvantaged Business Enterprise Availability and Disparity Study (Study). The Agencies that participated in the study include:

- Alaska Department of Transportation and Public Facilities (AKDOT&PF);
- Alaska Railroad Corporation (ARRC); and,
- Municipality of Anchorage (Municipality).

In addition to D. Wilson Consulting Group, the research team included Fields & Brown, LLC and Southeast Strategies.

The primary objectives of the study were to identify and determine:

- The extent to which Disadvantaged Businesses Enterprises (DBEs), defined broadly as small, for profit business enterprises owned and operated by certain minorities and women, participate in the procurement of United States Department of Transportation (DOT) federally assisted highway/airports/ transit contracts in general construction services, professional services, supplies, and manufactured items;
- 2. If DBE participation is representative of the availability of DBEs that are ready, willing and able to participate in federally assisted DOT contracts. By DOT modal administration, Federal Highway Administration (FHWA), the Federal Aviation Administration (FAA) and the Federal Transit Administration (FTA), calculate the percentage of ready, willing and able DBE firms by each of the presumed groups as defined in 49 CFR Part 26 to be the presumed disadvantaged;
- 3. Whether discrimination exists, and if found, identify, by DOT modal group and individually, by race, ethnicity and gender for all groups affected;
- 4. Identify presumed disadvantaged groups that are over or underutilized for federally assisted DOT contracts based on their availability; and
- 5. Quantify the magnitude of differences between DBE availability (based on capacity) and DBE participation on federally assisted DOT contracts.

To meet the objectives of the study, the study was conducted in 12 stages:

- 1. Reviewed relevant court decisions impact on Disadvantaged, Minority and Woman Owned Business programs. Including City of Richmond v. J.A. Croson Company, Adarand Constructor v. Pena; and, Western States Paving Co. v. Washington Department of Transportation;
- 2. Reviewed each agency's procurement policies, procedures and programs;
- 3. Determined the relevant geographic market area for each agency by modal and business category;
- 4. Determined the availability of non-minority, minority and woman owned businesses in the relevant market area by modal and business category;
- 5. Determined what percentage of the contracts and contract dollars were paid to disadvantaged businesses as defined by the United States Small Business Administration (SBA);
- Determined if a disparity exist between the utilization of DBE firms versus the available DBE firms; and if so, determined if the disparity is statistically significant;
- 7. Collected and analyzed anecdotal testimony from DBE and non-DBE firms through surveys, interviews and public hearings. The anecdotal evidence assists to explain the disparity identified, if any. The information came from business owners reciting their experiences in contracting or trying to contract with the Agencies or their prime contractors;
- 8. Conducted an analysis of the private market in providing services similar to the Agencies or services necessary for businesses to compete with the Agencies;
- 9. Conducted multivariate statistical analyses to determine if there are correlations between business experiences and DBE status;
- 10. Reviewed and revised current procurement and DBE programs based on the findings of the study components;

The chapters present our findings of discrimination in the majority of contracting categories reviewed. The statistical and anecdotal research presented documents passive discrimination by the public and private sectors and the use of race- and gender-conscious and neutral methods to improve DBE participation in public contracting.

ALASKA AVAILABILITY AND DISPARITY STUDY
CHAPTER 2.0 -LEGAL ANALYSIS
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D. Wilson Consulting Group, LLC

CHAPTER 2.0 – LEGAL ANALYSIS

2.1 Introduction

This chapter provides a summary of the state of the law applicable to affirmative action programs of public contracting agencies as the law has been interpreted and evolved in the federal courts.

In the leading United States Supreme Court cases of *City of Richmond v. J.A. Croson Co. (Croson)* and *Adarand v. Pena (Adarand)*,¹ the Supreme Court held that the constitutionality of remedial race conscious affirmative action programs are subject to strict judicial scrutiny under the Equal Protection Clause of the Fourteenth Amendment to the United States Constitution.²

Since the *Adarand* decision, five Federal Court of Appeals decisions have addressed the evidence necessary in a disparity study to support any race-conscious remedies put into place by governmental agencies. These cases include *Contractors Ass'n. of Eastern Pennsylvania v. City of Philadelphia*, 6 F.3d 990 (3d Cir. 1993), *on remand*, 893 F.Supp. 419 (E.D. Pa. 1995), *aff'd*, 91 F.3d 586 (3d Cir. 1996) ("Contractors I, II and III"); Engineering Contractors of South Florida v. Metropolitan Dade County, 943 F. Supp. 1546 (S.D. Fla. 1996), *aff'd*, 122 F.3d 895 (11th Cir. 1997); Concrete Works of Colorado v. City and County of Denver, 823 F.Supp. 821 (D. Colo. 1993), rev'd 321 F.3d 950 (10th Cir. 2003) ("Concrete Works II"); Western States Paving Co., Inc. v. Washington State Department of Transportation, 407 F.3d 983 (9th Cir. 2005) ("Western States Paving"); and Northern Contracting, Inc. v. State of Illinois, et al., 473 F.3d 715 (7th Cir. 2007). These cases and other lower court cases have caused the requirements for race- and gender-conscious programs to evolve since the Croson decision.

¹ *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469 (1989) held that the strict scrutiny standard applies to state and local race conscious affirmative action programs and *Adarand Constructors, Inc. v. Frederico Pena*, 115 S. Ct. 2097 (1995) held that the strict scrutiny standard applies to federal affirmative action programs. 2 *Id.*

In general, the requirements for race- or gender-conscious programs include:

- A race-based remedial program subject to strict judicial scrutiny which requires that the government must show a strong basis in the evidence for the compelling governmental interest.
- Any race- or gender-conscious program must be narrowly tailored to remedy the identified compelling governmental interest.
- Statistical evidence of discrimination is necessary; anecdotal evidence of discrimination is complementary to statistical evidence of discrimination.
- A lesser standard, intermediate judicial scrutiny, is applicable when analyzing
 the constitutionality of gender-based programs. The intermediate judicial
 scrutiny standard requires that a gender-based remedial program must serve
 important governmental objectives and be substantially related to the
 achievement of those objectives.

This chapter analyzes how these federal courts have evaluated the constitutionality of race- and gender-conscious programs. Although all federal circuits will be discussed, particular emphasis will be placed on the decisions of the Ninth Circuit.³

2.2 Standards of Review for Race- and Gender-conscious Remedial Programs

2.2.1 Race-conscious Remedial Programs

In *Croson,* the United States Supreme Court affirmed that under the Fourteenth Amendment of the United States Constitution, the proper standard for state and local race-based programs is strict scrutiny.⁴ The governmental entity must show that the racial classification is narrowly tailored to achieve a compelling governmental interest.⁵ The Court held that a state or local governmental entity may create a race-based remedial program to rectify the effects of identified, systemic, past racial discrimination within its jurisdiction.⁶

6 *Id.* at 509.

³ The jurisdiction of the Ninth Circuit includes the States of Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon and Washington

⁴ Croson, 488 U.S. at 493-95.

⁵ Id. at 493.

2.2.2 Gender-Conscious Remedial Programs

In evaluating gender-conscious remedial classifications that operate to the advantage of women, the Supreme Court has used an "intermediate" level of scrutiny which is a less stringent level of review than the strict scrutiny level of review used to analyze race-based classifications. Most "intermediate" level of review cases require the governmental entity to demonstrate an important governmental objective and to develop a program that bears a direct and substantial relation to achieving that objective.⁷ Under the intermediate level of scrutiny some degree of discrimination must be demonstrated in a particular industry before a gender-specific remedy may be instituted in that industry. In *Coral Construction v. King County*, 8 the Ninth Circuit Court of Appeals noted that: "The mere recitation of a benign, compensatory purpose will not automatically shield a gender-specific program from constitutional scrutiny."

Although the United States Supreme Court has not ruled directly on the type of scrutiny it would use for a WBE program, the lower federal courts have applied the "intermediate" scrutiny level of review rather than the strict scrutiny applicable to race-conscious programs. However, some cases have required that the classification based on gender satisfy an "exceedingly persuasive" justification test. In the *Engineering Contractors* case, the Eleventh Circuit Court of Appeals recognized that the U.S. Supreme Court's decision in *United States v. Virginia*, way have "signaled" a heightened level of scrutiny by stating that a governmental agency must demonstrate an "exceedingly persuasive justification" for that action; however, the court concluded that unless and until the United States Supreme Court indicated otherwise, intermediate scrutiny remains the applicable Constitutional standard in gender discrimination

7 Mississippi University for Women v. Hogan, 458 U.S. 718, 724 (1982); Craig v. Boran, 429 U.S. 190, 211 (1976) (Powell, J. concurring).

^{8 961} F.2d 910 (9th Cir. 1991), cert. denied, 502 U.S. 1033 (1992).

^{9 961} F.2d at 932.

¹⁰ See, e.g., Concrete Works II, 321 F.3d 950 (10th Cir. 2003); Coral Construction Co. v. King County, 941 F.2d 910 (9th Cir. 1991); Philadelphia, 91 F.3d 586 (3d Cir. 1996); Engineering Contractors Association of South Florida, Inc., et. al. v. Metropolitan Dade County, et. al., ("Engineering Contractors"), 122 F.3d 895 (11th Cir. 1997). 11 United States v. Virginia Military Institute, 518 U.S. 515 (1996); Mississippi for Women v. Hogan, 458

U.S. 718 (1982); Michigan Road Builders Ass'n., Inc. v. Milliken, 834 F.2d 583, 595 (6th Cir. 1987); Associated General Contractors of California v. City and County of San Francisco, 813 F.2d 922, 940 (9th Cir. 1987). 12 518 U.S. 515 (1996).

cases and a gender-conscious program may be upheld as long as it is substantially related to an important governmental objective. 13

2.3 <u>Evidence Necessary for Minority, Women and Disadvantaged Business</u> <u>Enterprise Programs</u>

In response to the *Adarand* Supreme Court decision, the U.S. Department of Transportation (USDOT) revised its DBE regulations in February 1999 in an attempt to modify the federal DBE program consistent with the "narrow tailoring" requirements set forth in *Adarand III*. The District Court in the *Adarand* case had held that the prior federal regulations were not narrowly tailored for various reasons. ¹⁵

In response to the modifications to the federal DBE regulations in *Adarand v. Slater*, ¹⁶ the Tenth Circuit Court of Appeals upheld the modified federal regulations. The Court held that Congress had demonstrated a compelling interest that required the DBE program. The Court held that the government had shown two barriers that demonstrated a link between public funds for construction contracts and the channeling of those funds due to private discrimination. Those barriers included evidence of behaviors by prime contractors, unions, lenders and bonding companies that formed barriers to the formation of DBE subcontractors and informal, racially exclusionary business networks that dominated the subcontracting construction industry created barriers to fair competition between minority and non-minority subcontractors. ¹⁷ These business networks were exemplified by long-standing relationships between contractors and majority subcontractors. The Court noted that while this evidence was not completely dispositive, it strongly supported the government's claim that there are significant barriers to

¹³ Engineering Contractors, 122 F.3d at 908.

¹⁴ Adarand III, 515 U.S. 200 (1995); 49 CFR Parts 23 and 26, 64 Fed. Reg. 5095 (February 2, 1999).

¹⁵ For example, the District Court held that the DBE regulations were over-inclusive and under-inclusive, i.e., they caused presumptions of disadvantage for groups of individuals who were not disadvantaged, and they excluded groups of individuals who were disadvantaged.

^{16 228} F.3d 1147 (10th Cir. 2000), cert. dismissed, Adarand Constructors, Inc. v. Mineta, 534 U.S. 103 (2001)(per curium).

¹⁷ Adarand v. Slater at 1167-1168.

minority competition in the public subcontracting market, raising the specter of racial discrimination.¹⁸

Subsequent to the Tenth Circuit in *Adarand* and the Eighth Circuit in the *Gross Seed and Sherbrooke Turf* decisions holding that the revisions to the federal regulations rendered DBE programs constitutional, in *Western States Paving Co., Inc. v. Washington State Department of Transportation*, ¹⁹ the Ninth Circuit Court of Appeals agreed that: "[i]n light of the substantial body of statistical and anecdotal material considered at the time of TEA-21's enactment, Congress had a strong basis in evidence for concluding that-in at least some parts of the country-discrimination within the transportation contracting industry hinders minorities' ability to compete for federally funded contracts". By stating that Congress had a strong basis to conclude that in at least some parts of the country discrimination within the transportation contracting industry exists, the *Western States Paving* decision left open the question of whether it exists in specific state and local governments of the Ninth Circuit. Therefore, it is necessary to show that discrimination in the transportation industry in the Alaska market exists. In addition, the Ninth Circuit in *Western States Paving* stated that both statistical and anecdotal evidence of discrimination are relevant in identifying the existence of discrimination.

Once the government has shown a compelling governmental interest, it must show that its program is narrowly tailored to remedy that interest. The Ninth Circuit noted that the Supreme Court has identified several factors that are relevant in determining whether a racial classification is narrowly tailored: "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".²⁰

18 Id. at 1174.

19 407 F.3d 983 (9th Cir. 2005).

²⁰ Id. at 993 (citing United States v. Paradise, 480 U.S. 149 (1987).

2.4 Burden of Proof

The *Croson* decision imposes the original burden of proof upon the government to demonstrate that a challenged DBE program is supported by documented evidence of past discrimination and/or current discrimination. The plaintiff then has the burden to prove that the DBE program is unconstitutional through various methods such as the methodology used by the government to show that past and/or present discrimination exists is flawed; the disparity exists due to race-neutral reasons or controverting data exists.

2.4.1 <u>Western States Paving Conclusions</u>

In Western States Paving, the constitutionality of the requirement that contractors use race and gender based criteria when awarding sub-contracts was challenged both "on its face" and "as applied". A program can be constitutional "on its face" when it is unconstitutional in all circumstances of its application. The Court in Western States Paving found that the federal DBE regulations and their authorizing statute in TEA-21 were constitutional, and therefore, the federal DBE program is constitutional "on its face." For example, as the Court held in Western States Paving, the U.S. Congress could find that discrimination exists across the country and therefore, there is a compelling need for the program. The Court also found that the federal DBE regulations were narrowly tailored for the national contracting industry.

On the other hand, a program can be constitutional "on its face" but unconstitutional "as applied" in a particular case. For example, while discrimination exists across the country, it may not exist in the jurisdiction that has the race and gender based case.

The Ninth Circuit Court of Appeals in *Western States Paving* held that the State of Washington failed to prove that there was adequate evidence of discrimination within the state's contracting market and thus failed to meet its burden of demonstrating that its DBE program was narrowly tailored. The Court discussed several ways in which the state's evidence was insufficient:

- The state had not conducted a valid statistical study to establish the existence of discrimination in the highway contracting industry;
- The Washington State DOT's calculation of the capacity of DBEs to do work was flawed because it failed to take into account the effects of past raceconscious programs on current DBE participation;
- The disparity between DBE participation on contracts with and without affirmative action components did not provide any evidence of discrimination;
- A small disparity between the proportion of DBE firms in the state and the
 percentage of funds awarded to DBEs in race-neutral contracts (2.7% in the
 case of Washington State DOT) was entitled to little weight as evidence of
 discrimination, because it did not account for other factors that may affect the
 relative capacity of DBEs to undertake contracting work;
- This small statistical disparity was not enough, standing alone, to demonstrate the existence of discrimination. To demonstrate discrimination, a larger disparity would be required;
- Washington State DOT did not present any anecdotal evidence of discrimination; and
- The affidavits required by 49 CFR 26.67(a), in which DBEs certify that they are socially and economically disadvantaged, did not constitute evidence of the presence of discrimination.

Consequently, the court found that the Washington State DOT DBE program was unconstitutional "as applied". ²¹

2.4.2 Race-Neutral Remedies

The *Western States Paving* case noted that although narrow tailoring does not require exhaustion of every conceivable race-neutral alternative,"it does require serious, good faith consideration of workable race-neutral alternatives." *Grutter v. Bollinger*, 539 U.S. 306, 339, 123 S.Ct. 2325, 156 L.Ed.2d 304 (2003); also see *Adarand III*, 515 U.S. at 237-38 (when undertaking narrow tailoring analysis, courts must inquire "whether there was any consideration of the use of race-neutral means to increase minority business participation in government contracting" (internal quotation marks omitted).

²¹ Id. at 993 (citing *United States v. Paradise*, 480 U.S. 149 (1987).

TEA-21 DBE regulations place a preference on the use of race-neutral means, including informational and instructional programs targeted toward all small businesses, to achieve a government's DBE utilization goal. The regulations require a State to "meet the maximum feasible portion of [its] overall goal by using race-neutral means". 49 C.F.R. § 26.51(a). Only when race-neutral efforts prove inadequate do the regulations authorize a State to resort to race-conscious measures to achieve the remainder of its DBE utilization goal. Western States Paving recognized "[w]e therefore are dealing here with [regulations] that emphasize the continuing need to employ non-race-conscious methods even as the need for race-conscious remedies is recognized".22

2.4.3 Flexibility

Western States Paving also emphasizes the need for flexibility to show narrowly tailoring in the DBE program. The Court noted that a quota system is the hallmark of an inflexible affirmative action program. The Court quoted Grutter stating that "[w]hile [q]uotas impose a fixed number or percentage which must be attained, or which cannot be exceeded, a permissible goal requires only a good-faith effort to come within a range demarcated by the goal itself".23 The Court recognized that the TEA-21 DBE regulations explicitly prohibit the use of quotas. 49 C.F.R. § 26.43(a). Moreover, where race-conscious contracting goals are used, prime contractors can meet that goal either by subcontracting the requisite amount of work to DBEs or by demonstrating good faith efforts to do so. Id. § 26.53(a). A recipient of federal funds, likewise, cannot be penalized by the federal government for failing to attain its DBE utilization goal as long as it undertakes good faith compliance efforts. Id. § 26.47(a). TEA-21 therefore provides for a flexible system of contracting goals that contrasts sharply with the rigid quotas invalidated in Croson.24

22 Id. at 994, citing Adarand VII, 228 F.3d at 1179.

^{23 539} U.S. 306.

²⁴ Grutter v. Bollinger, 539 U.S. 982 (2003). See also Sherbrooke Turf, Inc., 345 F.3d at 972 ("the [TEA-21] DBE program has substantial flexibility").

2.4.4 <u>Time Limitations for a Race-Conscious Program</u>

The Western States Paving Court also noted that a narrowly tailored remedial program must also include adequate durational limitations. The Court noted that TEA-21 comports with this requirement because it is subject to periodic reauthorization by Congress. The debates concerning reauthorization ensure that Congress regularly evaluates whether a compelling interest continues to justify TEA-21's minority preference program. Other cases have noted that time limitations are required for DBE/MBE/WBE programs. See, e.g., Sherbrooke and Gross Seed, 345 F.3d 964 (2003) (states may terminate their programs if they meet their annual overall goal through race-neutral means for two consecutive years).

2.4.5 Relevant Market

To be narrowly tailored, a minority preference program must establish utilization goals that bear a close relationship to minority firms' availability in a particular market. In *Croson* for example, one of the constitutional shortcomings that the Court identified in the Richmond program was the city's use of the proportion of minorities in the local population to establish the 30 percent quota.²⁵ The Court explained that this numerical goal "rest[ed] upon the completely unrealistic assumption that minorities will choose a particular trade in lockstep proportion to their representation in the local population".²⁶

The TEA-21 DBE regulations avoid this pitfall. The regulations do not establish a mandatory nationwide standard for minority participation in transportation contracting. The regulations clarify that the 10 percent DBE utilization goal found in the TEA-21 statute is "aspirational" only and that States are neither required, nor authorized, to set their own DBE/MBE/WBE goals at 10 percent by simply relying upon the statute.²⁷

26 Western States Paving, 407 F.3d at 995.

²⁵ Croson, 488 U.S. at 729-730.

²⁷ Western States Paving, 407 F.3d at 994.

2.4.6 Ready, Willing and Able DBEs

The TEA-21 regulations provide for each State to establish a DBE utilization goal that is based upon the proportion of ready, willing and able DBEs in the State's transportation contracting industry.²⁸ This provision ensures that each State sets a minority utilization goal that reflects the realities of its own labor market.

Implementation of the race-conscious contracting goals for which TEA-21 provides will inevitably result in bids submitted by non-DBE firms being rejected in favor of higher bids from DBEs. Although this places a very real burden on non-DBE firms, the Ninth Circuit held that this fact alone does not invalidate TEA-21. If it did, all affirmative action programs would be unconstitutional because of the burden upon non-minorities.²⁹

2.4.7 **Evidentiary Framework**

<u>Discriminatory Evidence</u> *Croson* established that a governmental entity must demonstrate identified, systemic discrimination on the basis of race.³⁰ Mere statistics and broad assertions of societal discrimination will not support a race or gender-conscious remedial program. The governmental agency must demonstrate a pattern of such discrimination in the relevant market area to establish adequate evidence of discrimination.³¹ The evidence must cover each racial group to whom a remedy would apply.³²

In *Northern Contracting, Inc. v. State of Illinois, et al.,* 473 F.3d 715 (7th Cir. 2007), the Seventh Circuit Court of Appeals held that relative available DBE/MBE/WBE firms are those that are "ready, willing and able to participate on DOT contracts" and it accepted use of custom census data vs. simply using prequalified DBE firms.³³ The Court noted that the federal regulations gave no indication that DOT intended to narrow ready, willing and able firms to

^{28 64} Fed.Reg. 21 (February 2, 1999).

²⁹ Western States Paving, 407 F.3d at 995.

³⁰ Croson, 488 U.S. at 469.

³¹ Croson, 488 U.S. at 509.

³² Croson, 488 U.S. at 506.

³³ Id. at 723.

prequalified firms. In *Concrete Works of Colorado v. City and County of Denver*, 321 F.3d 950 (10th Cir. 2003), the Tenth Circuit recognized that disparity studies must only determine whether the firms are capable of "undertak[ing] prime or subcontracting work in public construction projects."³⁴

There are several ways to establish the necessary evidence to support a race- or gender-conscious remedial program. The first and most important type of evidence is a statistically significant disparity between the number of available contractors ready, willing and able to perform a particular service and the number utilized by the governmental entity or the entity's prime contractors. The second type of evidence is evidence of a pattern of individual discriminatory acts that are supported by appropriate statistical proof.³⁵ The third type of evidence, which was required by the Ninth Circuit Court of Appeals in *Coral Construction*, was both statistical and anecdotal evidence. The Court noted that anecdotal evidence is important because the individuals who testify about their personal experiences bring "the cold numbers convincingly to life".³⁶ The Court recognized that the anecdotal evidence provided in *Coral Construction* was considerably more than that provided by the Richmond City Council in *Croson*, including convincing affidavits of fifty-seven minority and female contractors.³⁷

Availability Analysis In addition to a firm being in the relevant geographic market area, the firm must be ready, willing and able to perform the work for the governmental entity or its prime contractors. In order to be ready, the DBE firm must be qualified to do the work. In *Croson,* the Supreme Court held that where special qualifications are required to fill particular

³⁴ *Id.* at 984. The Tenth Circuit Court of Appeals accepted the argument that the minority-owned firm's size is a result of discrimination instead of an indication of its qualifications, willingness, or ability to perform construction services. The Court also rejected the concept that a minority-owned firm must be capable of performing a particular contract, but instead must only be capable of performing City construction contracts. 35 *Croson*, 488 U.S. at 509.

³⁶ Coral Construction, 941 F.2d at 919.

³⁷ Coral Construction, 941 F.2d at 917-18. See also, Associated General Contractors of California v. Coalition for Economic Equity and City and County of San Francisco, 950 F.2d 1401 (9th Cir. 1991)(Anecdotal evidence included evidence that MBS were denied contracts even though they were the low bidders; MBEs were told that they were not qualified when later they were found to be qualified; MBEs were refused work even when they had been awarded the contract as a low bidder; and MBEs were harassed by City personnel to discourage them from bidding on City contracts).

types of work, comparisons to the general population rather than to those who are capable of performing the specialized work, have no probative value.³⁸ Courts have held that when examining capacity or readiness it is necessary to examine prime contractors and subcontractors separately.³⁹

The DBE firms must also be willing to provide the required services. In *Contractors* Association of Eastern Pennsylvania v. City of Philadelphia, 40 the Third Circuit Court of Appeals stated that in the absence of a reason to believe otherwise, one can assume that participants in a market with the ability to undertake specific work are "willing" to undertake such work. 41

Finally, the DBE firms must be able to perform the required services. Challenges to DBE programs often focus on the fact that DBE firms are not able to perform the work because of the smaller size of DBE firms.⁴² In *Engineering Contractors*, the court held that any remaining disparity after controlling for firm size no longer provided a "strong basis in evidence" to justify a procurement preference to black firms.⁴³

The Ninth Circuit in *Western States Paving* agreed with the *Sherbrooke and Gross Seed* cases that it is necessary to undertake an as applied inquiry into whether a government's DBE program is narrowly tailored. The *Western States Paving* Court stated that even when discrimination is present within a State, a remedial program is only narrowly tailored if its application is limited to those minority groups that have actually suffered discrimination. In *Croson,* for example, one of the rationales upon which the Supreme Court relied to invalidate the city's quota system was the program's expansive definition of "[m]inority group members", which encompassed "[c]itizens of the United States who are Blacks, Spanish-speaking, Orientals, Indians, Eskimos and Aleuts". 488 U.S. at 478, 109 S.Ct. 706 (second alteration in

³⁸ Croson, 488 U.S. at 501.

³⁹ Scott v. City of Jackson, 199 F.3d 206 (5th Cir. 1999); Engineering Contractors v. Dade County, 943 F.Supp. 1546 (S.D. Fla. 1996).

^{40 91} F.3d 586, 603 (3d Cir. 1996).

⁴¹ See also, Concrete Works, 36 F.3d at 1529.

⁴² Concrete Works, 6 F.3d at 1528-29.

⁴³ Engineering Contractors at 913-924.

original). The Court admonished that the random inclusion of racial groups that, as a practical matter, may never have suffered from discrimination in the construction industry in Richmond suggested that perhaps the city's purpose was not in fact to remedy past discrimination.

The Ninth Circuit Court of Appeals noted that it had previously expressed similar concerns about the haphazard inclusion of minority groups in affirmative action programs ostensibly designed to remedy the effects of discrimination. In Monterey Mechanical Co. v. Wilson, 125 F.3d at 704, the Ninth Circuit relied upon Croson to invalidate a California statute that required prime contractors on public projects to subcontract 15 percent of the work to minority-owned businesses and 5 percent to woman-owned businesses. The statute defined the term "minority" to include Blacks, Hispanics, Native Americans, Pacific-Asians, Asian-Indians and over two-dozen subgroups. Id. at 714, 109 S.Ct. 706. The Court concluded that the statute was not narrowly tailored because it provided race-based preferences to "groups highly unlikely to have been discriminated against in the California construction industry". Id. The overly inclusive designation of benefited minority groups was a "red flag [] signaling that the statute is not, as the Equal Protection Clause requires, narrowly tailored". Id. The Court also cited Builders Ass'n of Greater Chicago v. County of Cook, 256 F.3d 642, 647 (7th Cir.2001) holding that an ordinance that established minimum levels of minority participation in county construction contracts was not narrowly tailored because it afforded preferences to a "laundry list" of minorities, not all of whom had suffered discrimination; Associated Gen. Contractors of Ohio, Inc. v. Drabik, 214 F.3d 730, 737 (6th Cir.2000) invalidating a state statute that set aside 5 percent of state construction contracts for "Blacks, American Indians, Hispanics, and Orientals" because "[b]y lumping together [these] groups, ... the [program] may well provide preference where there has been no discrimination, and may not provide relief to groups where discrimination might have been proven"; O'Donnell Constr. Co. v. District of Columbia, 963 F.2d 420, 427 (D.C.Cir.1992) "the random inclusion of racial groups for which there is no evidence of

past discrimination in the construction industry raises doubts about the remedial nature of [a minority set-aside] program" (internal quotation marks omitted).

Accordingly, each of the principal minority groups benefited by the state's DBE program must have suffered discrimination within the State. If that is not the case, then the DBE program provides minorities who have not encountered discriminatory barriers with an unconstitutional competitive advantage at the expense of both non-minorities and any minority groups that have actually been targeted for discrimination.

The Ninth Circuit also noted that Washington's DBE program closely tracked the sample DBE program developed by the USDOT. In setting its DBE goal for the year 2000, the WSDOT first calculated the relative availability of ready, willing and able DBEs in the State. It did so by dividing the number of transportation contracting firms in the Washington State Office of Minority, Women and Disadvantaged Business Enterprises Directory by the total number of transportation contracting firms listed in the Census Bureau's Washington database. This calculation yielded a figure of 11.17 percent, which represented the baseline availability of DBEs.

The WSDOT then adjusted this figure to account for the proven capacity of DBEs to perform work, as reflected by the volume of work performed by DBEs on state projects between 1994 and 1998. The WSDOT determined that an upward adjustment was necessary to account for capacity because DBEs had performed approximately 18 percent of the work on state projects during that period. No adjustment was made, however, to account for discriminatory barriers in obtaining bonding and financing. The WSDOT likewise did not make any adjustment to its base figure to reflect the effects of past or present discrimination because it lacked any statistical studies evidencing such discrimination. On the basis of the upward adjustment for capacity, the WSDOT arrived at a final DBE utilization goal of 14 percent. The WSDOT then sought to ascertain the proportion of this goal that could be achieved through race-neutral means. In making that determination it relied upon the 9 percent DBE participation rate on

state-funded contracts that did not include affirmative action components. The WSDOT accordingly reasoned that it would need to achieve 5 percent of its 14 percent DBE utilization goal through race-conscious means. The USDOT approved the WSDOT's goal-setting methodology and the totality of its 2000 DBE program. The Ninth Circuit concluded, however, that the information relied upon by WSDOT was inadequate and that a disparity study was necessary. The Court referred to WSDOT's adjustments as oversimplified and held that it had not properly adjusted its availability pool of DBEs to those ready, willing and able in its jurisdiction.

WSDOT's statistical evidence had not accounted for factors that may affect the relative capacity of DBEs to undertake contracting work. The Court noted that the fact that DBEs constituted 11.17 percent of the Washington market did not establish that they were able to perform 11.17 percent of the work. See Md. Troopers Ass'n v. Evans, 993 F.2d 1072, 1077 (4th Cir.1993) "Inferring past discrimination from statistics alone assumes the most dubious of conclusions: that the true measure of racial equality is always to be found in numeric proportionality." The Court discussed that DBE firms may be smaller and less experienced than non-DBE firms, especially if they are new businesses started by recent immigrants or they may be concentrated in certain geographic areas of the State, rendering them unavailable for a disproportionate amount of work. See Coral Constr. Co. v. King County, 941 F.2d 910, 919 (9th Cir.1991) "Statistical evidence often does not fully account for the complex factors and motivations guiding employment decisions, many of which may be entirely race-neutral."; Associated Gen. Contractors of Ohio, Inc., 214 F.3d at 736 "If [minority-owned firms] comprise 10 percent of the total number of contracting firms in the state, but only get 3 percent of the dollar value of certain contracts, that does not alone show discrimination, or even disparity. It does not account for the relative size of the firms, either in terms of their ability to do particular work or in terms of the number of tasks they have the resources to complete."; O'Donnell Constr. Co., 963 F.2d at 426 holding that the small proportion of D.C. public contracts awarded

to minority-owned firms did not establish discrimination because "[m]inority firms may not have bid on ... construction contracts because they were generally small companies incapable of taking on large projects; or they may have been fully occupied on other projects; or the District's contracts may not have been as lucrative as others available in the Washington metropolitan area; or they may not have had the expertise needed to perform the contracts; or they may have bid but were rejected because others came in with a lower price." The Court held that WSDOT's statistical evidence had not controlled for any of these factors and after controlling for those factors there must exist a statistically significant disparity between the minority-owned firms ready, willing and able to do the work and those selected to do the work. The Court also recognized that this statistical evidence produced by WSDOT was not supported by sufficient anecdotal evidence.

Active or Passive Participation Croson requires that the governmental agency implementing a DBE program must have either actively or passively participated in the discrimination.44 However, Concrete Works recently held that a court does not have to make an ultimate finding of discrimination before a municipality may take affirmative steps to eradicate discrimination.45 An entity is an active participant if the evidence shows that it has created barriers that actively exclude DBEs from contracting opportunities. An entity is a passive participant in a private system of discrimination where it provides tax dollars into that discriminatory industry.46

Post-enactment Evidence The Supreme Court in Croson did not address the issue of whether post-enactment evidence could be used to justify a DBE program. However, since the Croson decision, numerous cases have found post-enactment evidence of discrimination

⁴⁴ Id.

⁴⁵ Concrete Works, 6 F.3d at 1522. The Tenth Circuit held that the City correctly showed that it indirectly contributed to private discrimination by awarding public contracts to firms that in turn discriminated against M/WBE subcontractors in other private portions of their business. Add cite. However, most courts have required active or passive participation in the discrimination. 46 Croson, 488 U.S. at 492.

sufficient to justify implementation of a DBE program.⁴⁷ The Ninth Circuit required both preenactment and post-enactment evidence in *Coral Construction v. King County*, 941 F.2d 910 (9th Cir. 1991).

In *Shaw v. Hunt*, 517 U.S. 899 (1996), the Supreme Court rejected the use of reports that provided evidence of discrimination in North Carolina because the reports were not developed before the voting districts at issue were designed.

Since that case, two district courts have rejected the use of post-enactment evidence in the evaluation of minority business programs.⁴⁸

Geographic Market The Ninth Circuit Court of Appeals clarified in *Coral Construction* that a DBE (or MBE) program must limit its geographical scope to the boundaries of the enacting jurisdiction.⁴⁹

Relevant Time Frame for Analysis It is not clear how many years must be reviewed in a disparity study. One court has held that two years is inadequate.⁵⁰ Another court has held that it was acceptable to study only one year.⁵¹ The *Croson* case, however, indicated that it may be a fatal flaw to rely on outdated evidence.⁵² One District Court in the Northern District of California held that the most telling statistics may be an analysis of the evidence before there were any DBE (or MBE-WBE) programs, compared with the evidence once the programs were implemented.⁵³ There is no specific legal rule, however, on what time period is proper.

Statistical Significance In order to justify the need for a race-conscious remedial program, the disparity study must conclude that the disparity between available and utilized DBEs must be justified as a significant level of disparity. In *Engineering Contractors II*, the

⁴⁷ See, e.g., Engineering Contractors v. Dade County, 122 F.3d 895, 911 (11th Cir. 1997); Contractors Association v. Philadelphia, 6 F.3d 990 (2d Cir. 1993); Concrete Works, 36 F.3d 1513 (10th Cir. 1994).

⁴⁸ Associated Utility Contractors v. Baltimore, 83 F.Supp.2d 613 (D. Md. 2000); West Tenn. ABC v. Memphis City Schools, 64 F.Supp.2d 714 (W.D. Tenn. 1999).

⁴⁹ Coral Construction, 941 F.2d at 925.

⁵⁰ Phillips & Jordan v. Watts, 13 F.Supp. 1308, 1315 (N.D. Fla. 1998).

⁵¹ AGCC v. Coalition for Economic Equity and City and County of San Francisco, 950 F.2d 1401, 1414 (9th Cir. 1991).

⁵² Croson, 488 U.S. at 499.

⁵³ RGW Construction v. San Francisco Bay Area Rapid Transit District (BART), No. C92-2938 (N.D. Cal. Sept. 18, 1992); accord, Concrete Works of Colorado v. City and County of Denver, 321 F.3d 950 (10th Cir., 2003).

Eleventh Circuit held that disparity indices of 80 percent or greater are not considered significant.⁵⁴ This is consistent with *Contractors Association of Eastern Pennsylvania* ⁵⁵ and *Concrete Works*.⁵⁶

2.5 Conclusion

In creating and implementing a race- or gender-conscious program it is necessary to understand how the courts have interpreted and evolved the requirements of a constitutional DBE program. The cases provide a foundation of what is necessary to withstand challenges to governmental race- and gender-conscious remedial programs. It is important to understand what the cases provide is the type of evidence necessary to justify a DBE program, as well as what is necessary to narrowly tailor the program.

⁵⁴ Engineering Contractors Association of South Florida, Inc. v. Dade County, 122 F.3d at 914. Eighty percent or greater is close to full participation by the minorities or women evaluated. 55 6 F.3d at 1005 (crediting disparity index of 4 percent).

^{56 36} F.3d at 1524 (crediting disparity index of up to 3.8 percent).

ALASKA AVAILABILITY AND DISPARITY STUDY
CHAPTER 3.0 – REVIEW OF CONTRACTING POLICIES, PROCEDURES AND PROGRAMS

CHAPTER 3.0 – REVIEW OF CONTRACTING POLICIES, PROCEDURES AND PROGRAMS

This section provides a comprehensive review of the purchasing and contracting policies, procedures and programs of the Alaska Department of Transportation & Public Facilities (AKDOT&PF), the Municipality of Anchorage (Municipality) and the Alaska Railroad Corporation (ARRC) and how they impact Disadvantaged Business Enterprises (DBEs). The purpose of this section is to describe the current effectiveness of the race- and gender-conscious and race neutral policies, procedures and programs of AKDOT&PF, Municipality and ARRC. The report recommendations will be based on the effectiveness of these programs in addition to the data analysis and anecdotal analysis. The programs that will be described in this section include construction, procurement, DBE and other relevant programs of AKDOT&PF, Municipality and ARRC. This section is organized into three sections and 19 subsections:

- 3.1 Alaska Department of Transportation & Public Facilities
 - 3.1.1 Methodology of Review
 - 3.1.2 Construction Policies, Procedures and Programs
 - 3.1.3 Professional Services and Commodities
 - 3.1.4 DBE Program
 - 3.1.5 Unified Certification Program
 - 3.1.6 Supportive Services
 - 3.1.7 Annual Goal Setting
 - 3.1.8 DBE Compliance and Enforcement
- 3.2 Municipality of Anchorage
 - 3.2.1 Background
 - 3.2.2 Methodology of Review
 - 3.2.3 Procurement Policies, Procedures and Programs
 - 3.2.4 DBE/WBE Program
- 3.3 Alaska Railroad Corporation
 - 3.3.1 Background
 - 3.3.2 Methodology of Review
 - 3.3.3 Procurement Policies, Procedures and Programs
 - 3.3.4 DBE Program
 - 3.3.5 Annual Goal Setting
 - 3.3.6 DBE Outreach

3.1 Alaska Department of Transportation and Public Services

The AKDOT&PF is organized geographically with a headquarters office in Juneau and regional offices in Juneau (Southeast Region), Anchorage (Central Region) and Fairbanks (Northern Region). The Commissioner and the Chief Contracts Officer are located in Juneau; the Manager and staff of the AKDOT&PF Civil Rights Office are located in Anchorage.

3.1.1 Methodology of Review

We took the following steps to analyze and evaluate AKDOT&PF's contracting and purchasing policies, procedures and programs:

- Reviewed AKDOT&PF contracting and purchasing manuals and special provisions currently in place.
- Reviewed AKDOT&PF past contracting and purchasing manuals and policies before March 23, 2006, and any changes in contracting and purchasing manuals since October 1, 2002.
- Discussed with the Procurement and DBE Managers and staff what effects the contracting, purchasing and DBE policies, special provisions and manuals have had on the DBE program.
- Interviewed key procurement and contracting personnel to determine how the
 policies and procedures have been implemented in the past and how they are
 currently being implemented.
- Reviewed federal and state statutes, regulations, policies and procedures that impact the DBE program or other areas of contracting and purchasing.
- Summarized the AKDOT&PF's contracting, purchasing and DBE programs and how they affect utilization of DBEs by AKDOT&PF.

AKDOT&PF implements its DBE program on federally funded projects pursuant to 49 CFR Part 26. The Wilson Group reviewed the July 5, 2000 AKDOT&PF DBE Plan approved by USDOT on July 11, 2000. We also reviewed the Statewide Special Provisions related to the DBE program. Specifically, we evaluated:

- Section 120 of the Statewide Special Provisions which sets forth the DBE requirements applicable to federally funded AKDOT&PF projects.
- Form 25A-324 which sets forth the DBE goal on an AKDOT&PF construction project and lists by category or subcategory the subcontractable items that

must be considered by a contractor in order to meet the good faith effort requirements.

- Form 25A-303, the form contractors use to report their employee monthly workforce utilization on a project.
- Form 25D-55 which includes all of the required contract provisions for federal-aid construction contracts, including among other things, provisions related to equal employment opportunities, nondiscrimination, training and promotion of minority and women employees, minimum wages and recordkeeping requirements.

We were also provided with and reviewed all of the DBE Newsletters issued by the Civil Rights Office since October 2001.

We also reviewed Title 36, Chapter 30 of the State of Alaska Procurement Code which is applicable to AKDOT&PF procurement and the Alaska Administrative Code, Section 2 AAC 12; the rules and regulations that implement the State Procurement Code and the AKDOT&PF's General Procurement Policies and Procedures related to procurement and contracting. The AKDOT&PF follows the State procurement regulations for public contracts.

AKDOT&PF issues policies and procedures that explain the procedures the Department follows to comply with the state procurement regulations. The policies and procedures are adopted and implemented by the Commissioner and they are applicable to the entire AKDOT&PF. The purpose of the Procurement Policies and Procedures is to establish uniform methods and procedures for AKDOT&PF personnel in the procurement of construction, professional services, commodities and leases.

We reviewed the AKDOT&PF Construction Manual, the Design Build Manual and the Small Procurement Manual. We were also provided with and reviewed the 2002 and 2007 Department of Transportation & Public Facilities Professional Services Manuals that include procedures for all "construction related" Professional Services Agreements.

In July 2007, we interviewed the members of the Civil Rights Office of AKDOT&PF and the Purchasing and Contracting Sections which include construction, architectural, engineering and other professional services, and general supply purchasing and services. Personal

interviews, public hearings and telephone interviews with both DBE and non-DBE businesses were conducted by Fields & Brown, LLC for the Wilson Group between February and May, 2007 (see Chapter 8).

The following sections summarize our review of the applicable policies, procedures and practices cited above and the information gathered from the interviews with the AKDOT&PF personnel and the DBE and non-DBE contractors.

3.1.2 Construction Policies, Procedures and Programs

Generally the process for development of a project by AKDOT&PF is first, an initial Project Development Authorization (PDA) and Authority to Proceed (ATP) is initiated based on input from the planning, design and environmental sections. The Project Development Office provides an explanation of the nature and extent of the project, project purpose, vicinity map, the funding source and amount authorized by the State Legislature. The Engineering Manager prepares the initial funding request within the authorized amount and prepares a Project Information Sheet, signed by the Regional Coordinator, a project map and a project management plan. In consultation with FHWA, the Regional Environmental Coordinator determines what level environmental document will be required under the National Environmental Policy Act (NEPA)

The development and financing of the preliminary phases of a project include: 1.) the Project Development Authorization; 2.) Preliminary Engineering Design which includes plans, specifications and a preliminary estimate; a bid-ready set of contract documents; 3.) Appraisal and acquisition of Right-of-Way; and, 4.) Utility Relocation Agreements.

Preparation of construction contracts is conducted out of the Regional Contracts Offices, which offices include the procurement of construction and professional services. The Regional Contract Officers receive the design and description of the project from the Design Manager and

they ensure that the construction contract includes all of the required provisions for federally-assisted contracts, which includes the DBE provisions.

3.1.2.1 Setting DBE Goals for Construction Projects

All AKDOT&PF construction contracts that include federal funding from FHWA are required to include DBE, EEO and OJT provisions. The Special Provision for the DBE program for construction contracts is Section 120; the Special Provision for OJT is Section 645 and Forms 25A-310 and 25A-311; the Special Provisions for EEO Bid Conditions are included in Forms 25A-301 and 25A-304; and all required contract provisions for federal-aid contracts are included in Form 25D-55, Sections I, II and III.

For DBE goal requirements for a construction project, the Regional Contracts Office receives a DBE goal memorandum from the Civil Rights Office that sets the project-specific DBE goal of willing and capable DBE firms based on the preliminary engineer's estimate and includes AKDOT&PF Form 25A-324 which includes the OJT requirements for the project, if applicable.

Prior to January 10, 2006 when AKDOT&PF began to set zero DBE goals on specific projects, project goals were set by the Civil Rights Office taking into account:

- The scope of the project;
- The type of prime contractor that would bid on the project;
- The location of the project;
- Inter-dependence-of-time of the bid items;
- Available DBEs for the type and area of work; and,
- Other factors that are project specific.

The Civil Rights Office used information provided by the Project Engineer to determine what type of prime contractor would most likely bid on the project. Bid items that fell in the prime contractor's capabilities generally would not be considered as subcontractable to a DBE subcontractor.

Once the possible subcontractable items were determined, the Civil Rights Office would determine which of the subcontractable items could be performed by DBEs by reviewing:

- Each bid item for the appropriate work category;
- The current DBE directory (which is updated weekly);
- The availability of at least three DBEs in the project work area for the work category for the subcontract; and
- Any other unique factors that are project specific.

After review of the above factors, the project DBE goal was set as a percentage of the contract price taken to one decimal place and the noted DBE Work Categories are used if good faith effort documentation is required to reduce the goal. The DBE subcontractors named by the prime contractor were not required to be in the same work category that was used by AKDOT&PF to set the DBE goal. The prime contractor was only required to use DBEs in the categories in which the DBEs were certified.

Under AKDOT&PF's regular procurement process for construction contracts, AKDOT&PF releases copies of its itemized Engineer's Estimate at the bid opening. Then, within five working days after the identification of the apparent low bidder, the apparent low bidder must provide AKDOT&PF with the Subcontractors List (Form 25D-5). This is a list of first tier subcontractors that will be used by the prime contractor, and the scope of work that will be performed by the subcontractors if the work will be accomplished with subcontracts greater than 1/2 of 1% of the contract amount.

After the bid opening and evaluation of the bids on the basis of price and responsiveness, the Contracting Officer sends a Notice of Intent to Award letter to the apparent low bidder which includes among other things, a DBE Utilization Report that requires the prime contractor to provide a list of the certified DBEs that the prime contractor will use, the type of work that the DBE will perform and the dollar amount that the DBE will be paid. The form (Form

25A-325C) also describes whether the prime contractor will meet the DBE goal set for the project.

Another form that is included by the apparent low bidder is the Prime Contractor's Written DBE Commitment (Form 25A-326) which describes the type of work the DBE will perform and the amount of the subcontract which includes both the prime contractor and the DBE firm's signatures. The apparent low bidder is required to return the above forms within fifteen days. At this time the prime contractor officially notifies AKDOT&PF that it will either meet the DBE goal or it will not.

If the apparent low bidder is unable to meet the DBE goal set for the project, the Contracting Officer notifies the Civil Rights Office. The apparent low bidder is required to submit a Summary of Good Faith Effort (GFE) Documentation (Form 25A-332A), a DBE Form Contact Reports for each DBE contacted (Form 25A-321A) and a DBE Utilization Report (Form 25A-325C). These documents are forwarded by the Contracting Officer to the Civil Rights Office for review. The GFE Documentation requires the prime contractor to include, at a minimum, all items that AKDOT&PF determined were subcontractable to DBEs (Form 25A-324). The Civil Rights Office conducts a review of the Good Faith Efforts of the apparent low bidder.

The individuals responsible for determining whether a prime contractor has demonstrated good faith efforts to meet or exceed the DBE goals are the AKDOT&PF Support Services Coordinator, the External EEO Officer, and the Civil Rights Manager. The types of efforts that are reviewed for a good faith effort determination includes the efforts listed in 49 CFR Part 26, Appendix A and the following considerations that are in the AKDOT&PF DBE Special Provision.

Failure by the bidder to perform and document all of the following actions constitutes insufficient Good Faith Effort:

 a. Consideration of all subcontractable items. The bidder shall, at a minimum, seek DBE participation for each of the subcontractable items upon which the DBE goal was established as identified by the Department (on Form 25A324) prior to bid opening. It is the bidder's responsibility to make the work listed on the subcontractable items list available to DBE firms to facilitate DBE participation.

- b. If the bidder can not achieve the DBE Utilization Goal using the list of available DBE firms based on the subcontractable items list, then the bidder may consider other items that could be subcontracted to DBEs.
- c. Notification to all active DBEs listed for a given region in the Department's most current DBE Directory at least 7 calendar days prior to bid opening. The bidder must give the DBEs no less than five days to respond. The bidder may reject DBE quotes received after the deadline. Such a deadline for bid submission by DBEs will be consistently applied. DBEs certified to perform work items identified on Form 25A324 must be contacted to solicit their interest in participating in the execution of work with the contractor. Each contact with a DBE firm will be logged on a Contact Report (Form 25A321A).
- d. Noncompetitive DBE quotes may be rejected by the bidder. Allegations of noncompetitive DBE quotes must be documented and verifiable. A DBE quote that is more than 10.0% higher than the accepted non-DBE quote will be deemed noncompetitive provided the DBE and non-DBE subcontractor quotes are for the exact same work or service. Bidders must have a non-DBE subcontractor quote for comparison purposes. Such evidence shall be provided in support of the bidder's allegation. Where the bidder rejects a DBE quote as being noncompetitive under this condition, the work must be performed by the non-DBE subcontractor and payments received by the non-DBE subcontractor during the execution of the contract shall be consistent with the non-DBE's accepted quote. This does not preclude increases as a result of change documents issued by AKDOT&PF.
- e. Provision of assistance to DBEs who need help in obtaining information about bonding or insurance required by the bidder.
- f. Provision of assistance to DBEs who need help in obtaining information about securing equipment, supplies, materials or related assistance or services.
- g. Providing prospective DBEs with adequate information about the requirements of the contract regarding the specific item of work or service sought from the DBE.
- h. Follow-up of initial notifications by contacting DBEs to determine whether or not they will be bidding. Failure to submit a bid by the project bid opening or deadline by the bidder is de facto evidence of the DBE's lack of interest in bidding. Documentation of follow-up contacts shall be logged on the Contact Report (Form 25A321A).
- i. Items c. through h. will be utilized to evaluate any request from the contractor for a reduction in the DBE Utilization Goal due to the default or decertification of a DBE and the contractor's subsequent inability to obtain additional DBE participation.

The Contracting Officer and the Civil Rights Office review the information produced by the prime contractor and determine either to accept the prime contractor's good faith effort documentation and adjust the project's DBE goal or to award the contract to the next lowest bidder. If the good faith effort is accepted, the DBE goal is adjusted to the amount that the prime contractor has shown it can meet. If the apparent low bidder has failed to demonstrate a good faith effort, the prime contractor has three days from the date of AKDOT&PF's notification to request an administrative reconsideration of the determination by the DBE Liaison Officer. The administrative reconsideration is determined by the Chief Contracts Officer in Juneau.

If the apparent low bidder's reconsideration is denied, then AKDOT&PF awards the contract to the next lowest responsive and responsible bidder that meets the DBE goal. If AKDOT&PF awards the bid based on the good faith efforts of the prime contractor, then the Contracting Officer notifies the successful low bidder of the revised goal in the Letter of Award. If AKDOT&PF decides to award the contract to the next lowest bidder, the above procedure is repeated.

From the years 2000 through 2005, the following Good Faith Effort determinations were made by the Civil Rights Office and by the Chief Contracts Officer:

Fiscal Funding Year	No. of GFEs claimed by Apparent Low Bidders	No. of GFEs Rejected by Civil Rights Office	No. of Decisions by Civil Rights Office Overturned		
2000	7	2	0		
2001	19	1	1		
2002	21	2	1		
2003	18	1	0		
2004	18	2	2		
2005	15	4	2		
TOTAL	98	12	6		

Ninety-eight or eight percent good faith efforts were claimed by apparent low bidders out of 1223 contracts awarded by AKDOT&PF.

The AKDOT&PF Construction Manual also requires the prime contractor to provide the Construction Engineer the name of its DBE/EEO Officer prior to the preconstruction conference.

At the preconstruction conference, the Construction Engineer provides a review of the federal EEO programs and states the DBE goal that affect the project.

3.1.3 Professional Services and Commodities

AKDOT&PF has been delegated the authority to procure goods, services and professional services regardless of estimated value provided the contract is intended for its department only. Purchasing at AKDOT&PF is decentralized in Juneau, Anchorage and Fairbanks, The Department Supply Chief and the Supply Officers for Central, Northern and Southeast Regions and the State Equipment Fleet have the authority to authorize an employee of the AKDOT&PF who does not have a procurement delegation (non-construction) to make specific purchases.

Common areas of AKDOT&PF responsibility and authority for construction procurement include:

- a. Contracts for planning and design-related services and professional services for state-owned highways, harbors, airports and buildings.
- b. Contracts for architectural, engineering and land surveying services related to the construction of state-owned public facilities.
- c. Contracts for the construction of state-owned public facilities highways, airports and harbors.
- d. Contracts related to the maintenance of all state-owned public facilities including janitorial services within state-owned facilities.

The regional Maintenance & Operations Divisions are responsible for advertising and awarding maintenance contracts for highways, buildings, harbors and rural airports. Anchorage and Fairbanks International Airports are responsible for advertising and awarding maintenance contracts for those airports.

"Maintenance Contracts" are defined as those that require a company to provide labor and in most cases equipment and materials to perform a service. Examples of such contracts are: asphalt surface patching, brush cutting, guardrail repair, fence repair, crushing of aggregate in a state-owned pit, snow removal, painting or repairing buildings and rental of equipment with operators.

The purchase of materials from a commercial source to be stored or stockpiled for later use by state maintenance crews or contractors on the other hand would not be considered a "Maintenance Contract".

3.1.3.1 Informal AKDOT&PF Procurements

There are several categories of small procurements or "informal" procurements for AKDOT&PF. First, there are approximately 800 people who have credit cards with authority to charge up to \$2,500 for supplies without going through the AKDOT&PF Purchasing Department. There are no DBE requirements applicable to charging supplies with credit cards. The credit card program was described by AKDOT&PF as a high volume-low dollar amount, approximately 10 to 15 percent of the \$200 million procurement budget.

Purchases over \$2,500 must go through the AKDOT&PF Procurement Office for both Construction Related Professional Services and other Professional Services. For purchases less than \$5,000, Project Managers must make reasonable solicitations; e.g., it would be reasonable to solicit only one proposal on a solicitation for \$100 where a solicitation for \$5,000 may require contacting three proposers. There are no requirements to solicit proposals from DBEs for these procurements and whether a DBE is contacted is up to the Procurement Officer. The Civil Rights Office has considered and determined that Construction Related Small Procurements are free of DBE project goals.

Professional Services that are over \$5,000 and less than \$100,000 for FHWA (or less than \$25,000 for FAA projects) must be advertised on the AKDOT&PF internet site, generally for at least 5 days but no less than 3 days. The closer a procurement is to the maximum small procurement limit, the more a 5 day advertisement should be considered. If FHWA or FAA funding is involved and AKDOT&PF notifies businesses of the procurement and at least one

certified DBE is reasonably available and certified for the required work, the DBE must be among those solicited for a proposal. However, this requirement is the responsibility of the Procurement Officer and no one follows up on this requirement with the Procurement Officer. The Office of Procurement estimates that a DBE is contacted on a maximum of 10 to 15 percent of these procurements.

3.1.3.2 Formal AKDOT&PF Procurements

Construction solicitations over \$100,000 and non-construction solicitations over \$50,000, or "formal" solicitations for Professional Services have more specific procedural requirements. Professional Services include all planning and design services related to transportation construction. An Authority to Seek Professional Services is provided to the Contracts Office by the Project Manager. Professional Services contracts never had DBE goals but prior to January 10, 2006, the Contracts Office, in conjunction with the Project Manager, gave points for utilization of DBEs on contracts that involved federal funds and a local preference on statefunded projects.

An innovative contracting method has been approved since the time of the study period by the Commissioner for use of by the Office of Procurement of innovative term agreements where five contractors are selected under one procurement for potential work for AKDOT&PF. It had been the policy of AKDOT&PF to rate three to five firms under a term agreement and to allow the Project Manager to select the firm it wanted to use out of the five when it needed work. Based on this arrangement, the highest rated firms were always chosen by the Project Managers and the firms that were lowest were never chosen. Term agreements may last for five years and may be extended for one additional year. Under the new innovative term agreements, the five firms are rotated so that each firm gets an opportunity to perform work for AKDOT&PF. This innovative method of contracting has been successful. For example, if a firm

is too busy to accept a contract with AKDOT&PF under the innovative term agreement, AKDOT&PF will go to the next firm but will come back to the first firm for a later project.

3.1.3.3 Other Types of Procurement

3.1.3.3.1 Emergency Procurements

AKDOT&PF may contract directly in response to an emergency. Prior to making an emergency procurement a determination of emergency must be made by the Commissioner unless there is not sufficient time for the Commissioner to make the determination per AS 36.30.310.

Generally, if action needs to be taken within 72 hours an agency official must make a determination of emergency. The procurement must be made in accordance with 2 AAC 12.450. A record of each agency emergency determination, including a copy of the determination, the procurement document and a Procurement Report (Form 02-115) must be prepared and forwarded to the Department of General Services (DGS).

Procurements may be made under emergency conditions when there exists a threat to public health, welfare or safety; when a situation exists that makes a procurement through competitive sealed proposals impracticable or contrary to the public interest or to protect public or private property. An emergency procurement shall be made with competition that is practicable under the circumstances. A written justification for the emergency procurement must be included in the file. All requirements of laws, regulations and procedures must be included in emergency procurements as far as practicable.

3.1.3.3.2 Single Source Procurements

If AKDOT&PF wishes to make a procurement which exceeds the limit established for small procurements under AS 36.30 Single Source Procurements or Limited Competition Procurements, AKDOT&PF must complete a Request for Alternate Procurement (RAP) (Form

02-100) and secure the approvals required by AS 36.30, 2 AAC 12 and the Administrative Manual.

Single source procurements are restricted to the purchase of supplies, services or professional services from one potential vendor or contractor because no other source is suitable or acceptable to meet the need.

Single source procurements may be awarded when it is not practicable to award a contract by competitive sealed bidding, competitive sealed proposals, limited competition or small procurement procedures and if award of the contract is in the state's best interest. A written justification that includes findings of fact that support the determination must be prepared prior to making a single source procurement. The determination must include the duration of the procurement. Single source procurements may be advertised if practicable. The Procurement Officer must negotiate the best price, delivery and other terms available. Single source procurements cannot be used to circumvent competitive procurement methods.

3.1.3.3.3 Innovative Contracting

If AKDOT&PF wishes to conduct an innovative procurement it must secure approval from the Commissioner and then submit a Procurement Plan to the Department of Law and obtain their approval. AS 36.30.308 provides that AKDOT&PF has the authority to implement regulations using innovative contracting methods including design-build contracting. Pursuant to this authority, AKDOT&PF adopted a Manual for Design-Build Highway Project Development in December 2005. The Design-Build Manual contains a two-step process; a Request for Qualifications (RFQ) and a Request for Proposals (RFP). The RFP requires the design-build contractor to comply with all DBE requirements including the federal DBE requirements of 49 CFR Part 26.

3.1.3.3.4 State Equipment Fleets

State Equipment Fleet (SEF) related procurements are procurements of equipment, parts and services for the SEF and are the responsibility of the SEF Statewide Procurement Section and not AKDOT&PF. The SEF is also responsible for purchasing consumable automotive shop supplies such as shop tools and equipment (for SEF use only), lubricants, fluids, fuels, oil, grease, fasteners, manuals and metal stock used in the repair and maintenance of equipment.

3.1.3.3.5 Alaska Marine Highway System

Alaska Marine Highway System (AMHS) related procurements include procurement of supplies, services, professional services and construction for the repair, maintenance and reconstruction of vessels, docking facilities and passenger and vehicle transfer facilities of the Alaska Marine Highway System. AMHS related procurements are the responsibility of the Southeast Region Procurement Office.

3.1.3.3.6 Non-construction Commodities, Services and Professional Services

Commodities, Services and Professional Services that are not related to construction are the responsibility of the Department Statewide and Regional Procurement Offices. The Statewide Procurement Office is responsible for purchasing and establishing contracts for these items for those procurements exceeding the limit for small procurements. This responsibility can be delegated to the Regional Procurement Offices when required in the best interest of AKDOT&PF.

3.1.3.3.7 Limited Competition Procurements

Limited competition procurements are restricted to two or more potential contractors or when competitive sealed bid or competitive sealed proposal processes are impractical or

contrary to the public interest. This situation can arise when there are only a limited number of firms that can supply the supplies, services or professional services required.

This situation can also arise when the use of a competitive sealed bid, competitive sealed proposal or small procurement procedures, as applicable, is impractical or contrary to the public interest because of legitimate operational requirements. Like single source procurements, a written determination that supports the limited competition procurement must be made prior to the procurement and limited competition procurements cannot be used to circumvent competitive procurements. A single source procurement may not be made using limited competition procedures. Also, contracts for construction exceeding \$100,000 may not be made using limited competition procurement procedures.

Requests for waivers or requests for alternative procurements (RAPs) must be submitted to the Regional Contracting or Procurement Office for review and recommendation. Waivers or RAPs that do not exceed the limits for small procurements can be approved by the Regional Director. All Small Procurement Waivers or RAPs that do not exceed the limits for small procurements (except emergencies) for Headquarters Divisions (Statewide Aviation, Statewide Planning, Headquarters Materials, Statewide Research, Engineering Services, Finance, Personnel and Measurement Standards) must be approved by a Deputy Commissioner. All records of alternative procurements are maintained in the procurement file. Reports of all alternate procurements must be submitted to the Chief Contracts Officer.

3.1.4 **DBE Program**

All AKDOT&PF construction contracts that include federal funding from the USDOT including Federal Transit Administration (FTA), Federal Aviation Administration (FAA) and Federal Highway Administration (FHWA) contracts are required to include provisions on DBE. Its program is based upon 49 CFR Part 26. Pursuant to the federal regulations, AKDOT&PF has implemented the DBE program through its policies and procedures and its special

provisions. All procurements related to construction has been delegated to AKDOT&PF through the Alaska Procurement Code, AS 36.30 and its implementing regulations, 2 AAC 12.

AKDOT&PF is currently operating under a DBE program approved by USDOT/FHWA on July 11, 2000. AKDOT&PF has recently submitted a revised DBE program to USDOT for approval. The proposed program proposes using DBE goals of zero on specific projects pending the results of this Disparity Study.

Under the current program, AKDOT&PF has committed to create a bidders list, consisting of information about all DBE and non-DBE firms that bid or quote on DOT-assisted contracts. The bidder's list will include the name, address, DBE/non-DBE status, age, and annual gross receipts of firms. The purpose of the list is to allow the bidders list approach to calculating overall goals.

3.1.4.1 Administrative and Operating Procedures

The AKDOT&PF Civil Rights Office is centralized in Anchorage, with the exception of the Chief Contracts Officer, who is the Department's DBE Liaison Officer, located in Juneau. There are eleven positions in the Civil Rights Office—ten full time and one part time. The positions include one Manager, one position dedicated to budget and administrative services, one part-time position that provides general office support, three Certification staff members, one Supportive Services position, one position that is a Title VI specialist, one position that is in charge of statistical reporting, two positions that are in charge of EEO, Contract Compliance and ADA. In addition, there are three Construction Compliance Officers in the Regional Construction Offices who perform DBE compliance in addition to their other project management duties.

3.1.5 Alaska Unified Certification Program

AKDOT&PF is the agency that performs the DBE certification for all of Alaska including the Municipality and ARRC, as well as other agencies. AKDOT&PF has one Certification

Officer and two Certification Specialists (the "Certification Staff") who perform the DBE certification reviews, interviews and inspections. AKDOT&PF currently has 224 DBEs certified in the Unified Certification Program including two white male-owned companies.

The Certification Standards set forth in 49 CFR, Part 26, Subpart D and the Certification Procedures set forth in Subpart E are the rules and procedures that AKDOT&PF follows. AKDOT&PF reviews the DBE Program Unified Certification Application submitted by the applicant. The applications include a checklist of all of the information the DBE applicant is required to submit. In addition, the owner of the business, or the individual designated by the owner as the on-site representative of the applicant must fill out Appendix A and B. Each individual owner of a firm applying to participate as a DBE whose ownership and control are relied upon for DBE certification must submit a Personal Net Worth Form. Finally, the applicant must include a Work Category List where the applicant checks off the type of the work in which the business is applying for DBE certification.

The Certification Staff must determine that the DBE applicants are either presumed by the federal regulations to be socially disadvantaged or, if not, the applicant has the burden to prove to the Certification Officer that its owner/operator is socially disadvantaged. All applicants must show that the owner/operator of the business is economically disadvantaged with regards to their personal net worth. The applicant must also show that in order for the firm to be eligible as a DBE its business must not only be an existing small business as defined by the Small Business Administration standards set forth in 13 CFR Part 121 but the business (including its affiliates) must not have averaged over the firm's previous three fiscal years in excess of \$20.41 million in annual gross receipts, as defined by the Small Business Act regulations 13 CFR 121.402.

There are special rules, however, applicable to Alaska Native Corporations (ANC), including who are specifically defined as Regional Corporations and Village Corporations organized under the laws of the State of Alaska in accordance with the Alaska Native Claims

Settlement Act as amended (43 USC §§ 1601, et seq.). These rules are that a direct or indirect subsidiary corporation, joint venture or partnership entity of an ANC is eligible for certification as a DBE if it meets all of the following requirements:

- a. The Settlement Common Stock of the underlying ANC and other stock of the ANC held by holders of the Settlement Common Stock and by Natives and descendents of Natives represents a majority of both the total equity of the ANC and the total voting power of the corporation for purposes of electing directors:
- b. The shares of stock or other units of common ownership interest in the subsidiary, joint venture or partnership entity held by the ANC and by holders of its Settlement Common Stock represent a majority of both the total equity of the entity and the total voting power of the entity for the purpose of electing directors, the general partner or principal officers; and,
- c. The subsidiary, joint venture or partnership entity has been certified by the Small Business Administration under the 8(a) or Small Disadvantaged Business program.

ANC-related entities use the AKDOT&PF DBE Application Form, and the firm must sufficiently document that the entity meets the requirements above. AKDOT&PF must also obtain sufficient information about the firm to allow the Certification Staff to administer its program (e.g., information that would appear in AKDOT&PF's DBE Directory). If an ANC-related firm does not meet all the conditions required to show that it is an ANC, then it must meet the certification requirements on the same basis as firms owned by Indian Tribes or Native Hawaiian Organizations.

During personal interviews many business owners indicated that because ANCs were not obligated to comply with the personal net worth requirements imposed on other DBEs, multimillion dollar ANCs were provided competitive advantages to the detriment of the small disadvantaged business (see Chapter 8).

AKDOT&PF Certification Staff performs an on-site inspection of the DBE applicant. An eligible DBE firm must be at least 51 percent owned and controlled by a socially and economically disadvantaged individual or individuals. The certification interviews may be conducted by telephone if the DBE is an out-of-state applicant. Currently, AKDOT&PF has

approximately 10 out-of-state certified DBEs. The requirements for eligibility for DBE certifications are set forth in 49 CFR Part 26. If a firm is awarded DBE certification, it is placed on the AKDOT&PF Certified DBE Directory with the work categories for which it is certified. The certified DBE firms are listed on a DBE Directory which is updated weekly. The DBE directory is online and allows the certified DBE businesses to be searched by work category or business name. Other information on the DBE directory includes the owner's address, telephone number, fax number, e-mail address, bond limits, certification ID number and most recent date of certification, licenses of the DBE and the Regions in which the DBE will work. The DBE Directory also provides for links to the websites of DBEs that have websites.

If the firm is not awarded DBE certification, the AKDOT&PF Certification Officer notifies the firm in writing of the reason(s) it was denied pursuant to 49 CFR § 26.86 and the firm's rights of appeal to the USDOT pursuant to 49 CFR § 26.89. AKDOT&PF has no informal process involved in denials of initial certification. From January 2001 to the present date, 250 firms were certified as DBEs and 55 were denied certification.

The certification is valid for a three-year period. AKDOT&PF makes an effort to visit each certified DBE at least once within every three to five year time period. After three years the firm must complete a recertification application. Ninety days before a DBE must be recertified the AKDOT&PF Civil Rights Office generates a courtesy letter to the DBE with a recertification application enclosed. If no response is received from the DBE, the AKDOT&PF Civil Rights staff sends a second reminder to the DBE. In addition, each certified DBE must submit an affidavit that no circumstances affecting its DBE eligibility have changed. Based on a modification approved by FHWA, recertification is no longer required by AKDOT&PF.

After a DBE has been certified, a DBE's certification may be removed pursuant to 49 CFR § 26.87 if it is determined that the DBE no longer complies with the DBE certification requirements. The Certification staff of AKDOT&PF makes the initial decision based on informal conferences with the DBE and with the complainant, if applicable, and bases its decision on the

federal certification requirements described above. AKDOT&PF may receive a complaint from another contractor or agency or may determine that an issue of certification may be applicable based on the recertification documents or an observation by AKDOT&PF. Once AKDOT&PF determines that the DBE is no longer eligible to be certified under the Unified Certification Program, the Civil Rights Officer notifies the DBE that it has the right to an informal hearing process using a Hearing Officer from another state's DBE program. If the Hearing Officer agrees with AKDOT&PF's determination, the DBE is notified that it has the right to appeal the decision to the USDOT pursuant to 49 CFR § 26.89. The business is notified that it has the right to reapply for DBE certification one year from the date of the final decision of the DOT if AKDOT&PF's decision is affirmed but no assistance is given to the DBE regarding such appeals. Since January 10, 2006, when the USDOT directed AKDOT&PF to implement only a race-neutral DBE program and to set zero percent goals on construction contracts (unless the state had a disparity study that showed a need to set race-specific goals); the number of certified DBEs has dropped dramatically by approximately 50 percent. This result is consistent with the comments made by several DBEs during personal interviews that business opportunities for DBEs have decreased as a result of the removal of the goals (see Anecdotal Evidence Summary Chapter 8).

3.1.6 Supportive Services

The AKDOT&PF Civil Rights Office provides several forms of supportive services for DBEs including:

- A training/assistance program that provides reimbursement to DBEs for 50 percent of their professional training and/or professional membership dues or fees for up to \$1000 reimbursement per fiscal year.
- The right to obtain one copy of federal-aid project plan sets for 50 percent of the price.
- Numerous free workshops and conferences including many meetings with Associated General Contractor (AGC) members, the Procurement Technical Assistance Center (PTAC), the Small Business Administration (SBA), the

Small Business Development Center (SBDC), and Alyeska Pipeline Service Company to provide opportunities for DBEs and prime contractors to meet and market each other.

- A short term lending program that provides revolving lines of credit to finance accounts receivable on transportation-related projects with the collateral consisting of the proceeds of the contracts.
- Publication of the Transporter Newsletter which is sent to all DBEs and other contractors and which includes extensive information regarding upcoming projects, new DBEs, new programs, upcoming conferences and workshops.

The AKDOT&PF Civil Rights staff has an open position and this opening, the statistical technician, has affected the number of outreach programs that the Civil Rights staff has been able to implement.

In early 2006, the AKDOT&PF conducted a survey of certified DBEs regarding the effectiveness of the supportive services and outreach efforts conducted by it and suggestions of how it could be improved. Of the responses, approximately 26 percent had not used the services offered by AKDOT&PF and 25 percent were aware of only education reimbursement or certain meetings or seminars. Almost half of the DBEs responded that they did not receive the Transporter Newsletter. Approximately 62 percent had not utilized the AKDOT&PF supportive services program.

3.1.7 <u>Annual Goal-Setting Process</u>

AKDOT&PF follows the two-step process set forth in 49 CFR Part 26 to set annual DBE goals. The first step used by AKDOT&PF is to take the total number of firms certified as DBEs that are ready, willing and able to perform work for AKDOT&PF and to divide that number by the total number of all firms that are ready, willing and able to perform work for AKDOT&PF based on those counted in the Alaska U.S. census data collected in 1996. Based on this step, AKDOT&PF identifies the base figure of the DBE goal.

The second step is an adjustment of step 1 based on historical DBE utilization, information or lack of information regarding DBE capacity, DBE availability and the presence or

absence of discriminatory behavior. AKDOT&PF sets separate DBE goals for FHWA, FAA and FTA. After determination of the adjusted DBE goal, AKDOT&PF determines the maximum feasible portion of its overall goal that it estimates may be met by using race-neutral means. This includes unbundling contracts, providing bonding and financing assistance to DBEs, providing technical assistance and support to DBEs, providing information of upcoming projects to DBEs, implementing a supportive services program and distributing the DBE Directory to potential prime contractors.

The annual goals and number achieved for the past five years is as follows:

FISCAL YEAR	ANNUAL GOAL	AMOUNT OF GOAL ACHIEVED
	FAA 6 percent	5.0 percent
2006-2007	FHWA 4 percent	3.2 percent
	FTA 1.6 percent	0 percent
	FAA 8.6 percent	7.5 percent
2005-2006	FHWA 7.5 percent	9.4 percent
	FTA 0 percent	0 percent
	FAA 6.9 percent	9.5 percent
2004-2005	FHWA 7.2 percent	7.4 percent
	FTA 1.57 percent	0 percent
2003-2004	FAA 7.7 percent	7.5 percent
2003-2004	FHWA 6.7 percent	5.6 percent
	FAA 4.9 percent	11.5 percent
2002-2003	FHWA 6.5 percent	5.2 percent
	FTA 0.9 percent	0 percent

3.1.8 DBE Compliance and Enforcement

The Equal Employment Opportunity and Affirmative Action (EEO/AA) provisions of construction contracts are enforced through Contract Compliance Reviews conducted by the Civil Rights Office Contract Compliance Officer (CCO) for projects that have more than \$10,000.00 of FHWA assistance only. FAA and FTA reviews are conducted at the request of the federal agency, usually based on a complaint against the contractor. The CCO conducts approximately ten compliance reviews of construction project sites, as well as four to six follow-up reviews, per year. The projects are selected for Contract Compliance Reviews based on the following criteria: FHWA dollars involved in the contracts; the projects with the largest hiring

and promotional opportunities; projects that regional construction contracts staff have identified as having potential DBE and/or OJT contractual deficiencies; projects with contractors that have a history of underutilization of women and minorities; projects that FHWA requests be reviewed and projects that have contractors that have had complaints filed against them regarding employment practices. During a Contract Compliance Review, the DBE issues that are reviewed include:

- Review of contractor's utilization of DBE firms represented as being utilized on each project;
- Review of the dollar value of the subcontracts:
- The status of the work accomplished on the project, payments made to DBEs to date and total anticipated future payments;
- Project goals; and,
- Any other relevant DBE information.

If the contractor is not meeting the DBE goal or DBE commitment for each project, or has other deficiencies that can be corrected immediately, the contractor is found in noncompliance and provided the opportunity to submit a Voluntary Corrective Action Plan (VCAP) in a form deemed appropriate by the CCO within seven days.

If the deficiencies are significant enough that they cannot be corrected with a VACP, a Show Cause Notice is issued by the CCO which requires the contractor to submit to the CCO an acceptable Corrective Action Plan within 30 days which identifies measurable steps the contractor will follow to correct and prevent the cited deficiency from occurring in the future. If the Contractor does not submit a Corrective Action Plan within 30 days, the contractor would receive sanctions such as withholding payments to the contractor until the deficiencies are corrected or disbarment depending upon the severity of the deficiency.

For the Contract Compliance Reviews that cannot be performed by the CCOs, the Civil Rights Office relies upon the Contracting Officers on the project to ensure contract compliance.

The Civil Rights Office does not initiate a Contract Compliance Review for FAA or FTA without a

complaint against the contractor. The Civil Rights Office also relies upon the Project Engineers to determine whether the DBEs are performing a commercially useful function pursuant to 49 CFR Part 26 and to alert the Civil Rights Office of issues such as substitution of DBEs. The effectiveness of these determinations of compliance with the DBE, OJT and EEO/AA depends upon the individual Project Engineers and/or Contracting Officers.

The enforcement mechanisms that are available to AKDOT&PF include:

- Suspension for up to 3 months or debarment for up to 3 years for knowingly failing to comply with the DBE specifications;
- Withholding of payments to the contractor for failure to implement the commercially useful function or good faith effort provisions of the DBE specifications; and,
- Reporting any false, fraudulent, or dishonest conduct in connection with the DBE program to the USDOT.

3.1.9 Impact of Alaska Native Corporations

Part 43 of Federal Regulations contains the provisions of the Alaska Native Claims Settlement Act. The establishment of the Alaska Native Corporations (ANCs) and the impact of the ANCs on the results of the utilization and availability analysis were considered as a "what if" scenario in this study. In other words, the analysts evaluated the impact of the utilization and availability results with ANCs treated as DBE owned firms and as non-DBE owned firms. The following section presents the results of the analyses.

3.1.9.1 Impact of Alaska Native Corporations on Utilization

Prime Contracts

During the study period, prime contracts were awarded by the AKDOT&PF to Alaska Native Corporations in the amount of \$54,343,276 or 2.83 percent of the total federal dollars expended. A total of 102 prime contracts were awarded and eight ANCs utilized. Prime contracts awarded to DBEs totaled \$121,299,900 or 6.31 percent of the total dollars expended. Of this amount, ANCs received \$54,343,276 or 44.8 percent, thus reducing the total federal

dollars received by all other DBE firms to \$66,956,624 or 3.48 percent of the total federal dollars expended by the AKDOT&PF.

Subcontractor Contracts

During the study period, subcontractors were awarded by the AKDOT&PF to Alaska Native Corporations in the amount of \$12,910,982 or 0.67 percent of the total federal dollars expended. A total of 82 subcontracts were awarded and 14 individual firms utilized. Subcontracts awarded to DBEs totaled \$98,797,866 or 5.14 percent of the total dollars expended. Of this amount, ANCs received \$12,910,982 or 13.07 percent, thus reducing the total federal dollars received by all other DBE firms to \$85,886,884 or 4.47 percent of the total federal dollars expended by the AKDOT&PF.

3.1.9.2 Impact of Alaska Native Corporations on Availability

The findings of the analysis were that the change in the distribution of non-DBE and DBE owned firms was immaterial whether ANCs were considered DBE or non-DBE owned firms. This occurrence resulted from the predominance of non-DBE firms in all business categories and the small number of ANCs in comparison to the number of non-DBE owned firms.

Exhibit 3-1 shows the adjusted number of firms able to perform work as prime contractors using the criteria and methodology described in Chapter 4. Following the numerical presentation, we show the percentage distribution of firms using the assumption that ANCs are non-DBE owned firms (see Exhibit 3-2).

Using this assumption, the availability analysis at the prime level reflects a shift of 6 firms from DBE-owned to non-DBE owned. The 6 firms represent 15 percent of the adjusted number of total available prime contractors.

Exhibit 3-1
AKDOT & PF and ARRC Firm Availability
Adjusted Prime Contractors w/o ANC Identification

	African American	AK Tribal Corporation	American Indian/AK Native	Asian Indian/Pacific Islander	Hispanic American	Nonminority	Nonminority Women	Total
Construction	0	0	1	0	0	15	0	16
Professional Services	0	0	1	0	0	21	1	23
TOTAL	0	0	2	0	0	36	1	39

Exhibit 3-2
AKDOT & PF and ARRC Firm Availability
Adjusted Prime Contractor Distribution w/o ANC Identification

			American	Asian				
	African	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Native	Islander	American	Nonminority	Women	Total
Construction	0.00%	0.00%	6.25%	0.00%	0.00%	93.75%	0.00%	100.00%
Professional Services	0.00%	0.00%	4.35%	0.00%	0.00%	91.30%	4.35%	100.00%
TOTAL	0.00%	0.00%	5.13%	0.00%	0.00%	92.31%	2.56%	100.00%

The analysis of the impact at the subcontractor level shows that non-DBE male owned firms would represent no less than 70% of available firms in any business category. Generally speaking, ANCs accounted for three percent of firms that were available to perform work as subcontractors (see Exhibits 3-3 and 3-4).

Summary of Impact of ANCs on Utilization and Availability

Alaska Native Corporations have demonstrated that they can become competitive as a prime contractor where there are no advantages to being a DBE. All prime contracts are awarded on a low-bid system as long as the firm meets the special provisions associated with the bid. However, as a subcontractor, ANCs face similar barriers as the other DBE groups. The impact of ANCs on the DBE program is immaterial.

Exhibit 3-3
AKDOT & PF and ARRC Firm Availability
Adjusted Subcontractors w/o ANC Identification

	African American	AK Tribal Corporation	American Indian/AK Native	Asian Indian/Pacific Islander	Hispanic American	Nonminority	Nonminority Women	Total
Construction	4	0	20	4	5	282	6	321
Professional Services	1	0	4	2	1	45	3	56
TOTAL	5	0	24	6	6	327	9	377

Exhibit 3-4
AKDOT & PF and ARRC Firm Availability
Adjusted Subcontractor Distribution w/o ANC Identification

			American	Asian				
	African	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Native	Islander	American	Nonminority	Women	Total
Construction	1.25%	0.00%	6.23%	1.25%	1.56%	87.84%	1.87%	100.00%
Professional Services	1.79%	0.00%	7.14%	3.57%	1.79%	80.35%	5.36%	100.00%
TOTAL	1.33%	0.00%	6.37%	1.59%	1.59%	86.73%	2.39%	100.00%

3.2 Municipality of Anchorage

3.2.1 Background

The City of Anchorage (the "City") and the Greater Anchorage Area Borough (the "Borough") were unified by home rule charter and consolidated into the Municipality on September 16, 1975. As of the 2000 census, the Municipality was the most ethnically diverse city in Alaska. The Anchorage Municipal Charter required a new Code of Ordinances to be adopted by September 1, 1977 which would choose between conflicting City and Borough ordinances. See Anchorage Municipal Charter Section 19.07.

Until the new Code of Ordinances was adopted, both the Borough and City Codes remained in effect. When there was a conflict between the City and Borough Codes, the Mayor chose which law was applicable. The Anchorage Municipal Code ("AMC") was originally officially adopted by Ordinance No. 77-299 and was effective August 30, 1977. In most cases the effective dates of the AMCs were the original effective dates of the original City or Borough codes.

3.2.2 Methodology of Review

The following steps were taken to analyze and evaluate the Municipality's contracting and purchasing policies, procedures and programs:

- Review of the DBE Program, Anchorage Municipal Code, Chapter 7.60.
- Review of the Purchasing, Contracts and Professional Services provisions, Anchorage Municipal Code, Title 7.
- Review of the Municipality's DBE/WBE Program dated September 1999, updated July 2002.
- Review of the Municipality's DBE/WBE Program dated May 2007 and submitted to FTA on May 24, 2007.
- Review of the Municipality of Anchorage Office of Equal Opportunity DBE Specifications for Municipal Contracts.
- Review of the Municipality's Overall DBE Goal for 2006 and 2007.

- Discussion with the Procurement and DBE Managers and staff of the effects the contracting, purchasing and DBE municipal codes, programs and contract provisions have had on the DBE program.
- Interviews with key procurement and contracting personnel to determine how the policies and procedures are have been implemented in the past and how they are currently being implemented.
- Review of federal and state statutes, regulations and policies and procedures that impact the DBE program or other areas of contracting and purchasing.
- Summarizing the Municipality's contracting, purchasing and D/WBE programs and how they affect utilization of DBEs by the Municipality.

In July 2007, we interviewed the Municipality D/WBE Officer and the Purchasing Department which includes construction, architectural, engineering and other professional services, and general supply purchasing and services.

The following sections summarize our review of the applicable policies, procedures and practices cited above and the information gathered from the interviews with the Municipality personnel and the DBE and non-DBE contractors.

3.2.3 Procurement Policies, Procedures and Programs

Title 7 of the AMC includes the procurement requirements for the Municipality. The Purchasing Officer is responsible for the following efforts:

- To procure all supplies, services and construction required by the Municipality;
- 2. To sell, trade or otherwise dispose of surplus supplies belonging to the Municipality;
- 3. To maintain all records pertaining to the procurement of supplies, services and construction and the disposal of supplies by the Municipality;
- 4. To join with other units of government in cooperative purchasing ventures where the best interests of the Municipality would be served thereby;
- 5. To compile and maintain, to the extent practicable, a bidders' list for supplies, services, professional services and construction required by the Municipality;
- 6. To compile and maintain a log of all contracts awarded for supplies, services or construction, together with any amendments thereto; and,

7. To take any other authorities and responsibilities which Title 7 of the AMC assigns to the Purchasing Officer.

The Purchasing Officer has a Purchasing Department with eight individuals who are responsible for the different purchasing responsibilities in the AMC. Following is a description of the types of procurement conducted by the Purchasing Department. The Municipality generally uses two types of procurement procedures: informal processes (for procurements or acquisitions estimated to be \$50,000 or less) and formal processes (for procurements estimated over \$50,000).

Informal Processes

Informal processes may be used when the purchase of goods or services are \$50,000 or less. Under the informal process three quotes should be solicited when practicable. There are no requirements to obtain quotes from DBEs.

Informal written solicitations are primarily used for small construction projects, services and supplies with lengthy specifications and other small but more complex requirements. After the due date is passed quotes are evaluated and award made to the low responsive and responsible offeror with some preference given to local offerors.

When the smaller projects are determined not to be complex, other methods may be used such as telephone, facsimile or verbal. Whenever practicable, as determined by the Purchasing Agent, at least three quotes are solicited. The quotes received are then evaluated and award made to the low responsive and responsible offeror with some preference given to local offerors. The Municipality makes a record of all quotes solicited and received. Such records are available for public inspection.

Formal Processes

No contract for supplies, services, professional services or construction where the Municipality is obligated to pay more than \$30,000 may be executed unless the assembly for the Municipality has first approved a memorandum setting forth the essential terms of the

contract including: 1.) the identity of the contractor; 2.) the contract price; 3.) the nature and quantity of the performance that the Municipality receives under the contract; 4.) the using agency; and, 5.) the time for performance under the contract. All contracts awarded through competitive procedures that are more than \$50,000 and less than \$100,000 is required to be reported to the assembly once a month in an informational memorandum that includes items 1.) through 5.) above.

Public notice of an Invitation to Bid is published at least once in the Anchorage Daily News a minimum of 14 days prior to bid opening. The award is made to the low, responsive and responsible bidder and a local preference will be given when not prohibited by the funding source. The Purchasing Department encourages the use of D/WBEs and the contractor is required to submit his list of subcontractors to the Municipality within five days after determination that the contractor is the apparent low, responsive and responsible bidder.

Requests for Proposals are used when Invitations to Bid are not practicable. They also require a 14 day notice to be published in the Anchorage Daily News. The Proposals are received, evaluated, scored and ranked by a committee and then negotiations are conducted with the highest ranked proposer.

3.2.4 DBE/WBE Program

The Municipality's DBE and WBE program applies to federally assisted contracts and subcontracts to the extent that they are required by a federal agency. It is the Municipality's policy to give aid and assistance to socially and economically disadvantaged business enterprises (DBEs) and woman-owned business enterprises (WBEs) located within the Municipality and to encourage an equitable opportunity to participate in municipal contracts funded by federal assistance for such businesses. It is also the intent of the Municipality to provide educational and informational assistance to DBEs and WBEs concerning bidding procedures, financing, bonding, management, contract administration, performance and other

aspects of the operation of a business and to encourage the participation by DBEs and WBEs in federally assisted municipal contracts by requiring good-faith efforts by the Municipality and municipal contractors to contract with DBEs and WBEs in areas in which they are certified.

The D/WBE program applies to any agreement for construction, goods, supplies or services to which the Municipality is a party and to all subcontracts and purchase orders issued by it when the funding for the contract is wholly or in part from assistance by any federal agency requiring a goal for DBE and/or WBE business participation. Contracts to which the Anchorage School District is a party and leases are included.

The D/WBE Officer administers the Disadvantaged and Woman-Owned Business Enterprise Program and has the following authority and responsibilities:

- a. To develop and administer plans, procedures and techniques for aiding and assisting socially and economically disadvantaged business enterprises (DBEs) and woman-owned business enterprises (WBEs) within the Municipality.
- b. To develop and administer an affirmative action DBE and WBE plan for the Municipality to implement the D/WBE policy. As part of the D/WBE Office's affirmative action plan, the D/WBE Officer shall perform the following functions:
 - Make information available to qualified DBEs and WBEs concerning securing management and technical assistance for the establishment, expansion and overall development of DBEs and WBEs and obtaining necessary financial support and service bonding.
 - 2. Inform DBEs and WBEs of the disadvantaged and woman-owned business enterprise program and of bidding, contract and performance opportunities and requirements.
 - 3. Assist in reviewing bids or proposals when appropriate.
 - 4. Disseminate information concerning DBEs and WBEs and their utilization to Municipal departments.
 - 5. Actively solicit bids from DBEs and WBEs, publicize opportunities in minority publications and identify subcontracting areas for DBE and WBE participation.
- c. To propose annual goals for participation by DBEs and WBEs in federally funded municipal contracts in accordance with the policy and intent of the Municipality's approved DBE program.

d. To identify goals for DBE and WBE participation in federally assisted municipal contracts for those fields of endeavor in which DBEs and WBEs exist and are certified.

The DBE Liaison Officer for the Municipality is the Director of the Office of Equal Opportunity/Community Outreach Liaison. The DBE Liaison Officer is responsible for recommending policy to the Mayor while the D/WBE Officer is responsible for the day-to-day development, implementation and monitoring of the DBE program.

Although currently there is no formal DBE supportive services program, the Municipality plans to move towards that in the future. At the present time the DBE Liaison hosts the "Mayor's Diversity Month" which includes outreach to many DBEs.

Prior to January 2006, the D/WBE Officer identified goals for DBE and WBE participation in federally assisted contracts. Such goals were expressed either in terms of a percentage of the total dollar amount of the contract or as an obligation that the contractor or subcontractor provide an equal opportunity to DBEs and WBEs to participate on the project and were included in the contract specifications.

Pursuant to the Municipal Code, separate goals could be established for DBEs and WBEs. The goals were required to bear a direct relationship to the numbers of certified DBE and WBE businesses in various subcontracting areas and to the total dollar expenditure in projects having those subcontracting areas. The goals were established to assure as fully as possible that the overall goal for the Municipality as established or approved by the specific funding federal agency is met.

If a percentage goal was contained in contract specifications, the Municipality included the requirement that bidders on the contract use good-faith efforts to solicit bids from and contract with competitive and certified DBEs and WBEs. Bidders on such contracts are required to keep records of all such efforts.

Where percentage goals were specified for a project, the bidder was required to submit a completed disadvantaged/woman-owned business enterprise statement as part of the

proposal or bid. Then the apparent successful bidder is still required to submit such forms as are required by the specifications for the contract in the manner and in the timeframes stated in the specification.

The Municipality sends facsimiles to the DBEs to ensure that the prime contractor is using the DBEs in the amounts represented to the Municipality.

If, after bid opening, the successful bidder did not meet the goals established for the contract in the manner and timeframes shown in the specifications for the contract, the successful bidder is required to demonstrate that he or she has made all of the good-faith efforts to have met the goals as stated in 49 CFR Part 26. Only one good faith effort was required to be determined prior to this study.

If a successful bidder for a contract which contains DBE and/or WBE business participation goals at any time after award of contract proposes to remove or make substitutions for DBE and/or WBE subcontractors or joint venture partners under the contract, a written notice of such removal or substitution is required to be submitted to the D/WBE Officer prior to substitution or removal with the names, addresses and phone numbers of the subcontractors or joint venture partners to be removed or substituted for and an explanation of the reasons for the removal or substitution. Where such removal or replacement would cause the DBE or WBE percentage, if applicable, to fall below the goal set for the project, the successful bidder is required to make good-faith efforts to utilize another DBE or WBE subcontractor as the replacement. These efforts should be documented and the circumstances fully explained in writing and approval obtained from the D/WBE Officer prior to such replacement. The D/WBE Officer is required within seven days of receipt of such notice to approve said notice of removal and substitution where it is shown that the requested action is for good cause and not for discriminatory purposes. In the past, however, substitutions of DBEs were made without written approval of the D/WBE Officer.

The annual DBE goal for the Municipality for Fiscal Year 2007 is 11 percent, exclusive of any FTA funds used to purchase transit vehicles. The D/WBE Officer used the two step process set forth in 49 CFR Part 26 to set the aspirational annual DBE goal. The Municipality anticipates that it will meet four percent of the DBE goal through race-neutral measures.

The Municipality does not certify DBEs but participates in the Unified DBE Certification Program with AKDOT&PF.

Upon receipt of an allegation that a violation of the DBE provisions has occurred or upon his or her own initiative, the D/WBE Officer may conduct an impartial investigation of the administration of a federally assisted municipal contract involving DBEs or WBEs, contractors or subcontractors and develop and preserve a complete record of such investigation. The purpose of such an investigation is to verify whether or not a violation exists. In aid of its investigation, the Disadvantaged and Woman-Owned Business Enterprise Program Office has authority to issue subpoenas to compel the attendance of witnesses and the production of books and records. Currently the D/WBE Officer relies on the Project Managers to determine whether a violation such as not performing a commercially useful function exists. All enforcement conducted by the D/WBE Officer is through paperwork; the Municipality has not allocated the budget for on-site compliance investigations by the W/WBE Officer.

If an investigation establishes probable cause to believe that a violation of the DBE provisions has occurred, the D/WBE Officer shall attempt to resolve the matter by informal means. Such informal means may include a conference at which the person or representative of the business charged with a violation may present such testimony, statements, documents or other evidence in his, her or its behalf as he or she may wish. If no probable cause to support an alleged violation is found to exist the complaint shall be dismissed.

If an investigation cannot be resolved by informal means, the D/WBE Officer may take any of the following actions:

- If the violator is a municipal contractor, the D/WBE Officer may recommend to the Mayor that the Purchasing Officer is directed to suspend, limit or terminate the contract or that the contractor is directed to provide such assurances of future compliance as the D/WBE Officer deems appropriate. In addition, the D/WBE Officer may recommend that the violator be disqualified from bidding on municipal contracts for one year.
- 2. If the violator is a DBE or WBE certified under this chapter, in addition to the sanctions listed in subsection B.1 above, the D/WBE Officer may recommend to the Mayor that the certification be taken away from the business.
 - If the violator is a municipal officer or employee, the D/WBE Officer may recommend that the Mayor initiate appropriate disciplinary action against such officer or employee.
 - If a bid or proposal has been evaluated in violation of the D/WBE requirements, the D/WBE Officer may recommend to the Mayor that the bid or proposal be disregarded in awarding the contract. The Mayor will accept, reject or modify the action recommended by the D/WBE Officer in writing within 15 days of receipt of such recommendation. The violator then has the right to appeal the decision to the Purchasing Officer.

3.3 Alaska Railroad Corporation

3.3.1 Background

The United States Congress authorized the transfer of the Alaska Railroad to the State of Alaska through the Alaska Railroad Transfer Act of 1982 (P.L. 97-468). Negotiations for transfer of the Alaska Railroad to the State of Alaska as a quasi-public corporation owned by the State of Alaska were authorized by the Alaska Legislature in May 1984. The Alaska Railroad became the property of the Alaska Railroad Corporation (ARRC) January 5, 1985. ARRC was created by the State Legislature as a public corporation and instrumentality of the State within the Department of Commerce, Community and Economic Development.

Despite its existence within a state line agency, ARRC has a legal existence independent of and separate from the State. ARRC shares all of the privileges and immunities of the State of Alaska and is thus immune from suit in federal court. However, it is not immune from local zoning laws.

ARRC is managed by a board of directors consisting of the Commissioner of Commerce, Community and Economic Development; the Commissioner of Transportation and Public Facilities and five members appointed by the Governor. While employees of ARRC are employees of the Corporation and not of the State of Alaska, the ethical provisions of the Alaska Statutes, Title 39 apply to the ARRC employees.

ARRC is managed by a board of directors consisting of the Commissioner of Commerce, Community and Economic Development; the Commissioner of Transportation and Public Facilities and five members appointed by the Governor and approved by the Legislature. While employees of ARRC are employees of the Corporation and not of the State of Alaska, the ethical provisions of the Alaska Statutes, Title 39 apply to the ARRC employees.

¹ Alaska Cargo Transportation, Inc. v. Alaska R.R. Corp., 834 F.Supp. 1216 (D. Alaska 1991), aff'd, 5 F.3d 378 (9th Cir. 1993).

² Native Village of Eklutna v. Alaska R.R. Corp., 87 P.3d 41 (Alaska 2004)

3.3.2 Methodology of Review

The following steps were taken to analyze and evaluate ARRC's contracting and purchasing policies, procedures and programs:

- Review of ARRC contracting and purchasing policies and procedures.
- Review of ARRC Revised Procurement Rules adopted November 16, 2004.
- Review of Alaska Railroad Corporation Act (ARCA) AS 42.40.
- Review of Alaska Railroad Transfer Act (ARTA), 45 USCA Chapter 21.
- Review of ARRC DBE Complaint of Discrimination in Federally Assisted Programs.
- Review of ARRC DBE Program Required Contract Provisions for Federal-Aid Contracts (Revised 12/21/05).
- Review of ARRC Purchasing Card Program.
- Review of ARRC Bid Proposal Instructions.
- Review of ARRC Procurement and Policies Manual.
- Discussion with the Procurement and DBE Managers and staff of the effects the contracting, purchasing and DBE policies, programs, contract provisions and manuals have had on the DBE program.
- Interviews with key procurement and contracting personnel to determine how the policies and procedures have been implemented in the past and how they are currently being implemented.
- Review of federal and state statutes, regulations and policies and procedures that impact the DBE program or other areas of contracting and purchasing.
- Summarizing the ARRC's contracting, purchasing and DBE programs and how they affect utilization of DBEs by ARRC.

ARRC implements its DBE program on federally funded projects pursuant to 49 CFR Part 26. The Wilson Group reviewed the ARRC DBE Plans dated November 18, 1999 and May 11, 2004.

In July 2007, we interviewed the ARRC EO Manager (DBE Staff Person) and the Supply Management Department, Purchasing Division, who is responsible for procuring construction,

architectural, engineering and other professional services and general supply purchasing and services.

The following sections summarize our review of the applicable policies, procedures and practices cited above and the information gathered from the interviews with the ARRC personnel and the DBE and non-DBE contractors.

3.3.3 Procurement Policies, Procedures and Programs

The Purchasing Division of the Supply Management Department is responsible for the management and execution of all ARCC procurement transactions. Although responsibility is given to each Department to allocate its budget, only the Purchasing Division of ARRC has the authority to procure goods, services and construction on behalf of ARCC. Supply Management also administers the P-Card and Blanket Purchase Order programs discussed below. Authority to purchase goods under \$950 has been delegated to other employees for small purchases through these programs.

The Supply Management Department consists of a Director, Manager, Administrator, Inventory Control Manager, Warehouse Supervisor, Contract Administration Specialists, Warehouse Workers and Administrative Personnel.

The ARRC receives funds from other federal bureaus, including, but not limited to the Federal Transit Administration, Federal Railroad Administration, Federal Emergency Management, Department of Defense, Fish and Wildlife Service, Forest Service, etc. In addition to the other federal dollars, the ARRC projects can be funded or partially funded with internal ARRC money. For the procurement of goods and services, etc., mixed-funding is often utilized. For example, projects are bid with FTA, FRA and ARRC funds and the FTA procurement requirements are utilized.

3.3.3.1 Supply Management Division, Roles and Responsibilities

The Director provides oversight for the procurement function/organization, and is responsible for ARRC procurement management. The Director oversees the procurement process, negotiations and contracts to assure cost-effectiveness and compliance with federal and state requirements. The Director interfaces with all of the Departments of the ARRC and provides assistance and direction in the areas of procurement planning and technologies to meet the ARRC operating needs.

Under the direction of the Director, the Manager of Purchasing is responsible for direct and indirect purchasing of all goods and services. The Manager's duties include strategy development, tendering, negotiation, contract award and contract management. The Manager coordinates procurement activities across all Departments ensuring that best practices are employed.

There are two levels of Contract Administration Specialists (CAS). The first level negotiates and administers simple and moderately complex contracts. The second level manages all aspects of the acquisition, prepares proposals and compiles detailed analysis. At the second level the CAS prepares, negotiates, awards and manages multiple contracts, subcontracts and agreements issued by ARRC.

The Inventory Control Manager (ICM) orders, receives and distributes stock, coordinates and maintains purchases with the Departments and/or vendors.

Under the direction of the Inventory Control Manager, the Warehouse Supervisor provides oversight of the warehouse facility, equipment, systems and personnel needs to meet long term supply needs of ARRC. The Supervisor ensures on time delivery to customers and the accuracy of shipments and goods received, while working closely with the Operations Department and Supply Management.

Under the direction of the Director, the Purchasing & Materials Technician/Surplus Sales is responsible for the storage, distribution, and sale of surplus, obsolete, or unserviceable ARRC property. Responsibilities include expediting the disposal, transfer, or sale of surplus, obsolete, or unserviceable ARRC property. Work includes resolving a variety of problems involving surplus property operations and activities and frequent contact with other Departments, the public and private companies.

The Department Heads are responsible for their respective Departments and project budgets. Department Heads have the authority to approve requisitions in accordance with the ARRC Approval Authority Guide. Department Heads are subject to all rules and regulations governing the ARRC procurement process and shall encourage their staff to seek guidance and training in proper procurement procedures.

3.3.3.2 Process for Purchase of Goods and Services

The first step in the procurement process is the identification by the Departments of the need for a good or service. Once a need has been identified, the Purchasing Division prepares a procurement plan for the acquisition which includes determination of the procurement method and procurement type. The third step is preparation of the specifications or statements of work by the Department with the Supply Management playing an advisory role in order to ensure avoidance of exclusionary specifications and to promote free and open competition.

Once the specifications or statements of work have been prepared, Purchasing Division determines the appropriate procurement method for the goods or services. Department personnel can participate in this process by compiling lists of potential vendors, but communications with potential vendors and the determination of the appropriate method of solicitation is conducted by Purchasing Division.

Purchasing Division is generally responsible for the evaluation of bids but Department personnel with expertise in technical areas usually participate in the evaluation.

Types of Procurement

ARRC uses a variety of purchasing methods which are governed by its procurement rules.

Simplified Procurement Methods - Purchases less than \$950 do not require a purchase order and can be made using an ARRC Procurement Card (P-Card). P-Cards are requested through Supply Management and approved by a Department Head. For P-Card purchases no quotes are required; the maximum limit on a single purchase is \$950 and the prices must be deemed "fair and reasonable".

Purchases for less than \$950 may be made without the use of a P-Card if authorized by an approved authority. There are few employees in the travel group which are authorized up to \$2,000. Employees in the Supply Management Department have larger dollar thresholds.

The ARRC purchases many items in bulk for stock in its warehouse. Items are inventoried and become Warehouse Stock Items. When needed, these items can be *procured* from the warehouse and charged to the correct project.

A Blanket Purchase Order (BPO) is a procurement option used for repetitive purchases of miscellaneous supply items from a particular vendor. BPOs are issued by the Purchasing Division to specific vendors for specific dollar amounts. It has been through the formal process and a contract is established and administered by the Purchasing Division. Once a BPO has been issued by the Purchasing Division, employees may purchase approved supplies, services and materials against it and the Purchasing Division can increase the amount of the BPO if such an increase has been approved by a person with spending authority for the account being charged.

Formal Procurement Procedures - If an employee cannot obtain materials and/or services through the use of a P-Card, BPO or from the warehouse, the service must be obtained through a formal procurement method as determined by the Purchasing Division. To start the procurement process the Department creates a requisition for the needed good or

service. The Purchasing Division completes the procurement process and selects a vendor and then creates a Purchase Order (PO). If a purchase or project costs \$5,000 or more and has a useful life exceeding one year, an Authority for Expenditure is also required.

Once an approved requisition has been placed in the system, the Purchasing Division will determine the appropriate procurement method and commence the procurement process. The type of procurement method is determined by the type of good or service requested and its estimated cost.

Purchasing Projects - For purchases of \$100,000 or less, an estimate of the cost must be provided with the purchase requisition. Purchases of \$10,000 or less may be made be made upon solicitation of a single quote from a qualified firm. Purchases greater than \$10,000 through \$100,000 requires a minimum of 3 quotes from qualified firms. Solicitations or quotations may be oral or written. Price documentation required includes company name, address, date, description of work (scope), and price quotation. This documentation meets the federal government's requirement for price analysis. The prices must be deemed "fair and reasonable" by the individual who recommends the purchase activity.

Purchases greater than \$100,000, require a formal solicitation, i.e. either a Request for Proposal (RFP) or Invitation to Bid (ITB), described below, unless there is an appropriate justification for a single source, limited competition or emergency procurement. An estimate of the cost must be provided with the purchase requisition. The price documentation includes company, address, date, description of work (scope), and bid price. This documentation serves as the federal government's requirement for price analysis.

Prices must be determined to be "fair and reasonable" and are attested to by the individual who recommends the purchase activity.

Construction Projects - For construction projects costing less than \$100,000, a minimum of three written quotes are required. Quotes must be in written form and prior to commencing any work on ARRC property; evidence of insurance must be submitted. An

estimate of the cost must be provided with the purchase requisition and the prices must be determined to be "fair and reasonable" and are attested to by the individual who recommends the purchase activity.

For construction projects costing over \$100,000, a formal solicitation is required. Prior to commencing any work on ARRC property, evidence of insurance must be submitted. An estimate of the cost must be provided with the purchase requisition. The prices must be determined to be "fair and reasonable" and are attested to by the individual who recommends the purchase activity.

Upon notification of intent to award, contractors are required to provide a final list of subcontractors within 5 days. This occurs only approximately 50% of the time within the 5 day period.

Competitive Sealed Bidding - Competitive sealed bidding is a method for procurement for which an Invitation for Bids is issued and the contract is awarded to the lowest responsive responsible bidder. Competitive sealed bidding is appropriate when: 1.) complete and thorough specifications are available for the project; 2.) no discussions or negotiations are required with bidders; 3.) adequate time exists for the solicitation, submission and evaluation of sealed bids; 4.) a reasonable expectation exists of receiving more than one bid; and, 5.) the procurement lends itself to a firm fixed price contract. Invitations for Bids have been made available to minority-owned businesses and plan rooms for free. They are also available on the ARRC internet. There are several minority-owned plan rooms whose business is to provide plans to minority-owed companies for a reduced fee.

Bonding is required for all competitive sealed bid construction contracts over \$100,000. Bonding is only required for competitive sealed bid construction contracts of \$100,000 or less or for contracts for supplies, services or professional services when the circumstances warrant for protection of ARRC. Bid security in the amount of five percent of the amount of the bid must be in the form of a bond provided by a surety company authorized to do business in the state, a

cashier's check or some other form satisfactory to the Procurement Officer. When bid security is required, the Procurement Officer shall reject a bid that does not comply with the bid security requirement unless the non-compliance is determined to be non-substantial.

Requests for Proposals - When competitive sealed bidding is not practical, as determined by ARRC, a contract may be procured through the use of Requests for Proposals (RFPs). An RFP is appropriate when the Procurement Officer determines that: 1.) complete and thorough specifications allowing for competition on price alone are not available for the project; 2.) the type of project would benefit weighing other factors in addition to price; 3.) evaluation factors for the project involve either the relative abilities of offerors to perform or the degrees of technical or professional experience or expertise to perform the project; 4.) selection of the most advantageous items or services may require comparison of the offerors; 5.) negotiations or discussions are beneficial to ARRC to address technical requirements and/or price aspects of the project; and, 6.) non-standard, highly technical or complex goods or services are required by the project.

Federal (the Brooks Act, 40 USC §§ 1101, et. seq. (1972)) and state (AS 36.30.270) laws require contracts for architects, engineers or land surveyors to be obtained through a qualification basis. These rules, however, do not apply to design-build contracts. Historically, ARRC set DBE goals on all professional services contracts. However, currently professional services include DBE goals which are set at zero pending this Disparity Study.

3.3.3.3 Alternative Procurement Methods

Single Source Procurement - A contract may be awarded for supplies, services, professional services or construction without competitive bidding or competitive proposals only when the Procurement Officer determines in writing that it is not practicable to award a contract by competitive sealed bidding, competitive sealed proposals or other competition, and award of the contract by single source procurement is in ARRC's best interest. After the use of a single

source procurement has been justified by the using Department, the procurement officer negotiates with the single supplier to the extent practicable to obtain contract terms advantageous to ARRC.

The using Department must submit written evidence to support a request for a single source procurement. The Procurement Officer may also require the Department to submit cost or pricing data in connection with a single source procurement. The Department may not use the single source procurement process to circumvent the competitive selection procedures otherwise required by ARRC's regulations.

Some examples of circumstances where a single source procurement may be appropriate include: 1.) specific equipment or items required for specific reasons; 2.) operation of a concession contract on ARRC property by a non-profit organization; 3.) legal services for specific purposes; 4.) procurements with a governmental agency; and, 5.) other procurements listed in Section 1400.1 of the ARRC procurement rules.

Limited Competition Procurements - A contract for supplies, services, professional services or construction may be awarded without competitive bidding or competitive proposals when a Department requests to limit a procurement to two or more potential contractors and can show in writing why the solicitation should be limited and why the regular competitive procurement methods are impracticable or contrary to ARRC's interest. The procurement may advertise an intent to make a limited competition procurement to determine if other sources are available for the procurement.

Limited competition procurements may be made with competition that is practicable under the circumstances. The Procurement Officer negotiates with each potential contractor and awards the contract to the contractor who offers the most favorable terms for ARRC. The procurement rules provide that procurement opportunities may not be artificially divided, fragmented or structured to require limited competition nor may single source procurement be utilized under the disguise of limited competition. Limited competition procurements may not be

used for architectural, engineering or land survey contracts or for construction contracts of \$100,000 or more.

Emergency Procurements - Emergency procurements may be used when there exists a threat to public health, welfare or safety or when a situation exists that makes a procurement through competitive sealed bidding or competitive sealed proposals impracticable or contrary to ARRC's interest. An emergency procurement may be negotiated on a single source or limited competition basis as determined by the Procurement Officer. A detailed written determination of the basis of the emergency and for the selection of the contractor must be included in the file. Pursuant to Rule 1400.3, emergency conditions include: 1.) fire, flood, avalanche, epidemic, riot, environmental accident or similarly compelling reasons; 2.) equipment failure (when the need for timely repair is essential); 3.) a situation in which procurement through a competitive process could cause ARRC to lose a market opportunity or for other compelling reasons; or 4.) a need to protect ARRC property or other property.

Procurements may be made with a type of competition that is practicable under the circumstances for supplies, services, construction or professional services that do not exceed an aggregate dollar amount of \$100,000 or a lease of space that does not exceed 3,000 feet. A procurement of \$10,000 or less may be made after receiving only one quotation or informal proposal from a qualified firm or person. For procurements over \$10,000 the Procurement Officer is required to obtain quotations from three firms or persons and keep copies of quotations or record the details of oral responses in the file. The award is required to be made to the lowest responsive responsible bidder taking into account the Alaska bidder and Alaska product preferences. Small procurements may be made and proposals and quotes may be submitted through electronic media.

Innovative Procurement Processes - Procurements may be made using innovative procurement processes, with or without using competitive procedures, if approved by General Counsel or a designee of the General Counsel. In addition, a procurement of products

manufactured or services provided by an employment program of the State of Alaska, an accredited youth education and employment program or a correctional industries program may be made. In addition, unsolicited proposals that are in the best interest of ARRC may be awarded by the Procurement Supervisor. The supervisor may, without disclosing details of the unsolicited proposal, issue a letter of interest to verify that no other source is available for the goods or services.

3.3.4 DBE Program

The ARRC has established a DBE program in accordance and under the authority of 49 CFR Part 26. ARRC's DBE program applies to FTA, FHWA and FAA financially assisted contracts, but not to Federal Railroad Administration (FRA) financially assisted contracts. The DBE Liaison Officer is the ARRC's Manager, Equal Opportunity.

ARRC does not certify DBEs but participates in the Alaska Unified Certification Program (AUCP) along with the other Federal DOT recipients, i.e., AKDOT&PF, the Municipality, the ARRC, the City of Kenai and the North Slope Borough. On behalf of the AUCP, AKDOT&PF certifies all DBEs within the State. ARRC includes in all of its DOT-assisted contracts and subcontracts:

- A non-discrimination clause, and,
- Prompt payment and release of retainage within 30 days of receipt of such funds from ARRC.

Prior to *Western States Paving*, goals were set on projects in accordance with the requirements of 49 CFR Part 26. The Contractor was required to submit its Subcontractor List to ARRC within five working days after receipt of written notice from ARRC. The contractor was also required to submit its DBE Utilization Report certifying whether it would meet the DBE goal on the project.

If the contractor did not meet the DBE goal, it had to demonstrate in accordance with that rule that it made a good faith effort to meet the DBE goal. The Manager, EO and the ARRC Legal Department determined whether the contractor made a good faith effort to meet the DBE goal. If it was determined that the contractor did not make a good faith effort, the contractor had the right to appeal to the Vice President and General Counsel of ARRC.

Good Faith Efforts are determined by the Equal Opportunity Manager (EO Manager) in accordance with 49 CFR § 26.53. A contractor who does not meet the DBE goal set on a project is required to submit the Summary of Good Faith Effort Documentation for review by the EO Manager.

The DBE program is monitored by the ARRC's EO Manager, with assistance from ARRC Project Managers and ARRC Contract Administration Specialists.

For example, when a DBE begins work on an ARRC project, the ARRC Project Manager must complete a report detailing the DBE contractor's performance of a commercially useful function. If the Project Manager or the EO Manager observes work being done or materials being furnished by a firm other than the appropriate DBE, the contractor is promptly notified that an apparent CUF violation is taking place. Compliance monitoring has been randomly conducted in the past but the EO Manager has been working closely with the Project Managers to ensure that compliance is more closely monitored. Under the ARRC Procurement Rules, Rule 1200.3(e), if a contractor substitutes a subcontractor, regardless of whether the subcontractor was a DBE and the value of the subcontract exceeded one-half of one percent of the contract value, the ARRC may:

- Assess and withhold contract damages against the contractor in an amount that does not exceed 10 percent of the value of the subcontract in questions, or
- · Cancel the contract.

In addition, the ARRC Procurement Rule 1800.21 provides that the ARRC may suspend a contractor for up to three years for cause and non-compliance with the DBE requirements under the contract constitutes "cause" for purposes of Rule 1800.21.

3.3.5 Annual Goal-Setting Process

The ARRC follows the two-step process set forth in 49 CFR Part 26 to set annual DBE goals. The first step used by ARRC is to take the total number of firms certified as DBEs that are ready, willing and able to perform work for ARRC and to divide that number by the total number of all firms that are ready, willing and able to perform work for ARRC based on current census data and Section 8(a) data. Based on this step, the ARRC identifies the base figure of the DBE goal.

The second step is an adjustment of step 1 based on historical DBE utilization, information or lack of information regarding DBE capacity, DBE availability and the presence or absence of discriminatory behavior. The ARRC's current DBE program has been modified to eliminate contract goals and to establish a 100 percent race neutral program.

The ARRC 2006 goal was 100% race neutral with an overall goal of 5.04 percent. Before the ARRC was required to make its contract goals race-neutral in January 2006, the DBE goal was 10 percent—five percent race-neutral and five percent race-conscious. For fiscal year 2008, the overall goal is to remain at 5.04 percent and is to be achieved through race neutral means.

3.3.6 DBE Outreach and Supportive Services

The ARRC will attempt to meet the maximum amount of its annual DBE goal by using race-neutral means of facilitating DBE participation. The ARRC uses the following race-neutral means to increase DBE participation:

- Unbundling solicitations to the extent possible;
- Requiring or encouraging prime contractors to subcontract work they might otherwise perform with their own forces;
- Ensuring that DBEs and other small businesses are included on mailing lists for bidders;
- Ensuring dissemination to bidders on prime contracts of lists of potential subcontractors;

- Provision of information in languages other than English where appropriate;
- Contributing to AKDOT&PF's DBE Newsletter;
- Ensuring distribution of the AUCP certified DBE Directory to prime contractors;
- Participating in interagency joint training; and,
- Attending and speaking at as many public forums as possible to inform potential DBEs of the types of work available at the ARRC.

ASKA AVAILABILITY AND DISPARITY STUDY	
CHAPTER 4.0 – AVAILABILITY ANALYSIS	

CHAPTER 4.0 – AVAILABILITY ANALYSIS

Availability provides one of the most critical elements for assessing how equitable public contracting has been in the past. In essence, availability analysis predicts number of firms in the relevant market area and the capacity of those firms to provide the services needed by public organizations.

This section of the report discusses the results of our analysis of firm availability. By utilizing primary data extrapolation in conjunction with secondary data for verification purposes, the characteristics of firms in the marketplace is surmised. Based on evidence of past success in performing work at certain levels, firms are judged to be qualified, willing and able for future contract and bid opportunities. Specifically, our analysis includes a discussion of our approach and methodology, results of our estimations by relevant category, and impact of various characteristics on the ability of firms to win contracts.

4.1 Approach

Current case law provides little direct guidance on how to measure the degree of availability of a firm. As the courts weighed in more on the availability issue, the emphasis has been more of what was not right with the current methodologies rather than a more tutorial discussion of methodologies that would pass legal muster.

Social scientists have developed several approaches to attempt to meet the threefold criterion: qualified, willing, and able. The most prevalent practices occupy the extremes of the analytical spectrum. At the most conservative extreme, only firms that are included in bidder, vendor, and certification records of the reviewed organization represent all available firms. The most liberal estimates would include all firms that are recognized by the US Census or a similar estimating organization as being present within the relevant market area regardless of size, interest, workload, or even status.

More recently, most disparity study methodologies have sought "middle ground" between the two extremes with varying degrees of success. A variety of secondary data sources have been utilized to estimate the population of the firms working in the relevant market and industry segment areas and based on this data a sample of primary data has been collected. The move away from bidder, vendor, and certification data created opportunities for additional analysis as well as challenges. Another issue that has grown in importance relates to the impact of business relationships as it relates to working as a prime contractor or subcontractor. In essence, if a firm is available to work as a subcontractor, at what point does it become available to work as a prime contractor.

On December 16, 2005, the United States Commission on Civil Rights conducted a "briefing to gather facts so that it could better evaluate the methodological and empirical strength and quality of these seminal efforts and subsequent disparity studies, which in part form the foundation of affirmative action in federal contracting." As a result of the briefing, several recommendations were made regarding disparity studies and the methodologies used to gather empirical evidence. Of particular note with regard to availability analysis are the following points:

- Recommendation 3: Researchers must develop explicit rationale for including businesses in the availability measure as qualified, willing and able to carry out contract work. Their work should compare only businesses that are able to perform the same services. Analysts should remove from the pool of available businesses any companies offering services that a government does not purchase or that are distinctively different.
- Recommendation 6: Analysts should use measures of available firms that account for the businesses' capacity to perform work. At a minimum, they should examine disparity ratios by size of business. For example, instead of contrasting small minority businesses with all other firms, researchers should compare them to other small businesses. Yet, categorizing businesses as small, medium, and large is only a weak measure of capacity. The research should attempt to include additional and more fine-tuned measures of capacity, such as revenue, number of employees, or the firm's payroll.

¹ Disparity Studies as Evidence of Discrimination in Federal Contracting, A Briefing Before the United States Commission on Civil Rights Held in Washington, D.C. December 16, 2005, published May 2006, pg. 77.

 Recommendation 8: Similarly, utilization and availability measures, that are numerators and denominators, must represent the same time period to avoid any distortion from changes in the composition of the business community.

4.2 Methodology

Several major data collection and analysis efforts were undertaken based on our approach to develop the list of available firms. First, an assessment of secondary data was completed to identify potential data sources. The following databases were collected:

- State of Alaska Department of Commerce Incorporation Database (2007)
- Dun and Bradstreet Alaska and Washington Firm Database (2007)
- Alaska Department of Transportation & Public Facilities Contract Data
- Alaska Department of Transportation & Public Facilities Contract DBE Directory
- Alaska Department of Transportation & Public Facilities Contract Purchasing Databases (central, northern, and southeast)
- Alaska Department of Transportation & Public Facilities Contract Statewide Vendors list
- Alaska Railroad Corporation Vendor list
- Alaska 8a Certified companies
- Associated General Contractors of Alaska
- Alaska Outreach MWBEs
- Biztrak database vendors
- Central Contractor Registration
- CIRI Shareholders ANC Research and Development
- Municipality of Anchorage Contract data
- Municipality of Anchorage Suppliers list

Based on these sources, a master database was created that reflected a pool of over 23,000 firms that indicated an interest in performing work in Alaska by registering their firm with

one or more of the source agencies listed on the preceding page. The database was further verified by comparisons to other databases and found to be representative of the results from the 2002 Economic Census and other secondary data sources.

The source agencies do not maintain time-phased lists of registrants. Therefore, the availability analysis in this report assumes that firms included in the master database were viable businesses that continued operations in the same line(s) of business throughout the study period as indicated in the database.

An argument could reasonably be made that other businesses not listed in the source agency registration lists were actually available to provide goods and services. In other words, the overall pool of firms should be higher than reflected herein and there is some validity to that argument. However, concern about unduly inflating the basis for availability precluded an upward adjustment in our methodology to determine available firms.

A companion argument could also be that some firms in operation at time period t^1 of the study would have ceased operations at some future point in time (t^x) of the study period. In this case, a downward adjustment in the availability pool would be in order. Consideration was given to this potential occurrence by soliciting and collecting data on revenues generated by pool firms. The underlying premise was that firms that generated certain levels of revenues in the past had a propensity to generate similar levels of revenues throughout the study period. However, past revenue generation does not always translate into firm success in future business periods.

Subsequent to compiling the list of firms, filtering criteria were developed in order to extract a subset of qualified, willing and able firms from the overall pool of firms. Factors in this assessment included the firms' reported revenue generation as discussed above. Consideration was also given to the past procurement history of the contracting agency to provide thresholds for estimating the dollar size of future contract awards. The assumption was that historical buying patterns present during the study period were indicative of future buying

patterns. Available firms in the database were evaluated in light of those thresholds to assess levels of qualification and ability. Additionally, the business license status of firms in the master vendor database was the final determinant of firm eligibility for analysis of availability.

Willingness factors in the evaluation model considered data from this pool of available firms and responses to the telephone survey. Evaluation factors assessed firm data such as line of business, revenue generation capability, and completeness of contact information to determine responsiveness. It is understood that individual firms would have little control over how their firms are represented in vendor databases. However, procuring agents typically use vendor lists as a resource to identify potential goods and services providers. This analysis evaluates availability from the perspective of the procuring agent – what does the business horizon look like from the buyers' point of view. Recommendations on ways to expand that horizon are presented later in this report.

The compilation of firm names from the source agencies produced a list of over 23,000 firms that were classified into one of the seven business categories evaluated in this study. Firms that did not identify lines of business and firms that provided services other than those purchased by the client were excluded from further consideration in this analysis following the recommendation from the Commission briefing.

4.3 Results

Exhibit 4-1 shows the number of firms included for initial analysis of availability and groups that data by business category and business owner classification. Exhibit 4-2 shows the relative distribution of these firms.

Exhibits 4-1 and 4-2 show that the largest number of firms in the database was construction firms owned by nonminority men (7,799 firms out of 23,475). Nonminority men also represented the largest business owner category of professional services firms.

Exhibit 4-1
Total Firms by Business Category
and Owner Classification

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
OVERALL DATABASE:									
Architectural/Engineering	1	7	0	10	6	5	183	31	243
Commodities	9	33	4	72	10	9	5,126	37	5,300
Construction	51	81	3	217	39	60	7,799	112	8,362
Design Build	0	0	1	1	0	2	4	6	14
Manufacturing	2	1	0	11	1	1	796	7	819
Miscellaneous	29	10	1	73	34	15	2,242	18	2,422
Professional Services	66	71	4	164	51	36	5,794	129	6,315
TOTAL	158	203	13	548	141	128	21,944	340	23,475

Exhibit 4-2
Distribution of Firms by Business Category
and Owner Classification

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
OVERALL DATABASE:									
Architectural/Engineering	0.41%	2.88%	0.00%	4.12%	2.47%	2.06%	75.30%	12.76%	100.00%
Commodities	0.17%	0.62%	0.08%	1.36%	0.19%	0.17%	96.71%	0.70%	100.00%
Construction	0.61%	0.97%	0.04%	2.60%	0.47%	0.72%	93.25%	1.34%	100.00%
Design Build	0.00%	0.00%	7.14%	7.14%	0.00%	14.29%	28.57%	42.86%	100.00%
Manufacturing	0.24%	0.12%	0.00%	1.34%	0.12%	0.12%	97.21%	0.85%	100.00%
Miscellaneous	1.20%	0.41%	0.04%	3.01%	1.40%	0.62%	92.58%	0.74%	100.00%
Professional Services	1.05%	1.12%	0.06%	2.60%	0.81%	0.57%	91.75%	2.04%	100.00%
TOTAL	0.67%	0.86%	0.06%	2.33%	0.60%	0.55%	93.48%	1.45%	100.00%

After categorizing firms by line of business and business ownership category, a series of steps were required to identify the subset of firms within the respective relevant market areas for AKDOT&PF and ARRC, and the Municipality of Anchorage, Alaska. These analytical steps fall within the "qualified" criteria in our assessment because only firms within the relevant market area are eligible for participation in and consideration under any remedial actions implemented by the client to improve the success rate of firms doing business with the client.

The following sections of this chapter discuss the unique characteristics of availability in the respective relevant market areas for AKDOT&PF and ARRC, and for the Municipality of Anchorage, Alaska.

4.4 AKDOT&PF and ARRC

In Exhibit 4-3, we present the breakdown of the firms in the database domiciled in the relevant market area of AKDOT&PF and ARRC that were further analyzed to evaluate their availability to perform work. Most firms in the resulting subset were construction firms and that business category was dominated by nonminority male-owned firms. In descending order, professional services firms were the next highest group and that group was also predominately nonminority male-owned. There were few minority-owned firms in the relevant market area. Exhibit 4-4 shows the percentage distribution of firms by business category and business owner classification.

With the revenue generation review, firms were evaluated on their ability to generate revenues comparable to the dollar amount of prime contracts awarded by AKDOT&PF and ARRC. Firms that did not meet the dollar threshold criteria as prime contractors were excluded from further consideration as prime contractors and reevaluated based on the dollar thresholds for subcontractors discussed later on in this chapter. Exhibit 4-5 shows the number of firms in

Exhibit 4-3
AKDOT & PF and ARRC Firm Availability

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Construction	6	7	0	23	4	5	483	8	536
Professional Services	1	5	0	4	2	1	58	3	74
TOTAL	7	12	0	27	6	6	541	11	610

Exhibit 4-4
AKDOT & PF and ARRC Firm Distribution

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Construction	1.12%	1.31%	0.00%	4.29%	0.75%	0.93%	90.11%	1.49%	100.00%
Professional Services	1.35%	6.76%	0.00%	5.41%	2.70%	1.35%	78.38%	4.05%	100.00%
TOTAL	1.15%	1.97%	0.00%	4.43%	0.98%	0.98%	88.69%	1.80%	100.00%

Exhibit 4-5
AKDOT & PF and ARRC Firm Availability
Adjusted Prime Contractors

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Construction	0	1	0	1	0	0	14	0	16
Professional Services	0	5	0	1	0	0	16	1	23
TOTAL	0	6	0	2	0	0	30	1	39

the relevant market area with the capacity to perform work as prime contractors for AKDOT&PF and ARRC based on the firm's historical revenue generation and meeting the willingness criteria.

The relative distribution adjusted prime contractors is as follows in Exhibit 4-6. Nonminority male-owned firms represent the largest business owner group of firms capable of performing work as prime contractors in our analysis. These firms account for 77 percent of all prime contractors across the identified business categories. One outcome of this distribution is that there is a higher likelihood that nonminority male-owned firms will be successful in securing contracts based on the significantly higher number of firms in this business owner category.

The number of firms able to subcontract to larger firms is understandably larger than the number of firms capable of prime contracting. Factors such as financial resources, access to capital, business networks, and experience are some non-race/gender issues that can negatively impact the ability of firms to successfully compete at the prime contractor level.

Exhibit 4-7 shows the number of firms in the relevant market area that could perform work as subcontractors. Prime contractors are included in these numbers because prime contractors can perform work as subcontractors and would be inclined to accept work as subcontractors if business conditions prompted them to do so (e.g., limited opportunities at the prime contractor level or lucrative options at the subcontractor level). The results below were weighted to adjust for firm capacity.

The distribution of subcontractors is shown in Exhibit 4-8. These results are used in the disparity analysis in Chapters 5 and 7 of this report. The ratios of minority and nonminority-owned firms at the subcontractor level are similar to the ratios at the prime level.

Exhibit 4-6
AKDOT & PF and ARRC Firm Availability
Adjusted Prime Contractor Distribution

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Construction	0.00%	6.25%	0.00%	6.25%	0.00%	0.00%	87.50%	0.00%	100.00%
Professional Services	0.00%	21.74%	0.00%	4.35%	0.00%	0.00%	69.56%	4.35%	100.00%
TOTAL	0.00%	15.38%	0.00%	5.13%	0.00%	0.00%	76.93%	2.56%	100.00%

Exhibit 4-7
AKDOT & PF and ARRC Firm Availability
Adjusted Subcontractors

	African American	AK Native Corporation	AK Tribal Corporation	American Indian/AK Native	Asian Indian/Pacific Islander	Hispanic American	Nonminority	Nonminority Women	Total
Construction	4	7	0	20	4	5	275	6	321
Professional Services	1	5	0	4	2	1	40	3	56
TOTAL	5	12	0	24	6	6	315	9	377

Exhibit 4-8
AKDOT & PF and ARRC Firm Availability
Adjusted Subcontractor Distribution

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Construction	1.25%	2.18%	0.00%	6.23%	1.25%	1.56%	85.66%	1.87%	100.00%
Professional Services	1.79%	8.93%	0.00%	7.14%	3.57%	1.79%	71.42%	5.36%	100.00%
TOTAL	1.33%	3.18%	0.00%	6.37%	1.59%	1.59%	83.55%	2.39%	100.00%

4.5 Regional Analysis of Availability

For informational purposes, an availability analysis was performed at the region level to provide visibility into the distribution of firms within the State of Alaska. The results of that analysis at the prime contractor level are presented in Exhibits 4-9 through 4-14. The regional analysis at the subcontractor level is presented in Exhibits 4-15 through 4-20.

4.6 Municipality Of Anchorage

The methodology described in detail in the preceding pages for AKDOT&PF and ARRC was also used to determine the availability for the Municipality of Anchorage, Alaska. The detailed steps to arrive at the results shown below are not repeated in this section but key points in the charts will be discussed.

There were 7,202 firms in the database domiciled within the relevant market area of the Municipality of Anchorage, Alaska, as shown in Exhibit 4-21. Most firms in the database were construction firms and most of those firms were owned by nonminority males.

Exhibit 4-22 presents the distribution of firms for the Municipality. Over half of the firms provided either construction or professional services. Almost nine of ten firms in these business categories were owned and/or operated by nonminority males. Minority business ownership was most evident in architectural engineering with 32 percent of firms compared to 68 percent nonminority ownership. Woman-owned firms were the larger segment among minority owners in architectural/engineering firms.

Exhibit 4-9
AKDOT & PF and ARRC Firm Availability
Adjusted Prime Contractors (Northern Region)

	African American	AK Native Corporation	AK Tribal Corporation	American Indian/AK Native	Asian Indian/Pacific Islander	Hispanic American	Nonminority	Nonminority Women	Total
	American	Corporation	Corporation	Native	isianuei	American	Nonlininority	women	TOLAT
Construction	0	0	0	0	0	0	2	0	2
Professional Services	0	0	0	0	0	0	1	0	1
TOTAL	0	0	0	0	0	0	3	0	3

Exhibit 4-10
AKDOT & PF and ARRC Firm Availability
Adjusted Prime Contractor Distribution (Northern Region)

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
Professional Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
TOTAL	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%

Exhibit 4-11
AKDOT & PF and ARRC Firm Availability
Adjusted Prime Contractors (Central Region)

	African American	AK Native Corporation	AK Tribal Corporation	American Indian/AK Native	Asian Indian/Pacific Islander	Hispanic American	Nonminority	Nonminority Women	Total
Construction	0	1	0	1	0	0	11	0	13
Professional Services	0	5	0	1	0	0	12	1	19
TOTAL	0	6	0	2	0	0	23	1	32

Exhibit 4-12
AKDOT & PF and ARRC Firm Availability
Adjusted Prime Contractor Distribution (Central Region)

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Construction	0.00%	7.69%	0.00%	7.69%	0.00%	0.00%	84.62%	0.00%	100.00%
Professional Services	0.00%	26.32%	0.00%	5.26%	0.00%	0.00%	63.16%	5.26%	100.00%
TOTAL	0.00%	18.75%	0.00%	6.25%	0.00%	0.00%	71.87%	3.13%	100.00%

Exhibit 4-13
AKDOT & PF and ARRC Firm Availability
Adjusted Prime Contractors (Southeast Region)

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Construction	0	0	0	0	0	0	1	0	1
Professional Services	0	0	0	0	0	0	3	0	3
TOTAL	0	0	0	0	0	0	4	0	4

Exhibit 4-14
AKDOT & PF and ARRC Firm Availability
Adjusted Prime Contractor Distribution (Southeast Region)

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
Professional Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
TOTAL	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%

Exhibit 4-15
AKDOT & PF and ARRC Firm Availability
Adjusted Subcontractors (Northern Region)

	African American	AK Native Corporation	AK Tribal Corporation	American Indian/AK Native	Asian Indian/Pacific Islander	Hispanic American	Nonminority	Nonminority Women	Total
O ti	Ailleileall	Corporation	Corporation	IValive	Islanuei	American			
Construction	1	1	0	4	1	1	55	3	66
Professional Services	0	0	0	1	1	0	4	1	7
TOTAL	1	1	0	5	2	1	59	4	73

Exhibit 4-16
AKDOT & PF and ARRC Firm Availability
Adjusted Subcontractor Distribution (Northern Region)

	African American	AK Native Corporation	AK Tribal Corporation	American Indian/AK Native	Asian Indian/Pacific Islander	Hispanic American	Nonminority	Nonminority Women	Total
Construction	1.52%	1.52%	0.00%	6.06%	1.52%	1.52%	83.31%	4.55%	100.00%
Professional Services	0.00%	0.00%	0.00%	14.29%	14.29%	0.00%	57.13%	14.29%	100.00%
TOTAL	1.37%	1.37%	0.00%	6.85%	2.74%	1.37%	80.82%	5.48%	100.00%

Exhibit 4-17
AKDOT & PF and ARRC Firm Availability
Adjusted Subcontractors (Central Region)

	African American	AK Native Corporation	AK Tribal Corporation	American Indian/AK Native	Asian Indian/Pacific Islander	Hispanic American	Nonminority	Nonminority Women	Total
Construction	3	5	0	13	2	3	172	2	200
Professional Services	1	5	0	2	1	1	30	1	41
TOTAL	4	10	0	15	3	4	202	3	241

Exhibit 4-18
AKDOT & PF and ARRC Firm Availability
Adjusted Subcontractor Distribution (Central Region)

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Construction	1.50%	2.50%	0.00%	6.50%	1.00%	1.50%	86.00%	1.00%	100.00%
Professional Services	2.44%	12.20%	0.00%	4.88%	2.44%	2.44%	73.16%	2.44%	100.00%
TOTAL	1.66%	4.15%	0.00%	6.22%	1.24%	1.66%	83.83%	1.24%	100.00%

Exhibit 4-19 AKDOT & PF and ARRC Firm Availability Adjusted Subcontractors (Southeast Region)

	African American	AK Native Corporation	AK Tribal Corporation	American Indian/AK Native	Asian Indian/Pacific Islander	Hispanic American	Nonminority	Nonminority Women	Total
Construction	0	1	0	3	1	1	48	1	55
Professional Services	0	0	0	1	0	0	6	1	8
TOTAL	0	1	0	4	1	1	54	2	63

Exhibit 4-20
AKDOT & PF and ARRC Firm Availability
Adjusted Subcontractor Distribution (Southeast Region)

	African American	AK Native Corporation	AK Tribal Corporation	American Indian/AK Native	Asian Indian/Pacific Islander	Hispanic American	Nonminority	Nonminority Women	Total
Construction	0.00%	1.82%	0.00%	5.45%	1.82%	1.82%	87.27%	1.82%	100.00%
Professional Services	0.00%	0.00%	0.00%	12.50%	0.00%	0.00%	75.00%	12.50%	100.00%
TOTAL	0.00%	1.59%	0.00%	6.35%	1.59%	1.59%	85.71%	3.17%	100.00%

Exhibit 4-21 Muni Firm Availability

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Architectural/Engineering	1	6	0	6	4	3	76	16	112
Commodities	7	4	1	31	7	6	1,322	20	1,398
Construction	38	44	0	115	23	35	2,249	56	2,560
Design Build	0	1	0	1	0	0	1	0	3
Manufacturing	1	1	0	9	0	0	81	2	94
Miscellaneous	21	4	0	40	18	7	802	10	902
Professional Services	36	47	0	112	20	18	1,839	61	2,133
TOTAL	104	107	1	314	72	69	6,370	165	7,202

Exhibit 4-22 MUNI Firm Distribution

				American	Asian				
	African	AKk Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Architectural/Engineering	0.89%	5.36%	0.00%	5.36%	3.57%	2.68%	67.85%	14.29%	100.00%
Commodities	0.50%	0.29%	0.07%	2.22%	0.50%	0.43%	94.56%	1.43%	100.00%
Construction	1.48%	1.72%	0.00%	4.49%	0.90%	1.37%	87.85%	2.19%	100.00%
Design Build	0.00%	33.33%	0.00%	33.33%	0.00%	0.00%	33.34%	0.00%	100.00%
Manufacturing	1.06%	1.06%	0.00%	9.57%	0.00%	0.00%	86.18%	2.13%	100.00%
Miscellaneous	2.33%	0.44%	0.00%	4.43%	2.00%	0.78%	88.91%	1.11%	100.00%
Professional Services	1.69%	2.20%	0.00%	5.25%	0.94%	0.84%	86.22%	2.86%	100.00%
TOTAL	1.44%	1.49%	0.01%	4.36%	1.00%	0.96%	88.45%	2.29%	100.00%

The adjusted prime contractor availability identifies the subset of qualified, willing and able prime contractors in the pool of firms domiciled in the relevant market area. As mentioned earlier, the analysis factors contractor spending, firm revenues and interest in public sector opportunities to arrive at the adjusted availability of prime contractors. The results are shown below in Exhibit 4-23 and Exhibit 4-24.

The prime contractor adjustment reduced the pool of firms from 7,202 to 696. Most of these firms were owned by nonminority males (see Exhibit 4-23). The adjusted prime contractor distribution for the Municipality of Anchorage, Alaska is presented in Exhibit 4-24.

Exhibits 4-25 and 4-26 show the results of the subcontractor availability analysis. The adjusted subcontractor analysis is used for the Disparity Analysis. There are two points of interest in the adjusted subcontractor availability analysis. First, nonminority males generally own at least eight of ten firms available to subcontract on Municipality of Anchorage procurements. Second, in architectural/engineering the availability adjustments slightly increased the relative percentage of minority-owned subcontractors, in comparison to the analysis results at the prime level. The adjusted subcontractor analysis is further utilized in the disparity analysis in this report.

4.7 Regression Analysis

As part of our availability analysis, a series of regression equations were evaluated. Basically, the probability of winning contracts were assessed vis-à-vis various firm characteristics including race, gender, and status. The results reveal that race and gender are not primary predictors of success. In fact, the equations reveal no systematic pattern of discrimination. Another way of looking at the results is that discrimination will occur in some transactions, but is not the result of the actions of the reviewed organizations.

Exhibit 4-23 MUNI Firm Availability Adjusted Prime Contractors

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Architectural/Engineering	0	3	0	2	3	0	20	3	31
Construction	5	18	0	11	4	5	365	12	420
Professional Services	1	16	0	11	3	2	205	7	245
TOTAL	6	37	0	24	10	7	590	22	696

Exhibit 4-24
MUNI Firm Availability
Adjusted Prime Contractor Distribution

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Architectural/Engineering	0.00%	9.68%	0.00%	6.45%	9.68%	0.00%	64.51%	9.68%	100.00%
Construction	1.19%	4.29%	0.00%	2.62%	0.95%	1.19%	86.90%	2.86%	100.00%
Professional Services	0.41%	6.53%	0.00%	4.49%	1.22%	0.82%	83.67%	2.86%	100.00%
TOTAL	0.86%	5.32%	0.00%	3.45%	1.44%	1.01%	84.76%	3.16%	100.00%

Exhibit 4-25 MUNI Firm Availability Adjusted Subcontractors

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Architectural/Engineering	1	4	0	3	3	2	31	8	52
Construction	18	25	0	52	8	18	638	15	774
Professional Services	1	16	0	11	3	2	205	7	245
TOTAL	20	45	0	66	14	22	874	30	1,071

Exhibit 4-26 MUNI Firm Availability Adjusted Subcontractor Distribution

				American	Asian				
	African	AK Native	AK Tribal	Indian/AK	Indian/Pacific	Hispanic		Nonminority	
	American	Corporation	Corporation	Native	Islander	American	Nonminority	Women	Total
Architectural/Engineering	1.9%	7.7%	0.0%	5.8%	5.8%	3.9%	59.6%	15.4%	100.0%
Construction	2.3%	3.2%	0.0%	6.7%	1.0%	2.3%	82.4%	1.9%	100.0%
Professional Services	0.4%	6.5%	0.0%	4.5%	1.2%	0.8%	83.7%	2.9%	100.0%
TOTAL	1.9%	4.2%	0.0%	6.2%	1.3%	2.1%	81.6%	2.8%	100.0%

CHAPTER 5.0 – ALASKA DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES RELEVANT MARKET AREA, UTILIZATION AND DISPARITY ANALYSES

CHAPTER 5.0 – ALASKA DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES RELEVANT MARKET AREA, UTILIZATION AND DISPARITY ANALYSES

This Chapter provides an overview of our analysis of the contracting activity occurring between October 1, 2001 through September 30, 2006 for the Alaska Department of Transportation & Public Facilities (AKDOT&PF). We will also define the AKDOT&PF's relative market area and analyze the utilization of firms available.

The first section "Data Collection and Management" describes the methodology applied to all participating agencies (Alaska Department of Transportation & Public Facilities (AKDOT&PF), Municipality of Anchorage (Municipality) and Alaska Railroad Corporation (ARRC). The balance of the Chapter is dedicated to the AKDOT&PF.

5.1 <u>Data Collection and Management</u>

This section describes the data parameters and the process utilized to collect and manage the data used in this study.

Business Categories

This study analyzed the spending patterns of all agencies to determine the business categories of purchases made during the study period and the relevant market areas. To define each business category the Wilson Group utilized the primary industry classification under the North American Industrial Classification System (NAICS). Procurements were generally assigned to one of following business categories for the agencies.

Construction

NAICS CODES	NAICS DESCRIPTION
111421	Nursery and Tree Production
113310	Logging
115310	Support Activities for Forestry
221310	Water Supply and Irrigation Systems
236210	Industrial Building Construction

Construction (Continued)

NAICS	
CODES	NAICS DESCRIPTION
236220	Commercial and Institutional Building Construction
237110	Water and Sewer Line and Related Structures Construction
237120	Oil and Gas Pipeline and Related Structures Construction
237130	Power and Communication Line and Related Structures Construction
237210	Land Subdivision
237310	Highway, Street, and Bridge Construction
237990	Other Heavy and Civil Engineering Construction
238110	Poured Concrete Foundation and Structure Contractors
562111	Solid Waste Collection
562112	Hazardous Waste Collection
238120	Structural Steel and Precast Concrete Contractors
238130	Framing Contractors
238140	Masonry Contractors
238150	Glass and Glazing Contractors
238160	Roofing Contractors
238170	Siding Contractors
238190	Other Foundation, Structure, and Building Exterior Contractors
238210	Electrical Contractors
238220	Plumbing, Heating, and Air-Conditioning Contractors
238290	Other Building Equipment Contractors
238310	Drywall and Insulation Contractors
238320	Paint and Wall Covering Contractors
238330	Flooring Contractors
238340	Tile and Terrazzo Contractors
238350	Finish Carpentry Contractors
238390	Other Building Finishing Contractors
238910	Site Preparation Contractors
238990	All Other Specialty Trade Contractors
324121	Asphalt Paving Mixture and Block Manufacturing
326299	All Other Rubber Product Manufacturing
327320	Ready-Mix Concrete Manufacturing
331210	Iron and Steel Pipe and Tube Manufacturing from Purchased Steel
332312	Fabricated Structural Metal Manufacturing
332313	Plate Work Manufacturing
332323	Ornamental and Architectural Metal Work Manufacturing
332510	Hardware Manufacturing
332996	Fabricated Pipe and Pipe Fitting Manufacturing
335129	Other Lighting Equipment Manufacturing
335313 336411	Switchgear and Switchboard Apparatus Manufacturing Aircraft Manufacturing
336510	Railroad Rolling Stock Manufacturing
339950	Sign Manufacturing
339999	All Other Miscellaneous Manufacturing
483113	Coastal and Great Lakes Freight Transportation
483211	Inland Water Freight Transportation
484110	General Freight Trucking, Local
484121	General Freight Trucking, Long-Distance, Truckload
484122	General Freight Trucking, Long-Distance, Less Than Truckload
484220	Specialized Freight (except Used Goods) Trucking, Local
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance
488390	Other Support Activities for Water Transportation
488490	Other Support Activities for Road Transportation
488510	Freight Transportation Arrangement
488999	All Other Support Activities for Transportation
532412	Construction, Mining, and Forestry Machinery and Equipment Rental and Leasing
562119	Other Waste Collection
562219	Other Nonhazardous Waste Treatment and Disposal
562910	Remediation Services
562991	Septic Tank and Related Services
562998	All Other Miscellaneous Waste Management Services

Professional Services

NAICS CODES	NAICS DESCRIPTION
425120	Wholesale Trade Agents and Brokers
541211	Offices of Certified Public Accountants
541310	Architectural Services
541320	Landscape Architectural Services
541330	Engineering Services
541340	Drafting Services
541350	Building Inspection Services
541360	Geophysical Surveying and Mapping Services
541370	Surveying and Mapping (except Geophysical) Services
541380	Testing Laboratories
541410	Interior Design Services
541420	Industrial Design Services
541430	Graphic Design Services
541490	Other Specialized Design Services
541511	Custom Computer Programming Services
541512	Computer Systems Design Services
541513	Computer Facilities Management Services
541519	Other Computer Related Services
541611	Administrative Management and General Management Consulting Services
541613	Marketing Consulting Services
541614	Process, Physical Distribution, and Logistics Consulting Services
541618	Other Management Consulting Services
541620	Environmental Consulting Services
541690	Other Scientific and Technical Consulting Services
541810	Advertising Agencies
541820	Public Relations Agencies
541990	All Other Professional, Scientific, and Technical Services
561110	Office Administrative Services
561439	Other Business Service Centers
611430	Professional and Management Development Training

Disadvantaged Business Enterprises (DBEs)

Title 49, Part 26 of the Code of Federal Regulations defines a disadvantaged business enterprise as a firm with at least 51 percent ownership and control by a DBE from one of six subgroups: Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian Americans, and Women; or are a DBE based on the special rules for an Alaska Native Corporation (ANC) or Native American Tribe. These groups are defined in Appendix A. Firm classification was determined based on data provided by the Agencies and telephone and/or personal interviews that were conducted by the Wilson Group.

The Wilson Group used data from the Agencies' files to develop and initially classify firms into business owner classifications. Subsequently, representatives from the Agencies served as resources to review the classifications and identify firms that should be reclassified to

another category. Where firm ownership was undetermined, the firms were considered to be non-minority owned and therefore classified as non-DBEs for the analytical purpose of this study.

Data Collection

The Wilson Group developed a data assessment tool for fact finding about each Agencies data sources and formats. The completed data assessment tools along with interviews conducted with key staff members were used to develop and finalize a data collection plan. During the months of February 2007 through April 2007 electronic and hardcopy data were retrieved from the Agencies.

Relevant data collected from the above vendor and contract sources included but are not limited to the following:

Vendors

- Vendor Name
- Geographic County/Region
- Owner's Ethnicity
- Primary NAICS
- Primary Services

Contract/Subcontract Data

- Prime Contractor
- Subcontractor
- Contract ID
- Contract Award Date
- Contract Award Amount
- Subcontract Amount
- Payment to Prime Contractor
- Contract Funding Source
- Contract Type
- Primary Service

Vendor Data

The Wilson Group collected company records from multiple sources to create a Master Vendor table. The following is a list of data sources included in the study:

MASTER VENDOR DATA SOURCES
State of Alaska Department of Commerce Incorporation Database (2007)
State of Alaska Registrar of Contractors
Dun & Bradstreet Alaska & Washington Firm Database (2007)
Alaska Department of Transportation & Public Facilities BizTrak Contracting Database
Alaska Department of Transportation & Public Facilities Statewide Contract Database
Alaska Department of Transportation & Public Facilities DBE Directory
Alaska Department of Transportation & Public Facilities Purchasing Vendors
Alaska Railroad Corporation Vendors
Municipality of Anchorage Contract Data
Municipality of Anchorage Supplier's Vendor List
Alaska 8a Certified Companies
Alaska Association of General Contractors Directory
CIRI Shareholders List (ANC Research Development LLC)
Alaska Outreach MWBEs
Central Contract Registry (CCR) Vendors Alaska
Contract Data

From the vendor sources, a total of 36,102 individual vendors were included in the Master Vendor Table. In order to limit the vendors to the type of services contracted by the Agencies, below is a list of the types of vendors that were excluded. The final Master Vendor Table included 23,218 vendors.

VENDORS EXCLUDED					
Air Transportation/Airlines	Fisheries	Political/Government Parties			
Amusement and Recreation	Florists/Novelty/Gift Shops	Radio/TV Broadcasting			
Apartment/Rental Complex	Food Services/Processing	Real Estate Agency			
Associations/Nonprofits	Gambling/Gaming	Recreational Vehicle Dealers			
Banking/Financial Institutes	Government Agencies	Retirement/Senior Communities			
Bars/Lounges/Clubs	Grocery/Supermarkets	Schools and Instruction			
Barber/Beauty Shops	Ground Transportation	Skiing Facilities			
Board Members/Officials	Hotels/Motels/Resorts	Sporting Goods/Supplies			
Breweries/Wineries	Insurance	Touring/Sightseeing			
Car Rentals	Mining	Transit Vehicle Dealers			
Catering/Restaurants	Motorcycle Dealers	Travel Agency			
Cemeteries/Funeral Services	Museums/National Parks/Zoo	Tribal/Government Council			
Childcare/Daycare	Native Villages/Communities	US Postal Services			
Clothing Stores	Nonprofit Organizations	Union/Labor Groups			
Duplicates	Nursing Home/Hospice	University/Schools/Colleges			
Employee/Individual	Pet Care/Grooming	Unknown Data (address,			
Entertain/Theatres	Personal Care Services	services provided, etc.)			
Fitness/Sports Centers	Pharmacies	Utilities			

Contract and Subcontract Data Collection

Electronic and hardcopy data was provided by each participating Agency for contracts awarded during the five-year study period. The Wilson Group created a contract table for each

Agency, which included prime contractor and subcontractor data. The following is a list of the contracting sources utilized:

CONTRACTING SOURCES
Alaska Department of Transportation & Public Facilities BizTrak Contracting Database
Alaska Department of Transportation & Public Facilities Statewide Contract Database
Alaska Railroad Corporation Payment System
Municipality of Anchorage Contract Data

Separate contract databases were compiled using the above mentioned sources for each Agency. Based on the parameters of the study that were discussed with the client's contract manager, certain contracts were excluded from further analysis. Reasons for exclusion include contracts that were:

- Out of the Study Period the study period included activity occurring between October 1, 2001 and September 30, 2006.
- State Funded the study included only federally funded contracts
- Contracts with missing variables missing contractor information

Alaska Department of Transportation & Public Facilities

Once all data were cleaned, a total of 1,115 contracts and 2,506 subcontracts were included in the market area analysis.

Below is a list of the actual number of contracts and subcontracts for each business category analyzed for the study:

AKDOT&PF Prime Contracts					
Business Category Contract Amounts # of Contracts					
Construction	\$1,669,222,488	504			
Professional Services	\$ 253,968,402	611			
Total	\$1,923,190,890	1115			

AKDOT&PF Subcontracts					
Business Category Contract Amounts # of Contracts					
Construction	\$351,372,370	2,343			
Professional Services	\$ 4,965,743	163			
Total	\$356,338,113	2,506			

5.2 <u>Market Area Analysis</u>

For this study, the relevant market area was defined as those United States counties in which the Agencies expended 75 percent or more of total expenditures during the study period. The significance of the relevant market area is that further analysis within the context of this study will focus primarily on activity occurring within the respective relevant market areas.

During the study period, AKDOT&PF expended over \$1.92 billion on federally funded contracts, utilizing 288 individual firms on 1,115 contracts. Counties within the State of Alaska received over 80 percent of the federally funded contract dollars awarded during the study period. Exhibit 5-1 presents dollar amounts and percentages of firms as well as contracts for AKDOT&PF's relevant market area. The utilization, availability and disparity analyses will use only the contracts included in the relevant market area.

Exhibit 5-1
Relevant Market Area
Alaska Department of Transportation & Public Facilities
Fiscal Years 2002 - 2006

	State of Alaska	Totals
Total Dollars	\$1,923,190,890	\$1,923,190,890
Percent of Dollars	86.47%	86.47%
Percent of Contracts	88.07%	88.07%
Percent of Firms Utilized	75.20%	75.20%

Source: Alaska Department of Transportation and Public Facilities for the period of October 1, 2001 through September 30, 2006.

5.3 Prime Contractor Utilization Analysis

For each business category the Wilson Group conducted a utilization analysis of all DBE and non-DBE prime and subcontractors during the study period.

The overall utilization analysis of prime contractors for the AKDOT&PF is shown in Exhibit 5-2. DBEs were awarded \$121.2 million or 6.31 percent of the total federal prime contracting dollars expended by the AKDOT&PF during the five year study period. The most utilized DBEs as prime contractors were owned by ANCs, receiving \$54.3 million or 2.83

Exhibit 5-2 Business Categories Combined Prime Contractor Utilization Alaska Department of Transportation & Public Facilities Fiscal Years 2002 – 2006

	African Americans	AK Native Corporations	AK Tribal Corporations	American Indian/AK Native	Asian Indian/Pacific Islanders	Hispanic Americans	Nonminority Women	Total DBEs	Non-DBEs	TOTALS
Total Prime Contractor Dollars Percent of Dollars	\$0	\$54,343,276	\$0	\$26,543,021	\$0	\$3,186,022	\$37,227,580	\$121,299,900	\$1,801,890,991	\$1,923,190,890
	0.00%	2.83%	0.00%	1.38%	0.00%	0.17%	1.94%	6.31%	93.69%	100.00%
Total Number of Contracts Percent of Contracts	0	102	0	19	0	3	34	158	957	1,115
	0.00%	9.15%	0.00%	1.70%	0.00%	0.27%	3.05%	14.17%	85.83%	100.00%
Individual Firms Utilized Percent of Firms	0	8	0	7	0	3	17	35	253	288
	0.00%	2.78%	0.00%	2.43%	0.00%	1.04%	5.90 %	12.15%	87.85%	100.00%

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

percent of the total amount of federally funded contracts; non-minority Women were second, receiving \$37.2 million or 1.94 percent. Firms owned by African Americans, Alaska Tribal Corporations and Asian Indian/Pacific Islanders did not receive any prime contracting federal dollars spent within the five year study period.

5.3.1 Construction

The utilization analysis of prime contractors for Construction projects is shown in Exhibit 5-3. Construction projects account for 86.8 percent of the federally funded projects awarded by the AKDOT&PF.

During the five year study period, DBEs were awarded \$80.2 million or 4.81 percent of the total federal prime contracting dollars expended by the AKDOT&PF for Construction projects. The most utilized DBEs were owned by non-minority Women, receiving over \$36.3 million, or 2.18 percent of the contracts awarded. African Americans, Alaska Tribal Corporations and Asian Indian/Pacific Islanders did not receive any of the prime contracting federal dollars spent for Construction projects.

5.3.2 Professional Services

The utilization analysis of prime contractors for Professional Services provided to the AKDOT&PF is shown in Exhibit 5-4. Professional Services accounts for 13.21 percent of the total federal dollars awarded by the AKDOT&PF. During the five year study period, DBEs received \$41.0 million or 16.18 percent of the total federal prime contracting dollars expended by the AKDOT&PF for Professional Services. The most utilized DBEs were Alaska Native Corporations, receiving \$39.2 million or 15.47 percent of the federal dollars expended by the AKDOT&PF for Professional Services. African Americans, Alaska Tribal Corporations, Asian Indian/Pacific Islanders and Hispanic Americans did not receive any of the federal prime contracting dollars expended by the AKDOT&PF for Professional Services.

Exhibit 5-3 Construction Prime Contractor Utilization Alaska Department of Transportation & Public Facilities Fiscal Years 2002 – 2006

	African Americans	AK Native Corporations	AK Tribal Corporations	American Indian/AK Native	Asian Indian/Pacific Islanders	Hispanic Americans	Nonminority Women	Total DBEs	Non-DBEs	TOTALS
Total Prime Contractor Dollars	\$0	\$15,066,764	\$0	\$25,642,122	\$0	\$3,186,022	\$36,317,274	\$80,212,182	\$1,589,010,306	\$1,669,222,488
Percent of Dollars	0.00%	0.90%	0.00%	1.54%	0.00%	0.19%	2.18%	4.81%	95.19 %	100.00%
Total Number of Contracts Percent of Contracts	0	8	0	9	0	3	25	45	459	504
	0.00%	1.59%	0.00%	1.79%	0.00%	0.60%	4.96%	8.93%	91.07%	100.00%
Individual Firms Utilized Percent of Firms	0	4	0	5	0	3	10	22	146	168
	0.00%	2.38 %	0.00%	2.98%	0.00%	1.79%	5.95%	13.10%	86.90%	100.00%

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

Exhibit 5-4 Professional Services Prime Contractor Utilization Alaska Department of Transportation & Public Facilities Fiscal Years 2002 - 2006

	African Americans	AK Native Corporations	AK Tribal Corporations	American Indian/AK Native	Asian Indian/Pacific Islanders	Hispanic Americans	Nonminority Women	Total DBEs	Non-DBEs	TOTALS
All Primes Utilized Percent of Dollars	\$0	\$39,276,512	\$0	\$900,899	\$0	\$0	\$910,306	\$41,087,717	\$212,880,685	\$253,968,402
	0.00%	15.47%	0.00%	0.35%	0.00%	0.00 %	0.36%	16.18%	83.82%	100.00%
Contracts Total Percent of Contracts	0	94	0	10	0	0	9	113	498	611
	0.00%	15.38%	0.00%	1.64%	0.00%	0.00%	1.47%	18.49%	81.51%	100.00%
Individual Firms Utilized Percent of Firms	0	4	0	2	0	0	7	13	107	120
	0.00 %	3.33%	0.00%	1.67%	0.00%	0.00%	5.83%	10.83%	89.17%	100.00%

Source: Alaska Department of Transportation and Public Facilities for the period of October 1, 2001 through September 30, 2006.

5.4 <u>Subcontractor Utilization Analysis</u>

Subcontractor utilization data were provided by AKDOT&PF in both electronic and hardcopy format. From the data provided, the Wilson Group conducted the subcontractor utilization analyses of all federally funded subcontracts awarded by prime contractors during the study period.

The overall subcontractor utilization information presented in Exhibit 5-5 shows that DBEs received \$98.7 million in subcontracts with the AKDOT&PF, which accounts for 5.14 percent of the total amount of federally funded contracts awarded. The most utilized DBEs were owned by American Indian/Alaska Natives, receiving \$35.5 million or 1.85 percent, followed by firms owned by non-minority Women, receiving \$34.0 million or 1.77 percent of the total federal contracting dollars spent within the study period. Alaska Tribal Corporations did not receive any subcontracting federal dollars spent within the five year study period.

5.4.1 Construction

The utilization analysis of subcontractors for Construction projects is shown in Exhibit 5-6. During the five year study period, DBEs were awarded over \$95.3 million or 5.71 percent of the total federal contracting dollars expended by the AKDOT&PF for Construction projects. Overall, the total amount expended for Construction projects was \$1.6 billion. The DBEs most utilized as subcontractors were owned by American Indian/Alaska Natives, receiving \$34.8 million or 2.09 percent, followed closely by non-minority Women, receiving over \$32.4 million or 1.94 percent of the total federal funds expended for Construction subcontracts.

5.4.2 Professional Services

The utilization analysis of subcontractors for Professional Services is shown in Exhibit 5-7. During the study period, DBEs were awarded over \$3.4 million or 1.37 percent of the total federal contracting dollars expended for Professional Services. The DBEs most utilized as subcontractors were owned by non-minority Women receiving over \$1.5 million or 0.63 percent

Exhibit 5-5 Business Categories Combined Subcontractor Utilization Alaska Department of Transportation & Public Facilities Fiscal Years 2002 - 2006

	African Americans	AK Native Corporations	AK Tribal Corporations	American Indian/AK Native	Asian Indian/Pacific Islanders	Hispanic Americans	Nonminority Women	DBE Totals
All Subs Utilized Percent of DBE Subcontract Dollars	\$1,248,301	\$12,910,982	\$0	\$35,517,571	\$1,571,603	\$13,544,016	\$34,005,394	\$98,797,866
	1.26%	13.07 %	0.00%	35.95%	1.59%	13.71%	34.42 %	100 %
Percent of Total Contract Dollars	0.06%	0.67%	0.00%	1.85%	0.08%	0.70%	1.77%	5.14%
SubContracts Total Percent of Contracts	16	82	0	225	13	160	377	873
	1.83%	9.39%	0.00%	25.77%	1.49%	18.33%	43.18%	100%
Individual Firms Utilized Percent of Firms	3	14	0	37	6	19	38	117
	2.56%	11.97 %	0.00%	31.62%	5.13%	16.24%	32.48%	100 %

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

Exhibit 5-6 Construction Subcontractor Utilization Alaska Department of Transportation & Public Facilities Fiscal Years 2002 – 2006

	African Americans	AK Native Corporations	AK Tribal Corporations	American Indian/AK Native	Asian Indian/Pacific Islanders	Hispanic Americans	Nonminority Women	DBE Totals
All Subs Utilized Percent of DBE Subcontract Dollars	\$1,240,301	\$12,166,864	\$0	\$34,893,067	\$1,209,776	\$13,393,641	\$32,415,674	\$95,319,322
	1.30%	12.76%	0.00%	36.61%	1.27%	14.05 %	34.01%	100%
Percent of Total Contract Dollars	0.07%	0.73%	0.00%	2.09%	0.07%	0.80%	1.94%	5.71%
SubContracts Total Percent of Contracts	13	71	0	199	7	152	293	735
	1.77%	9.66%	0.00%	27.07%	0.95 %	20.68%	39.86%	100%
Individual Firms Utilized Percent of Firms	2	12	0	34	3	17	24	92
	2.17%	13.04%	0.00%	36.96 %	3.26%	18.48%	26.09 %	100 %

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

Exhibit 5-7 Professional Services Subcontractor Utilization Alaska Department of Transportation & Public Facilities Fiscal Years 2002 - 2006

	African Americans	AK Native Corporations	AK Tribal Corporations	American Indian/AK Native	Asian Indian/Pacific Islanders	Hispanic Americans	Nonminority Women	DBE Totals
All Subs Utilized Percent of DBE Subcontract Dollars Percent of Total Contract Dollars	\$8,000	\$744,118	\$0	\$624,504	\$361,828	\$150,375	\$1,589,720	\$3,478,544
	0.23%	21.39%	0.00%	17.95%	10.40%	4.32%	45.70%	100.00%
	0.00%	0.29%	0.00%	0.25%	0.14%	0.06%	0.63%	1.37%
SubContracts Total Percent of Contracts	3	11	0	26	6	8	84	138
	2.17%	7.97 %	0.00%	18.84%	4.35%	5.80%	60.87%	100%
Individual Firms Utilized	1	3	0	5	4	2	17	32
Percent of Firms	3.13 %	9.38 %	0.00 %	15.63%	12.50%	6.25%	53.13%	100%

Source: Alaska Department of Transportation and Public Facilities for the period of October 1, 2001 through September 30, 2006.

of the total federal funds expended for Professional Services. However, Alaska Tribal Corporations did not receive any of the federal subcontracting dollars spent for Professional Services.

5.5 **AKDOT&PF Goal Analyses**

The Wilson Group conducted a goal analysis of contracts awarded by the AKDOT&PF. The overall results of this analysis for all business categories combined shows that of the 1115 contracts awarded, 264 or 23.6 percent of the contracts were assigned a DBE goal and 851 or 76.3 percent of the contracts did not have a DBE goal assigned. Contracts awarded with an assigned DBE goal totaled over \$1.18 billion or 61.73 percent of the total federal dollars expended. Of this amount, DBEs received \$81.3 million or 6.85 percent of the contracts awarded with assigned goals or 4.23 percent of the total federal dollars expended on projects by the AKDOT&PF. The total amount of federally funded contracts awarded that did not have an assigned DBE goal was over \$736 million or 38.27 percent of the total federal dollars expended. Of this amount, DBEs received \$17.4 million or 2.37 percent of the contracts awarded that did not have an assigned goal or .91 percent of the total federal dollars expended on projects by the AKDOT&PF.

Exhibit 5-8 shows that during the five year study period the AKDOT&PF projected a DBE goal of all business categories combined of approximately \$65.3 million or 3.40 percent of the total contract dollars awarded. The achieved contract goal amount was over \$98.7 million or 5.14 percent of the total federal dollars expended on projects. The following is a summary by fiscal year of the projected and achieved DBE goals for all projects awarded by the AKDOT&PF.

Fiscal Year	Total Contract Dollars	Contract Goal Amount	Contract Goal %	Achieved Contract Goal Amount	Achieved Goal %
2002	\$ 287,662,056	\$13,176,043	4.58%	\$18,275,715	6.35%
2003	\$ 402,144,653	\$19,316,410	4.80%	\$22,854,049	5.68%
2004	\$ 386,299,540	\$19,944,671	5.16%	\$20,466,640	5.30%
2005	\$ 464,878,632	\$11,170,492	2.40%	\$25,390,137	5.46%
2006	\$ 382,206,010	\$ 1,789,749	0.47%	\$11,811,326	3.09%
Totals	\$1,923,190,890	\$65,397,365	3.40%	\$98,797,866	5.14%

			Contract		Achieved		Dollars	% of Dollars
Fiscal		Contract	Goal	Contract	Contract	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
				2002				
2002	530	1,433,773.75	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	531	298,167.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	533	119,000.00	\$0.00	0.00%	\$3,222.00	2.71%	\$3,222.00	2.71%
2002	534	2,092,020.00	\$14,644.14	0.70%	\$18,259.20	0.87%	\$3,615.06	0.17%
2002	535	11,463,939.00	\$470,021.50	4.10%	\$553,881.50	4.83%	\$83,860.00	0.73%
2002	536	2,138,190.00	\$81,251.22	3.80%	\$75,249.00	3.52%	(\$6,002.22)	-0.28%
2002	537	415,750.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	539	480,232.50	\$0.00	0.00%	\$41,544.40	8.65%	\$41,544.40	8.65%
2002	540	479,165.00	\$24,437.42	5.10%	\$0.00	0.00%	(\$24,437.42)	-5.10%
2002	541	2,961,064.00	\$139,170.01	4.70%	\$129,792.00	4.38%	(\$9,378.01)	-0.32%
2002	542	1,232,825.40	\$128,213.84	10.40%	\$125,363.75	10.17%	(\$2,850.09)	-0.23%
2002	543	5,895,943.00	\$153,294.52	2.60%	\$0.00	0.00%	(\$153,294.52)	-2.60%
2002	544	1,266,201.00	\$0.00	0.00%	\$45,275.00	3.58%	\$45,275.00	3.58%
2002	545	1,976,064.00	\$304,313.86	15.40%	\$441,023.29	22.32%	\$136,709.43	6.92%
2002	546	361,290.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	547	234,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	548	12,784,536.60	\$268,475.27	2.10%	\$443,736.68	3.47%	\$175,261.41	1.37%
2002	549	948,433.50	\$30,349.87	3.20%	\$7,560.00	0.80%	(\$22,789.87)	-2.40%
2002	551	643,950.00	\$8,371.35	1.30%	\$0.00	0.00%	(\$8,371.35)	-1.30%
2002	552	3,858,566.90	\$181,352.64	4.70%	\$397,037.00	10.29%	\$215,684.36	5.59%
2002	553	196,718.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	554	4,793,179.90	\$167,761.30	3.50%	\$171,837.33	3.59%	\$4,076.03	0.09%
2002	555	4,269,467.00	\$81,119.87	1.90%	\$34,788.00	0.81%	(\$46,331.87)	-1.09%
2002	557	597,148.00	\$15,525.85	2.60%	\$24,744.00	4.14%	\$9,218.15	1.54%
2002	559	656,001.00	\$19,024.03	2.90%	\$53,420.00	8.14%	\$34,395.97	5.24%
2002	562	1,514,926.60	\$9,089.56	0.60%	\$126,695.00	8.36%	\$117,605.44	7.76%
2002	563	1,822,000.00	\$76,524.00	4.20%	\$0.00	0.00%	(\$76,524.00)	-4.20%
2002	564	1,255,134.89	\$70,287.55	5.60%	\$25,750.00	2.05%	(\$44,537.55)	-3.55%
2002	567	12,734,530.00	\$445,708.55	3.50%	\$724,684.00	5.69%	\$278,975.45	2.19%
2002	568	429,965.60	\$11,609.07	2.70%	\$167,700.80	39.00%	\$156,091.73	36.30%
2002	569	2,949,186.00	\$232,985.69	7.90%	\$83,545.00	2.83%	(\$149,440.69)	-5.07%
2002	570	76,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	571	1,372,533.88	\$127,645.65	9.30%	\$134,106.00	9.77%	\$6,460.35	0.47%
2002	572	373,847.00	\$17,570.81	4.70%	\$111,594.00	29.85%	\$94,023.19	25.15%
2002	573	1,066,069.20	\$28,783.87	2.70%	\$31,000.00	2.91%	\$2,216.13	0.21%
2002	574	16,758,035.55	\$1,558,497.31	9.30%	\$1,985,098.37	11.85%	\$426,601.06	2.55%
2002	575	221,057.00	\$12,379.19	5.60%	\$749.82	0.34%	(\$11,629.37)	-5.26%
2002	577	2,389,000.00	\$117,061.00	4.90%	\$796,742.80	33.35%	\$679,681.80	28.45%
2002	578	649,323.00	\$74,672.15	11.50%	\$87,736.00	13.51%	\$13,063.86	2.01%
2002	579	16,603,200.00	\$1,095,811.20	6.60%	\$1,113,436.00	6.71%	\$17,624.80	0.11%
2002	580	247,393.12	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	581	5,588,513.00	\$424,726.99	7.60%	\$540,165.37	9.67%	\$115,438.38	2.07%
2002	582	354,149.00	\$23,373.83	6.60%	\$38,926.00	10.99%	\$15,552.17	4.39%
2002	583	1,093,320.00	\$68,879.16	6.30%	\$108,070.00	9.88%	\$39,190.84	3.58%
2002	584	3,821,833.31	\$305,746.66	8.00%	\$1,950,548.13	51.04%	\$1,644,801.47	43.04%
2002	585	5,554,525.00	\$477,689.15	8.60%	\$478,231.98	8.61%	\$542.83	0.01%
2002	586	3,651,809.62	\$40,169.91	1.10%	\$391,304.99	10.72%	\$351,135.08	9.62%
2002	587	3,677,151.00	\$176,503.25	4.80%	\$215,069.18	5.85%	\$38,565.93	1.05%
2002	588	72,009.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	589	1,952,361.00	\$101,522.77	5.20%	\$66,639.58	3.41%	(\$34,883.19)	-1.79%
2002	591	613,284.30	\$38,636.91	6.30%	\$91,468.10	14.91%	\$52,831.19	8.61%
2002	592	987,695.00	\$58,274.01	5.90%	\$20,120.00	2.04%	(\$38,154.01)	-3.86%
2002	594	880,174.00	\$95,938.97	10.90%	\$133,543.84	15.17%	\$37,604.87	4.27%
2002	595	375,627.50	\$34,557.73	9.20%	\$61,732.00	16.43%	\$27,174.27	7.23%
2002	597	890,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	598	3,435,872.00	\$233,639.30	6.80%	\$359,247.15	10.46%	\$125,607.85	3.66%
2002	599	157,778.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%

Fiscal		Contract	Contract Goal	Contract	Achieved Contract	Achieved	Dollars Over/Under	% of Dollars Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
2002	600	2 422 990 00	\$400,407.C0	2002	£406.4E2.00	10.000/	¢222.025.22	10.400/
2002	864	2,132,880.00 8,374,768.00	\$183,427.68 \$443,862.70	8.60% 5.30%	\$406,453.00 \$437,018.00	19.06% 5.22%	\$223,025.32 (\$6,844.70)	10.46% -0.08%
2002	865	633,372.68	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	866	2,880,449.99	\$66,250.35	2.30%	\$48,000.00	1.67%	(\$18,250.35)	-0.63%
2002	867	5,282,617.00	\$36,978.32	0.70%	\$37,948.00	0.72%	\$969.68	0.02%
2002	869	2,875,450.00	\$284,669.55	9.90%	\$43,486.00	1.51%	(\$241,183.55)	-8.39%
2002	873	7,400,650.00	\$473,641.60	6.40%	\$44,590.00	0.60%	(\$429,051.60)	-5.80%
2002	874	2,232,500.00	\$221.017.50	9.90%	\$311,409.00	13.95%	\$90,391.50	4.05%
2002	877	6,182,381.00	\$389,490.00	6.30%	\$447,585.00	7.24%	\$58,095.00	0.94%
2002	878	2,614,245.00	\$18,299.72	0.70%	\$232,408.00	8.89%	\$214,108.29	8.19%
2002	879	889,825.00	\$45,381.08	5.10%	\$14,279.00	1.60%	(\$31,102.08)	-3.50%
2002	880	4,334,100.00	\$104,018.40	2.40%	\$60,995.00	1.41%	(\$43,023.40)	-0.99%
2002	881	2,246,800.00	\$215,692.80	9.60%	\$166,360.00	7.40%	(\$49,332.80)	-2.20%
2002	882	1,304,000.00	\$87,368.00	6.70%	\$152,932.00	11.73%	\$65,564.00	5.03%
2002	883	1,484,200.00	\$93,504.60	6.30%	\$215,800.00	14.54%	\$122,295.40	8.24%
2002	884	6,070,785.00	\$467,450.45	7.70%	\$1,090,679.00	17.97%	\$623,228.56	10.27%
2002	885	45,400.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	886	6,156,250.00	\$160,062.50	2.60%	\$99,825.00	1.62%	(\$60,237.50)	-0.98%
2002	887	7,912,944.08	\$648,861.41	8.20%	\$0.00	0.00%	(\$648,861.41)	-8.20%
2002	888	5,662,231.00	\$503,938.56	8.90%	\$214,610.00	3.79%	(\$289,328.56)	-5.11%
2002	889	3,215,508.00	\$215,439.04	6.70%	\$745,363.00	23.18%	\$529,923.96	16.48%
2002	891	3,082,800.00	\$114,063.60	3.70%	\$353,165.00	11.46%	\$239,101.40	7.76%
2002	893	4,577,100.00	\$357,013.80	7.80%	\$432,484.00	9.45%	\$75,470.20	1.65%
2002	1650	45,550.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1786	832,457.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1791	54,614.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1793	29,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1794	819,574.67	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1795	205,723.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1802	1,507,304.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1808	26,298.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1809	12,435.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1813	21,920.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1814	13,288.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1818	98,105.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1821	26,400.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1823	186,523.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1826	144,100.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1827	832,365.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1828	50,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1830	57,929.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1834	1,192,876.00	\$0.00	0.00%	\$3,725.00	0.31%	\$3,725.00	0.31%
2002	1836	4,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1843	184,715.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1844	49,740.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1845	39,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1849	28,971.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1851	76,790.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1854 1857	54,963.00 100,000.00	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2002	1857		\$0.00	0.00% 0.00%		0.00%	\$0.00	
2002	1860	424,255.00 5,205.00	\$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00% 0.00%
2002	1860	16,878.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1862	804,324.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002								
2002	1872 1876	224,786.00 2,992,012.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2002	1883	2,992,012.00	\$0.00			0.00%	\$0.00	0.00%
2002	1003	210,970.00	φυ.υ0	0.00%	\$0.00	0.0070	φυ.υυ	0.00%

Fiscal		Contract	Contract Goal	Contract	Achieved Contract	Achieved	Dollars Over/Under	% of Dollars Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
0000	1004	40 400 00	Ф0.00	2002	Ф0.00	0.000/	Ф0.00	0.000/
2002	1884	16,192.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002 2002	1885 1887	330,820.00 932,046.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2002	1893	9,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1894	238,878.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1900	96,983.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1910	92,232.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1915	97,537.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1917	708,406.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1929	10,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1930	15,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1932	913,682.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1934	394,868.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1936	4,723,806.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1939	118,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1940	80,807.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1941	77,478.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1944	49,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1946	100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1948	99,878.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1949	212,909.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1950	75,100.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1952	100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1953	153,151.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1954	10,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1955	845,437.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1967	10,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1971	17,570.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1972	25,578.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1973	30,810.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1978	274,267.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1980	29,940.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1981	1,308,793.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1985	99,998.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1986	58,005.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1990	116,705.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1993	1,290,935.00	\$0.00	0.00%	\$4,576.00	0.35%	\$4,576.00	0.35%
2002	1994	17,360.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1995	184,861.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1996	3,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2001	9,420.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2002	284,460.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2004	253,080.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2010	299,273.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2027	1,917,634.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2476	50,529.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2479	96,832.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2660	915,539.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002 2002	2665 2666	150,128.00 154,481.00	\$0.00 \$0.00	0.00%	\$0.00 \$7,729.00	0.00% 5.00%	\$0.00 \$7,729.00	0.00% 5.00%
2002	2669		\$0.00	0.00% 0.00%		0.00%		0.00%
2002	2671	138,158.00 2,500.00	\$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%
2002	2672	492,956.00	\$0.00	0.00%	\$13,978.00	2.84%	\$13,978.00	2.84%
2002	2673	683,438.00	\$0.00	0.00%	\$0.00	0.00%	\$13,976.00	0.00%
2002	2680	9,570.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2685	224,970.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2689	561,621.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2000	001,021.00	ψυ.υυ	0.0070	ψ0.00	0.0070	ψ0.00	0.0070

Fiscal		Contract	Contract Goal	Contract	Achieved Contract	Achieved	Dollars Over/Under	% of Dollars Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
2002	2693	683,743.00	\$0.00	2002 0.00%	\$92,462.00	13.52%	\$92,462.00	13.52%
2002	2694	288,606.00	\$0.00	0.00%	\$92,462.00	0.00%	\$0.00	0.00%
2002	2695	983,111.00	\$0.00	0.00%	\$150,723.00	15.33%	\$150,723.00	15.33%
2002	2697	8,350.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2699	136,737.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2700	162,154.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2703	22,600.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2704	11,721.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2706	48,582.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2712	397,141.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2713	2,400.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2720	13,956.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2721	285,132.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2722	19,399.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2723	96,384.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2724	164,590.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2734	829,956.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2742	1,400.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2748	28,635.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2749	30,800.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2750	629,568.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2756	30,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2758	2,860.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2759	1,645,119.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2760	458,252.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2761	739,088.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2762	616,135.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2763	636,278.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2768	59,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2769	269,544.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2770	263,160.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2777	76,872.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2989	234,409.00	\$0.00	0.00%	\$3,900.00	1.66%	\$3,900.00	1.66%
2002	3046	20,594.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	3743	1,240,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	4361	620,653.00	\$0.00	0.00%	\$27,596.00	4.45%	\$27,596.00	4.45%
2002	4364	364,241.21	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	4380	177,706.00	\$0.00	0.00%	\$5,000.00	2.81%	\$5,000.00	2.81%
2002	4383	13,080.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	4825	73,530.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	4826	146,400.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	5530	167,367.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	5535	408,711.00	\$0.00	0.00%	\$0.00		\$0.00	0.00%
2002	5684	183,750.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	5700	19,358.00	\$0.00 \$13 176 043	0.00%	\$0.00 \$18 275 715	0.00%	\$0.00 \$5.000 673	0.00% 1.77%
		\$287,662,056	\$13,176,043	4.58% 2003	\$18,275,715	6.35%	\$5,099,673	1.77%
2003	1	1,406,530.00	\$104,083.22	7.40%	\$0.00	0.00%	(\$104,083.22)	-7.40%
2003	2	599,153.70	\$35,350.07	5.90%	\$0.00	0.00%	(\$35,350.07)	-5.90%
2003	7	1,109,070.53	\$57,671.67	5.20%	\$0.00	0.00%	(\$57,671.67)	-5.20%
2003	8	4,109,541.14	\$406,844.57	9.90%	\$0.00	0.00%	(\$406,844.57)	-9.90%
2003	11	79,805.19	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	13	619,000.00	\$35,902.00	5.80%	\$0.00	0.00%	(\$35,902.00)	-5.80%
2003	14	162,591.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	596	2,667,480.00	\$152,046.36	5.70%	\$160,798.00	6.03%	\$8,751.64	0.33%
2003	601	4,796,181.00	\$393,286.84	8.20%	\$10,800.00	0.23%	(\$382,486.84)	-7.97%
2003	602	11,668,075.45	\$571,735.70	4.90%	\$561,392.50	4.81%	(\$10,343.20)	-0.09%
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			Contract		Achieved		Dollars	% of Dollars
Fiscal		Contract	Goal	Contract	Contract	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
				2003				
2003	603	19,177,339.50	\$805,448.26	4.20%	\$811,669.07	4.23%	\$6,220.81	0.03%
2003	604	449,480.60	\$38,205.85	8.50%	\$39,560.00	8.80%	\$1,354.15	0.30%
2003	605	1,753,503.00	\$124,498.71	7.10%	\$89,365.86	5.10%	(\$35,132.85)	-2.00%
2003	606	1,329,194.20	\$214,000.27	16.10%	\$142,368.31	10.71%	(\$71,631.96)	-5.39%
2003	607	4,048,132.00	\$331,946.82	8.20%	\$779,595.00	19.26%	\$447,648.18	11.06%
2003	608	941,430.00	\$84,728.70	9.00%	\$79,179.00	8.41%	(\$5,549.70)	-0.59%
2003	610	10,899,526.00	\$959,158.29	8.80%	\$107,355.25	0.98%	(\$851,803.04)	-7.82%
2003	612	1,466,597.58	\$29,331.95	2.00%	\$0.00	0.00%	(\$29,331.95)	-2.00%
2003	613	503,783.00	\$12,090.79	2.40%	\$12,170.00	2.42%	\$79.21	0.02%
2003	614	165,460.00	\$4,467.42	2.70%	\$0.00 \$1,789,551.01	0.00%	(\$4,467.42)	-2.70% -2.56%
2003	616 617	34,832,534.35	\$2,682,105.14	7.70% 5.70%		5.14%	(\$892,554.13)	
2003		1,079,128.00	\$61,510.30		\$62,065.47	5.75%	\$555.17	0.05%
2003 2003	618 620	117,483.00	\$8,576.26	7.30%	\$0.00 \$59,824.59	0.00%	(\$8,576.26)	-7.30%
	621	825,452.25	\$35,494.45	4.30%		7.25%	\$24,330.14	2.95% 1.78%
2003 2003	622	13,833,919.76 1,165,966.00	\$885,370.86 \$123,592.40	6.40% 10.60%	\$1,132,280.60	8.18% 0.00%	\$246,909.74	-10.60%
					\$0.00		(\$123,592.40)	
2003 2003	623 624	347,500.00 235,175.00	\$0.00 \$10.347.70	0.00% 4.40%	\$0.00 \$15,525.00	0.00% 6.60%	\$0.00 \$5,177.30	0.00% 2.20%
2003	625	9,387,257.00	\$760,367.82	8.10%	\$15,525.00	3.27%	(\$453.781.07)	-4.83%
2003	626	299,882.50	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	627	467,724.00	\$35,547.02	7.60%	\$38.175.00	8.16%	\$2,627.98	0.56%
2003	628	9,259,747.38	\$777,818.78	8.40%	\$513,383.09	5.54%	(\$264.435.69)	-2.86%
2003	629	890,548.00	\$23,154.25	2.60%	\$0.00	0.00%	(\$23,154.25)	-2.60%
2003	630	610,956.90	\$37,268.37	6.10%	\$39,500.00	6.47%	\$2,231.63	0.37%
2003	631	2,848,506.50	\$88,303.70	3.10%	\$249,916.58	8.77%	\$161,612.88	5.67%
2003	632	3,214,110.70	\$318,196.96	9.90%	\$180,979.76	5.63%	(\$137.217.20)	-4.27%
2003	633	1,911,745.00	\$17,205.71	0.90%	\$0.00	0.00%	(\$17,205.71)	-0.90%
2003	634	4,689,630.00	\$239,171.13	5.10%	\$1,515,485.00	32.32%	\$1,276,313.87	27.22%
2003	635	2,429,850.00	\$0.00	0.00%	\$48,751.50	2.01%	\$48,751.50	2.01%
2003	636	2,543,900.00	\$119,563.30	4.70%	\$121,350.00	4.77%	\$1,786.70	0.07%
2003	638	5,379,304.50	\$360,413.40	6.70%	\$568,358.00	10.57%	\$207,944.60	3.87%
2003	639	9,384,717.00	\$769,546.79	8.20%	\$735,980.00	7.84%	(\$33,566.79)	-0.36%
2003	641	3,761,734.00	\$146,707.63	3.90%	\$753,895.00	20.04%	\$607,187.37	16.14%
2003	642	11,485,495.50	\$758,042.70	6.60%	\$539,037.63	4.69%	(\$219,005.07)	-1.91%
2003	643	48,700.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	644	6,674,192.00	\$533,935.36	8.00%	\$828,289.24	12.41%	\$294,353.88	4.41%
2003	645	979,991.65	\$79,379.32	8.10%	\$79,145.00	8.08%	(\$234.32)	-0.02%
2003	647	730,838.25	\$10,962.57	1.50%	\$0.00	0.00%	(\$10,962.57)	-1.50%
2003	648	4,736,790.75	\$317,364.98	6.70%	\$87,676.00	1.85%	(\$229,688.98)	-4.85%
2003	650	1,239,238.00	\$73,115.04	5.90%	\$163,807.25	13.22%	\$90,692.21	7.32%
2003	651	2,759,319.00	\$289,728.50	10.50%	\$590,444.00	21.40%	\$300,715.51	10.90%
2003	652	1,417,876.80	\$136,116.17	9.60%	\$270,591.00	19.08%	\$134,474.83	9.48%
2003	653	1,091,200.00	\$100,390.40	9.20%	\$236,921.00	21.71%	\$136,530.60	12.51%
2003	654	8,922,649.00	\$249,834.17	2.80%	\$190,573.00	2.14%	(\$59,261.17)	-0.66%
2003	656	269,885.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	658	10,179,344.00	\$285,021.63	2.80%	\$360,236.50	3.54%	\$75,214.87	0.74%
2003	659	1,841,944.00	\$73,677.76	4.00%	\$74,910.00	4.07%	\$1,232.24	0.07%
2003	660	7,013,863.50	\$147,291.13	2.10%	\$806,343.50	11.50%	\$659,052.37	9.40%
2003	662	1,314,829.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	664	3,828,805.00	\$45,945.66	1.20%	\$0.00	0.00%	(\$45,945.66)	-1.20%
2003	894	2,289,678.00	\$22,209.88	0.97%	\$0.00	0.00%	(\$22,209.88)	-0.97%
2003	895	562,562.00	\$21,377.36	3.80%	\$191,105.00	33.97%	\$169,727.64	30.17%
2003	896	663,015.00	\$27,183.62	4.10%	\$0.00	0.00%	(\$27,183.62)	-4.10%
2003	897	10,999,907.50	\$824,993.06	7.50%	\$815,142.00	7.41%	(\$9,851.06)	-0.09%
2003	898	7,582,240.00	\$128,898.08	1.70%	\$66,196.00	0.87%	(\$62,702.08)	-0.83%
2003	899	4,066,811.00	\$199,273.74	4.90%	\$0.00	0.00%	(\$199,273.74)	-4.90%
2003	900	776,856.20	\$82,346.76	10.60%	\$82,367.00	10.60%	\$20.24	0.00%

Fiscal		Contract	Contract Goal	Contract	Achieved Contract	Achieved	Dollars Over/Under	% of Dollars Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
2003	901	4 404 444 00	\$77,953.33	2003 6.60%	\$0.00	0.00%	(\$77.0E2.22)	-6.60%
2003	902	1,181,111.00 3.464.252.65	\$245,961.94	7.10%	\$270,642.69	7.81%	(\$77,953.33) \$24,680.75	0.71%
2003	903	1,591,356.00	\$25,461.70	1.60%	\$81,804.00	5.14%	\$56,342.30	3.54%
2003	904	795,500.00	\$51,707.50	6.50%	\$102.000.00	12.82%	\$50,292.50	6.32%
2003	905	25,488,690.00	\$1,019,547.60	4.00%	\$1,349,376.00	5.29%	\$329,828.40	1.29%
2003	906	1,392,414.00	\$36,202.76	2.60%	\$150,195.00	10.79%	\$113,992.24	8.19%
2003	907	18,381,432.05	\$735,257.28	4.00%	\$2,808,537.92	15.28%	\$2,073,280.64	11.28%
2003	909	3,399,131.00	\$299,123.53	8.80%	\$72,357.00	2.13%	(\$226,766.53)	-6.67%
2003	910	298,222.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	912	1,596,758.00	\$23,951.37	1.50%	\$231,258.50	14.48%	\$207,307.13	12.98%
2003	913	7,956,655.00	\$533,095.89	6.70%	\$745,023.00	9.36%	\$211,927.12	2.66%
2003	1309	953,502.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2013	966,443.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2019	743,300.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2021	84,550.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2022	1,328,962.00	\$0.00	0.00%	\$114,603.00	8.62%	\$114,603.00	8.62%
2003	2028	32,273.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2039	55,057.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2041	55,202.81	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2046	271,483.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2056	100,233.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2057	85,290.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2068	81,039.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2083	15,995.38	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2085	330,707.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2086	66,678.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2088	154,093.00	\$0.00	0.00%	\$7,709.63	5.00%	\$7,709.63	5.00%
2003	2093	39,949.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2096	48,040.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2098	25,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2103	45,185.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2108 2109	15,000.00 19,746.50	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2003	2111	4,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2113	3,927,058.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2113	89,078.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2116	84,380.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2120	1,204,596.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2127	335,779.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2130	1,315,458.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2133	2,816,792.00	\$0.00	0.00%	\$92,862.00	3.30%	\$92,862.00	3.30%
2003	2145	117,392.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2152	624,128.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2156	331,173.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2157	1,098,596.00	\$0.00	0.00%	\$245,819.00	22.38%	\$245,819.00	22.38%
2003	2159	1,748,086.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2160	23,074.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2162	5,180.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2167	179,998.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2168	230,336.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2173	25,820.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2176	5,964.63	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2182	163,461.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2185	1,060,206.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2189	49,536.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2190	11,100.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2194	99,036.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%

Fiscal		Contract	Contract Goal	Contract	Achieved Contract	Achieved	Dollars Over/Under	% of Dollars Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
2002	0405	4 400 407 00	Ф0.00	2003	Фо оо	0.000/	фо oo	0.000/
2003	2195 2196	1,109,427.00 18,663.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2003	2209	1,118,840.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2212	65,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2214	1,300,124.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2215	14,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2224	104,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2226	64,201.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2227	29,760.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2228	47,880.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2233	1,000,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2249	24,833.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2252	43,334.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2774	248,059.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2778	14,444.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003 2003	2783 2784	618,587.90 616,272.00	\$0.00 \$0.00	0.00% 0.00%	\$25,764.50 \$10,500.00	4.17% 1.70%	\$25,764.50 \$10,500.00	4.17% 1.70%
2003	2787	24,190.00	\$0.00	0.00%	\$10,500.00	0.00%	\$10,500.00	0.00%
2003	2792	64,205.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2796	128,286.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2797	1,364,891.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2805	1,736,597.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2807	202,831.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2808	19,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2813	45,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2815	179,225.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2816	4,600.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2820	78,101.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2822	3,917.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2825	24,823.70	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2826	9,600.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2828	973,327.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2832	129,956.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2834	139,777.00	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2003	2835 2836	694,700.00 (7,527.00)	\$0.00	0.00% 0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2838	48,830.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2839	7,340.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2842	42,635.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2843	526,273.00	\$0.00	0.00%	\$16,355.00	3.11%	\$16,355.00	3.11%
2003	2845	364,172.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2848	10,947.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2849	136,704.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2852	1,196,158.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2853	110,383.11	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2856	418,979.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2857	24,538.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2858	44,050.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2860	487,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2862	25,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2876	6,510.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	3617	6,492.00	\$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00%
2003 2003	4296 4359	44,322.00 1,978,410.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$150,407.00	0.00% 7.60%	\$0.00 \$150,407.00	0.00% 7.60%
2003	4360	775,769.00	\$0.00	0.00%	\$70,190.00	9.05%	\$70,190.00	9.05%
2003	4761	414,720.00	\$0.00	0.00%	\$70,190.00	0.00%	\$0.00	0.00%
2003	4/01	414,720.00	ψ0.00	0.0070	ψ0.00	0.0070	ψ0.00	0.0070

Fiscal		Contract	Contract Goal	Contract	Achieved Contract	Achieved	Dollars Over/Under	% of Dollars Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
2002	4700	200 400 00	<u> </u>	2003	Ф0.00	0.000/		0.000/
2003 2003	4762 4790	326,400.00 243,000.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00	0.00%	\$0.00 \$0.00	0.00%
2003	4807	2,583,424.00	\$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00%
2003	4833	241,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4834	282,055.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4835	149,868.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4836	158,236.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4837	79,920.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4849	300,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4852	1,238,386.95	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4858	241,079.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4859	570,686.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4882	144,444.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5315	1,596,758.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5354	8,376,540.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5371	93,700.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5376	79,805.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5412	742,227.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5415	980,204.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5452	127,540.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5453	1,138,883.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5470	361,448.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5484	250,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5503	36,404.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5540	141,900.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003 2003	5547 5594	428,805.00 521,037.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2003	5604	99,968.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5609	1,312,467.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5610	161,825.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5612	211,702.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5613	471,050.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5670	346,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5699	964,397.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5701	26,461.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5705	25,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5708	1,911,745.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5709	174,677.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5722	172,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5746	4,890.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5750	347,209.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
		\$402,144,653	\$19,316,410	4.80%	\$22,854,049	5.68%	\$3,537,638	0.88%
2004	2	046 400 00	#C4 400 74	2004	#A AA	0.000/	(004 400 74)	7.000/
2004	3	916,182.00	\$64,132.74	7.00%	\$0.00	0.00%	(\$64,132.74)	-7.00%
2004	12	607,275.00 1,479,440.50	\$54,047.48 \$122,702,56	8.90%	\$0.00 \$0.00	0.00%	(\$54,047.48) (\$122.702.56)	-8.90% -8.30%
2004 2004	15 16	5,965,000.00	\$122,793.56 \$0.00	8.30% 0.00%	\$0.00 \$0.00	0.00%	(\$122,793.56) \$0.00	-8.30% 0.00%
2004	18	1,136,245.00	\$99,989.56	8.80%	\$0.00	0.00%	(\$99,989.56)	-8.80%
2004	19	654,714.00	\$15,058.42	2.30%	\$0.00	0.00%	(\$15,058.42)	-2.30%
2004	20	2,887,869.00	\$216,590.18	7.50%	\$0.00	0.00%	(\$216,590.18)	-7.50%
2004	21	301,175.00	\$21,684.60	7.20%	\$0.00	0.00%	(\$21,684.60)	-7.20%
2004	22	4,206,238.00	\$307,055.37	7.30%	\$0.00	0.00%	(\$307,055.37)	-7.30%
2004	23	3,391,166.40	\$84,779.16	2.50%	\$0.00	0.00%	(\$84,779.16)	-2.50%
2004	24	2,391,825.40	\$239,182.54	10.00%	\$0.00	0.00%	(\$239,182.54)	-10.00%
2004	657	8,783,083.00	\$289,841.74	3.30%	\$255,070.00	2.90%	(\$34,771.74)	-0.40%
2004	661	5,723,545.10	\$165,982.81	2.90%	\$80,914.00	1.41%	(\$85,068.81)	-1.49%

Fiscal		Contract	Contract Goal	Contract	Achieved Contract	Achieved	Dollars Over/Under	% of Dollars Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
2004	665	535,500.00	\$0.00	2004 0.00%	\$120,000.00	22.41%	\$120,000.00	22.41%
2004	667	16,802,140.00	\$1.171.109.16	6.97%	\$120,000.00	0.00%	(\$1,171,109.16)	-6.97%
2004	669	1,484,200.00	\$65,304.80	4.40%	\$69,491.00	4.68%	\$4,186.20	0.28%
2004	1882	25,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2121	958,539.40	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2237	113,880.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2240	257,063.00	\$0.00	0.00%	\$20,000.00	7.78%	\$20,000.00	7.78%
2004	2243	99,974.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2253	96,629.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2255	7,980.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2264	39,876.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2268	24,800.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2520	222,970.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2871	679,733.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2879	127,540.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2890	577,500.00	\$0.00	0.00%	\$203,725.00	35.28%	\$203,725.00	35.28%
2004	2894	1,024,000.00	\$64,512.00	6.30%	\$0.00	0.00%	(\$64,512.00)	-6.30%
2004	2901	190,029.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2902	79,481.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2905	58,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2907	213,504.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2908	29,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2909	98,541.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004 2004	2913	125,078.00	\$0.00	0.00%	\$0.00	0.00% 5.99%	\$0.00 \$1,226.55	0.00% 0.29%
2004	2916 2931	425,850.00 394,042.00	\$24,273.45 \$0.00	5.70% 0.00%	\$25,500.00 \$65,195.00	16.55%	\$65,195.00	16.55%
2004	2932	1,458,542.00	\$0.00	0.00%	\$28,981.00	1.99%	\$28,981.00	1.99%
2004	2934	40,979.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2943	18,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2945	551,078.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2951	73,111.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2962	4,251,030.00	\$199,798.41	4.70%	\$223,846.00	5.27%	\$24,047.59	0.57%
2004	2973	1,963,268.00	\$51,044.97	2.60%	\$0.00	0.00%	(\$51.044.97)	-2.60%
2004	2974	25,945,817.42	\$2,075,665.39	8.00%	\$4,907,081.47	18.91%	\$2,831,416.08	10.91%
2004	2975	245,700.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2976	546,150.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2984	8,596,833.00	\$0.00	0.00%	\$12,205.00	0.14%	\$12,205.00	0.14%
2004	2985	381,979.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2995	3,790,936.60	\$136,473.72	3.60%	\$305,591.15	8.06%	\$169,117.43	4.46%
2004	2997	1,075,000.00	\$62,350.00	5.80%	\$82,492.00	7.67%	\$20,142.00	1.87%
2004	2998	5,633,420.00	\$422,506.50	7.50%	\$449,168.33	7.97%	\$26,661.83	0.47%
2004	2999	839,520.00	\$31,062.24	3.70%	\$26,356.00	3.14%	(\$4,706.24)	-0.56%
2004	3007	88,697.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3011	386,396.00	\$13,523.86	3.50%	\$0.00	0.00%	(\$13,523.86)	-3.50%
2004	3016	1,881,361.35	\$122,288.49	6.50%	\$0.00	0.00%	(\$122,288.49)	-6.50%
2004	3024	4,996,628.00	\$284,807.80	5.70%	\$343,228.00	6.87%	\$58,420.20	1.17%
2004 2004	3030 3032	7,390,097.50 4,967,300.00	\$517,306.83 \$298,038.00	7.00% 6.00%	\$82,320.00 \$298,240.00	1.11% 6.00%	(\$434,986.83) \$202.00	-5.89% 0.00%
2004	3032	4,967,300.00 15,848,483.90	\$1,030,151.45	6.50%	\$298,240.00	2.39%	\$202.00 (\$651,796.95)	-4.11%
2004	3038	6,464,560.00	\$614,133.20	9.50%	\$123,060.60	1.90%	(\$491,072.60)	-4.11% -7.60%
2004	3039	72,000.00	\$0.00	0.00%	\$123,060.60	0.00%	\$0.00	0.00%
2004	3039	41,648.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3044	386,471.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3048	17,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3049	24,995.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3051	388,654.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%

			Contract		Achieved		Dollars	% of Dollars
Fiscal		Contract	Goal	Contract	Contract	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
2004	2050	2,000,00	\$0.00	2004 0.00%	PO 00	0.000/	¢0.00	0.000/
2004 2004	3058 3060	2,000.00 8,648,410.00	\$769,708.49	8.90%	\$0.00 \$229.101.50	0.00% 2.65%	\$0.00 (\$540,606.99)	0.00% -6.25%
2004	3061	2,056,402.05	\$67.861.27	3.30%	\$107,076.88	5.21%	\$39.215.61	1.91%
2004	3062	29,643,055.50	\$4,446,458.33	15.00%	\$862,135.10	2.91%	(\$3.584.323.23)	-12.09%
2004	3064	24,750.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3065	20,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3066	5,375.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3068	31,369.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3069	726,432.00	\$0.00	0.00%	\$6,388.00	0.88%	\$6,388.00	0.88%
2004	3073	195,249.00	\$0.00	0.00%	\$2,000.00	1.02%	\$2,000.00	1.02%
2004	3074	343,654.00	\$0.00	0.00%	\$87,067.00	25.34%	\$87,067.00	25.34%
2004	3076	243,717.00	\$0.00	0.00%	\$4,600.00	1.89%	\$4,600.00	1.89%
2004	3081	1,799,000.00	\$62,965.00	3.50%	\$201,859.00	11.22%	\$138,894.00	7.72%
2004	3086	540,540.00	\$13,513.50	2.50%	\$13,514.40	2.50%	\$0.90 \$119,704.81	0.00% 2.07%
2004 2004	3099 3105	5,781,091.00 13,471,973.00	\$520,298.19 \$808,318.38	9.00% 6.00%	\$640,003.00 \$291,811.00	11.07% 2.17%	(\$516,507.38)	-3.83%
2004	3108	8,458,745.00	\$304,514.82	3.60%	\$0.00	0.00%	(\$304.514.82)	-3.60%
2004	3109	398,955.00	\$6,782.24	1.70%	\$0.00	0.00%	(\$6,782.24)	-1.70%
2004	3112	19,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3113	15,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3114	48,012.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3115	11,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3120	886,444.00	\$0.00	0.00%	\$122,660.00	13.84%	\$122,660.00	13.84%
2004	3121	1,541,016.00	\$0.00	0.00%	\$11,025.00	0.72%	\$11,025.00	0.72%
2004	3122	48,531.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3124	28,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3125	42,378.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004 2004	3126 3132	42,758.00 520,388.00	\$0.00 \$0.00	0.00%	\$0.00	0.00% 0.90%	\$0.00	0.00%
2004	3135	2,469,937.60	\$74,098.13	0.00% 3.00%	\$4,678.00 \$97,521.30	3.95%	\$4,678.00 \$23,423.17	0.90% 0.95%
2004	3136	486,758.20	\$30,665.77	6.30%	\$30,700.00	6.31%	\$34.23	0.01%
2004	3139	1,905,790.00	\$133,405.30	7.00%	\$38,625.00	2.03%	(\$94,780.30)	-4.97%
2004	3140	335,533.00	\$0.00	0.00%	\$18,571.00	5.53%	\$18,571.00	5.53%
2004	3142	430,059.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3143	9,026.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3148	176,907.00	\$0.00	0.00%	\$3,000.00	1.70%	\$3,000.00	1.70%
2004	3152	3,460,400.00	\$110,732.80	3.20%	\$402,220.00	11.62%	\$291,487.20	8.42%
2004	3154	10,476,371.00	\$429,531.21	4.10%	\$1,558,297.42	14.87%	\$1,128,766.21	10.77%
2004	3156	792,919.01	\$59,468.93	7.50%	\$280,967.80	35.43%	\$221,498.87	27.93%
2004	3159	99,890.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004 2004	3162 3163	6,177,266.10 10,961,950.00	\$525,067.62 \$865,994.05	8.50% 7.90%	\$1,088,851.00 \$719,316.28	17.63% 6.56%	\$563,783.38	9.13% -1.34%
2004	3165	5.867.954.00	\$865,994.05	4.90%	\$99,030.00	1.69%	(\$146,677.77) (\$188,499.75)	-1.34% -3.21%
2004	3176	251.348.00	\$0.00	0.00%	\$99,030.00	0.00%	\$0.00	0.00%
2004	3179	9,043,853.00	\$90,438.53	1.00%	\$0.00	0.00%	(\$90,438.53)	-1.00%
2004	3181	281,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3182	9,889,276.20	\$613,135.12	6.20%	\$613,179.00	6.20%	\$43.88	0.00%
2004	3199	1,378,619.45	\$133,726.09	9.70%	\$340,802.00	24.72%	\$207,075.91	15.02%
2004	3201	2,298,958.00	\$94,257.28	4.10%	\$119,634.00	5.20%	\$25,376.72	1.10%
2004	3202	2,130,000.00	\$68,160.00	3.20%	\$183,791.00	8.63%	\$115,631.00	5.43%
2004	3203	2,696,868.00	\$196,871.36	7.30%	\$348,173.00	12.91%	\$151,301.64	5.61%
2004	3208	1,646,403.50	\$0.00	0.00%	\$2,500.00	0.15%	\$2,500.00	0.15%
2004	3212	1,404,232.00	\$0.00	0.00%	\$26,263.00	1.87%	\$26,263.00	1.87%
2004	3213	493,533.00	\$0.00	0.00%	\$10,575.00	2.14%	\$10,575.00	2.14%
2004	3214	6,664,410.00	\$246,583.17	3.70%	\$92,750.00	1.39%	(\$153,833.17)	-2.31%

			Contract		Achieved		Dollars	% of Dollars
Fiscal		Contract	Goal	Contract	Contract	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
2004	2227	420 702 00	<u>ФО ОО</u>	2004 0.00%	\$40.000.00	44.200/	¢40.000.00	44.200/
2004 2004	3227 3228	138,763.00 105,339.00	\$0.00 \$0.00	0.00%	\$19,966.00 \$0.00	14.39% 0.00%	\$19,966.00 \$0.00	14.39% 0.00%
2004	3232	7,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3238	19,220.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3239	801.920.00	\$0.00	0.00%	\$43,882.00	5.47%	\$43,882.00	5.47%
2004	3241	3,591,698.00	\$104,159.24	2.90%	\$116,365.00	3.24%	\$12,205.76	0.34%
2004	3242	219,964.74	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3248	10.000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3251	202,006.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3254	27,611,497.00	\$0.00	0.00%	\$3,128,947.52	11.33%	\$3,128,947.52	11.33%
2004	3255	65,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3265	27,378.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3271	433,408.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3274	515,110.00	\$14,938.19	2.90%	\$24,280.00	4.71%	\$9,341.81	1.81%
2004	3277	4,995.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3277	59,646.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3281	39,891.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3285	1,745,267.00	\$0.00	0.00%	\$10,000.00	0.00%	\$10,000.00	0.57%
2004	3286	244,015.00	\$0.00	0.00%	\$14,998.00	6.15%	\$10,000.00	6.15%
2004	3287	428,325.00	\$0.00	0.00%	\$14,996.00	0.00%	\$14,996.00	0.00%
2004	3288	181,984.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3289	414,178.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3299	31,300.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3294	30,493.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3297	994,512.00	\$0.00	0.00%	\$151,123.00	15.20%	\$151,123.00	15.20%
2004	3298	158,302.00	\$0.00	0.00%	\$9,628.00	6.08%	\$9,628.00	6.08%
2004	3299	471,480.00	\$0.00	0.00%	\$11,955.00	2.54%	\$11,955.00	2.54%
2004	3302	314,964.64	\$0.00	0.00%	\$20,900.00	6.64%	\$20,900.00	6.64%
2004	3307	253,986.00	\$0.00	0.00%	\$43,497.00	17.13%	\$43,497.00	17.13%
2004	3308	698,412.00	\$0.00	0.00%	\$12,740.00	1.82%	\$12,740.00	1.82%
2004	3315	323,568.00	\$0.00	0.00%	\$0.00	0.00%	\$12,740.00	0.00%
2004	3321	1,370,477.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3330	99,927.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3332	160,704.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3334	31,364.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3349	1,235,265.00	\$0.00	0.00%	\$13,280.00	1.08%	\$13,280.00	1.08%
2004	3352	222,965.00	\$0.00	0.00%	\$13,280.00	0.00%	\$13,280.00	0.00%
2004	3354	15,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3359	176,634.00	\$0.00	0.00%	\$750.00	0.42%	\$750.00	0.42%
2004	3367	38,905.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3368	7,915.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3370	423,426.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3374	1,895,996.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3384	275,116.53	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3389	53,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3397	51,031.00	\$0.00	0.00%	\$5,463.00	10.71%	\$5,463.00	10.71%
2004	3703	59,989.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3880	1.485.915.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4230	576,139.00	\$0.00	0.00%	\$79,361.00	13.77%	\$79,361.00	13.77%
2004	4317	10,231.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4375	311,833.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4376	3.642.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4526	72,735.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4543	2,580,781.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4583	30,250.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4585	12.004.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
- 007	1000	12,004.00	Ψ0.00	3.0070	ψ0.00	0.0070	ψ0.00	5.5070

			Contract		Achieved		Dollars	% of Dollars
Fiscal	Did no	Contract	Goal	Contract	Contract	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal 2004	Goal Amount	Goal %	Goal	Goal
2004	4586	4,600.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4587	3,750.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4588	3,065.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4589	169,764.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4617	96,714.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4645	404,975.20	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4681	165,176.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4682	66,132.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4683	39,891.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4752	245,154.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4753	8,100.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4754	159,600.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4757	471,108.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4758	1,317,780.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4763	1,649,560.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004 2004	4785 5027	12,352.50	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%
2004	5235	50,000.00 4,995.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5237	85,333.00	\$0.00	0.00% 0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5260	62,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5328	2,887,869.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5362	301,175.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5363	1,136,245.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5367	577,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5380	654,714.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5404	150,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5440	390,759.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5446	902,592.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5449	430,516.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5468	396,906.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5501	20,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5502	7,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5505	159,885.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5506	24,597.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00 \$0.00	0.00%
2004 2004	5514 5518	15,411.00 1,026,000.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00% 0.00%	\$0.00	0.00% 0.00%
2004	5519	1,616,760.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5525	220,474.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5526	90,450.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
	5525	\$386,299,540	\$19,944,671	5.16%	\$20,466,640.25	5.30%	\$521,969	0.14%
		, , , , , , , , , , , , , , , , , , ,	, ,,,	2005	,,		, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
2005	2930	15,487,154.00	\$464,614.62	3.00%	\$397,873.75	2.57%	(\$66,740.87)	-0.43%
2005	2947	8,940,643.00	\$545,379.22	6.10%	\$567,140.00	6.34%	\$21,760.78	0.24%
2005	3012	179,630.00	\$12,753.73	7.10%	\$30,360.00	16.90%	\$17,606.27	9.80%
2005	3020	1,630,000.00	\$163,000.00	10.00%	\$41,835.00	2.57%	(\$121,165.00)	-7.43%
2005	3022	23,679,952.00	\$781,438.42	3.30%	\$2,035,475.00	8.60%	\$1,254,036.58	5.30%
2005	3034	6,179,254.80	\$197,736.15	3.20%	\$222,945.99	3.61%	\$25,209.84	0.41%
2005	3101	1,321,237.00	\$48,885.77	3.70%	\$5,157.55	0.39%	(\$43,728.22)	-3.31%
2005	3103	2,371,081.00	\$170,717.83	7.20%	\$440,584.40	18.58%	\$269,866.57	11.38%
2005	3155	4,948,870.99	\$89,079.68	1.80%	\$824,569.50	16.66%	\$735,489.82	14.86%
2005	3158	204,810.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005 2005	3164 3180	1,862,140.00 3,702,445.00	\$48,415.64 \$373,946.95	2.60%	\$0.00 \$522,061.00	0.00%	(\$48,415.64) \$148,114.06	-2.60% 4.00%
2005	3180	3,702,445.00 757,312.28	\$373,946.95 \$15,903.56	10.10% 2.10%	\$522,061.00	14.10% 0.00%	(\$15,903.56)	-2.10%
2005	3217	8,720,305.00	\$313,930.98	3.60%	\$325,600.00	3.73%	\$11,669.02	0.13%
2005	3217	8,003,507.25	\$488,213.94	6.10%	\$492,937.50	6.16%	\$4,723.56	0.06%
_000	02.10	0,000,007.20	ψ 100,2 10.0 1	3.1070	Ψ102,001.00	0.1070	ΨΞ,720.00	0.0070

	F'I		Construent	Contract	0	Achieved	A -1.1 1	Dollars	% of Dollars
2005 3273 28,306,166,50 \$0.00 0.00% \$1,507,669,00 5.33% \$1,507,669,00 5.33% \$2005 3291 9,391,230.00 \$131,477,22 1.40% \$965,007,30 10,28% \$893,130.08 8.88% \$2005 3293 4,235,631.00 \$232,7083,43 5.60% \$876,356.00 3.69% \$800,027,34 1.91% \$2005 3399 1,419,5891,4 \$46,246,65 3.20% \$232,470.00 16,38% \$187,043,15 13,18% \$2005 3391 3,980,110.00 \$50.00 0.00% \$50.00 0.00% \$50.00 0.00% \$2005 3313 3,980,110.00 \$30.00 0.00% \$50.00 0.00% \$50.00 0.00% \$2005 3320 2,677,073.00 \$50.00 0.00% \$50.00 0.07% \$50.00 0.07% \$30.00 0.07% \$30.00 0.07% \$30.00 0.07% \$30.00 0.77% \$30.0	Fiscal	Pid no	Contract	Goal	Contract	Contract	Achieved	Over/Under	Over/Under
2005 3273 28,306,156,50 \$0.00 0.00% \$1,507,669,00 5,33% \$1,507,669,00 5,33% \$884,130.08 88,88% 2005 3293 4,233,631.00 \$237,083.34 5,60% \$163,656.00 3,69% \$(80,727,34) 1-191% 2005 3309 1,415,589.14 \$45,428.63 3,20% \$80,00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$333,51,512,64 11,23% \$0.00 0.00% \$23,440.00 3.66% \$28,340.00 3.66% \$22,340.00 3.66% \$22,340.00 3.66% \$22,340.00 3.66% \$22,340.00 3.66% \$22,340.00 3.66% \$22,340.00 3.66% \$22,340.00 3.66% \$22,340.00 3.66% <	Tear	BIU_IIU	Amount	Amount		Goal Amount	Goal %	Goal	Goal
2005 3291 9,391,230.00 \$131,477.22 1.40% \$966,607.30 10,22% \$\$843,130.08 8.88% \$2005 3293 4,235,631.00 \$232,470.00 16,33% \$187,043.15 13,15% \$2005 3309 1.419,589.14 \$45,426.85 3.20% \$232,470.00 16,33% \$187,043.15 13,15% \$2005 3313 1,980,110.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$2005 3320 2.677,073.00 \$0.00 0.00% \$116,276.00 4.44% \$116,276.00 4.34% \$2005 3330 2.677,073.00 \$0.00 0.00% \$116,276.00 4.34% \$3115,12.44 1.123% \$2005 3340 998,274.00 \$0.00 0.00% \$166,614.00 16,89% \$166,614.00 16,89% \$333,43 734,452.00 \$0.00 0.00% \$358,893.75 38,80% \$353,893.75 38,80% \$353,893.75 38,80% \$353,893.75 38,80% \$333,47 2,375,709.50 \$0.00 0.00% \$353,893.75 38,80% \$353,893.75 38,80% \$333,47 2,375,709.50 \$0.00 0.00% \$300,00 0.00% \$350,00 0.00% \$353,893.75 38,80% \$353,893.75 38,80% \$353,893.75 38,80% \$353,893.76 38,80%	2005	3273	28 306 156 50	\$0.00		\$1 507 669 00	5 33%	\$1.507.669.00	5 33%
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		3539	3,919,265.00	\$203,801.78	5.20%	\$207,744.65	5.30%		

F'I		Construent	Contract	0	Achieved	A - 1. 1 1	Dollars	% of Dollars
Fiscal Year	Bid_no	Contract Amount	Goal Amount	Contract Goal	Contract Goal Amount	Achieved Goal %	Over/Under Goal	Over/Under Goal
rear	DIU_IIO	Amount	Amount	2005	Goal Amount	Goal %	Goal	Goal
2005	3540	49,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3541	9,585,411.32	\$450,514.33	4.70%	\$1,247,740.00	13.02%	\$797,225.67	8.32%
2005	3544	1,534,945.00	\$36,838.68	2.40%	\$22,140.00	1.44%	(\$14,698.68)	-0.96%
2005	3545	8,389,969.00	\$654,417.58	7.80%	\$1,029,293.00	12.27%	\$374,875.42	4.47%
2005	3547	11,881,962.00	\$249,521.20	2.10%	\$313,590.70	2.64%	\$64,069.50	0.54%
2005	3548	1,433,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3549	218,436.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3556	164,455.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3557	306,379.00	\$0.00	0.00%	\$3,900.00	1.27%	\$3,900.00	1.27%
2005	3562	11,794,527.00	\$294,863.18	2.50%	\$300,400.00	2.55%	\$5,536.83	0.05%
2005	3567	380,789.00	\$0.00	0.00%	\$6.380.00	1.68%	\$6,380.00	1.68%
2005	3568	167,664.00	\$0.00	0.00%	\$6,864.00	4.09%	\$6,864.00	4.09%
2005	3572	5,529.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3576	644,931.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3580	19,680.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3582	714,954.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3587	15,450.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3589	374,509.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3591	89,572.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3594	4,749,873.00	\$270,742.76	5.70%	\$378,495.50	7.97%	\$107,752.74	2.27%
2005	3605	1,523,546.00	\$103.601.13	6.80%	\$29,366.00	1.93%	(\$74.235.13)	-4.87%
2005	3606	4,728,640.00	\$179,688.32	3.80%	\$430,932.00	9.11%	\$251,243.68	5.31%
2005	3611	4.218.115.00	\$172.942.72	4.10%	\$54,387.50	1.29%	(\$118,555.22)	-2.81%
2005	3613	1,782,635.30	\$21,391.62	1.20%	\$50,811.92	2.85%	\$29,420,30	1.65%
2005	3615	11,009.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3621	944,710.00	\$0.00	0.00%	\$10,000.00	1.06%	\$10,000.00	1.06%
2005	3624	496,500,00	\$12,412.50	2.50%	\$0.00	0.00%	(\$12,412.50)	-2.50%
2005	3625	290,305.00	\$22,353.49	7.70%	\$22,500.00	7.75%	\$146.51	0.05%
2005	3628	390,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3630	4,842,903.00	\$29,057.42	0.60%	\$616,067.50	12.72%	\$587,010.08	12.12%
2005	3631	12,338,921.00	\$74,033.53	0.60%	\$128,565.20	1.04%	\$54,531.67	0.44%
2005	3632	2,627,318.00	\$10,509.27	0.40%	\$0.00	0.00%	(\$10,509.27)	-0.40%
2005	3634	64,933.00	\$0.00	0.00%	\$6,256.00	9.63%	\$6,256.00	9.63%
2005	3639	32,456.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3642	111,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3643	4,033,560.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3648	408,868.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3653	28,551.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3658	1,502,190.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3659	12,254,222.50	\$343,118.23	2.80%	\$460,811.98	3.76%	\$117,693.75	0.96%
2005	3663	5,187,925.00	\$197,141.15	3.80%	\$44,000.00	0.85%	(\$153,141.15)	-2.95%
2005	3669	204,419.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3673	131,192.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3676	4,229,129.24	\$177,623.43	4.20%	\$222,357.80	5.26%	\$44,734.37	1.06%
2005	3681	2,351,805.00	\$58,795.13	2.50%	\$60,005.00	2.55%	\$1,209.88	0.05%
2005	3682	109,933.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3685	3,186,827.90	\$73,297.04	2.30%	\$130,760.00	4.10%	\$57,462.96	1.80%
2005	3688	4,984,658.00	\$139,570.42	2.80%	\$1,670,748.00	33.52%	\$1,531,177.58	30.72%
2005	3690	97,879.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3691	24,251.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3696	1,176,748.00	\$0.00	0.00%	\$18,320.00	1.56%	\$18,320.00	1.56%
2005	3697	902,486.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3699	663,887.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3708	7,564.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3711	598,827.00	\$0.00	0.00%	\$3,000.00	0.50%	\$3,000.00	0.50%
2005	3718	1,733,820.00	\$45,079.32	2.60%	\$535,334.00	30.88%	\$490,254.68	28.28%

Fiscal		Contract	Contract Goal	Contract	Achieved Contract	Achieved	Dollars Over/Under	% of Dollars Over/Under
Year	Bid no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
	-			2005				
2005	3720	5,894,810.00	\$88,422.15	1.50%	\$739,293.30	12.54%	\$650,871.15	11.04%
2005	3722	1,384,000.00	\$49,824.00	3.60%	\$0.00	0.00%	(\$49,824.00)	-3.60%
2005	3723	295,385.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3734	55,256.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3738	6,387.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3754	104,904.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3755	53,306.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3759	193,797.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3761	153,401.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3764	32,424.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3765	33,513.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3769	91,425.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3771	163,992.00	\$0.00	0.00%	\$53,503.00	32.63%	\$53,503.00	32.63%
2005	3772	332,550.00	\$0.00	0.00%	\$23,667.00	7.12%	\$23,667.00	7.12%
2005	3776	46,599.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3778	473,828.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3787	378,377.00	\$0.00	0.00%	\$480.00	0.13%	\$480.00	0.13%
2005	3791	253,650.00	\$0.00	0.00%	\$3,358.00	1.32%	\$3,358.00	1.32%
2005	3795	85,291.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3796	82,683.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3797	25,320.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3806	437,757.00	\$0.00	0.00%	\$65,648.00	15.00%	\$65,648.00	15.00%
2005	3807	345,159.00	\$0.00	0.00%	\$38.430.00	11.13%	\$38,430.00	11.13%
2005	3808	540,936.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3957	1,293,067.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4020	698,344.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4264	23,015,851.94	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4371	215,873.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4431	31,378.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4433	172,456.81	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4436	85,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4437	311,040.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4438	411,785.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4455	26,086.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4456	105,523.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4528	93,600.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4529	6,450.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4530	85,850.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4536	6,301,808.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4556	809,888.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4558	4,693,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4564	221,270.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4575	20,900.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4575	430,260.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4590	4,953.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4595	4,900.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4595	544,997.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4597	367,576.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4599	61,857.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4600	486,458.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4613	81,660.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005 2005	4624 4627	88,125.00 150,000.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2005	4628	150,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4629	50,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4029	50,000.00	φυ.υυ	0.00%	φυ.υυ	0.00%	φυ.υυ	0.00%

Fiscal		Contract	Contract Goal	Contract	Achieved Contract	Achieved	Dollars Over/Under	% of Dollars Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
				2005				
2005	4631	100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4636	6,510.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4637	74,214.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4648	66,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4649	135,540.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4650	134,335.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4668	1,121,606.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4676	77,395.13	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4686	67,265.00	\$0.00 \$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005 2005	4687 4688	30,760.00 310,410.00	\$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2005	4690	109,215.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4690	24,288.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4708	344,642.50	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4708	750,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4710	500,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4904	198,900.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4906	67,680.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4908	40,598,224.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4968	4,728,640.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4970	2,351,805.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5017	300,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5019	300,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5020	300,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5021	200,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5022	200,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5023	200,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5032	48,600.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5043	51,950.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5056	2,000,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5064	60,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5072	22,919.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5101	306,987.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5102	437,757.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5103	62,728.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5110	520,141.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5170	675,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005 2005	5172 5180	1,666,900.00 402,100.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2005	5185	308,496.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00%
2005	5199	134,101.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5215	300,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5239	197,427.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5240	17,420.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5242	295,800.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5245	5,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5246	49,790.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5262	308,496.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5264	497,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5265	68,276.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5266	35,152.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5298	135,920.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5301	149,840.85	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5303	97,457.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5469	157,250.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
		\$464,878,632	\$11,170,492	2.40%	\$25,390,137	5.46%	\$14,219,645	3.06%

			Contract		Achieved		Dollars	% of Dollars
Fiscal		Contract	Goal	Contract	Contract	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
2222		00 500 00	40.00	2006	Φ0.00	0.000/	40.00	0.000/
2006	2806	33,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	2895	1,564,773.50	\$0.00	0.00%	\$25,923.80	1.66%	\$25,923.80	1.66%
2006	2915	2,165,475.00	\$158,079.68	7.30%	\$286,525.00	13.23%	\$128,445.33	5.93%
2006	3018	6,197,786.00	\$272,702.58	4.40%	\$335,733.50	5.42%	\$63,030.92	1.02%
2006	3137	8,871,968.73	\$266,159.06	3.00%	\$344,434.00	3.88%	\$78,274.94 \$1,661,840.07	0.88%
2006	3218	7,078,528.00	\$0.00	0.00%	\$1,661,840.07 \$192,710.50	23.48% 8.99%	\$1,001,840.07	23.48% 5.19%
2006	3256	2,142,737.45	\$81,424.02	3.80% 6.40%	\$192,710.50		T /	
2006	3262	5,081,250.00	\$325,200.00		+ - /	4.58%	(\$92,578.40)	-1.82% 0.00%
2006 2006	3275 3342	20,496,135.00 4,976,992.00	\$0.00 \$159,263.74	0.00% 3.20%	\$0.00 \$77,600.00	0.00% 1.56%	\$0.00	-1.64%
2006	3394	2,733,302.00	\$0.00	0.00%	\$276.840.00	10.13%	(\$81,663.74) \$276,840.00	10.13%
2006	3483		\$46,145.69	1.50%	+ -/	25.87%	\$749,692.32	24.37%
2006	3496	3,076,379.00 1,687,555.00	\$104,628.41	6.20%	\$795,838.00 \$180,500.00	10.70%		4.50%
2006	3498	, ,					\$75,871.59	
2006	3598	459,220.00	\$0.00	0.00%	\$28,340.10	6.17%	\$28,340.10	6.17% 6.11%
2006		13,864,969.70	\$0.00	0.00%	\$847,129.53	6.11%	\$847,129.53	
	3599 3602	1,476,815.00	\$90,085.72	6.10%	\$0.00 \$39,577.50	0.00% 3.98%	(\$90,085.72)	-6.10% 3.98%
2006 2006	3603	994,160.84 501.219.00	\$0.00	0.00%			\$39,577.50	
		,	\$11,528.04	2.30%	\$12,525.00	2.50%	\$996.96	0.20%
2006	3604	9,793,000.00	\$0.00	0.00%	\$244,254.00	2.49%	\$244,254.00	2.49%
2006	3627	1,820,042.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006 2006	3660	5,585,420.00	\$0.00	0.00%	\$115,142.06	2.06%	\$115,142.06	2.06%
	3675 3719	762,946.70	\$47,302.70	6.20%	\$0.00	0.00% 12.26%	(\$47,302.70)	-6.20% 7.86%
2006 2006	3719	1,469,835.00 8,009,764.79	\$64,672.74 \$0.00	4.40% 0.00%	\$180,134.00 \$316,638.06	3.95%	\$115,461.26 \$316,638.06	3.95%
2006	3725	1,678,465.00	\$0.00	0.00%	\$11.125.00	0.66%	\$11,125.00	0.66%
		, ,	\$0.00		+ /		\$178.894.29	
2006	3726 3728	1,355,463.05		0.00%	\$178,894.29	13.20%	7 - 7	13.20%
2006		198,988.00	\$9,551.42	4.80% 7.40%	\$13,650.00 \$80,832.00	6.86%	\$4,098.58	2.06%
2006 2006	3746 3752	923,000.00 8,051,343.50	\$68,302.00 \$0.00	0.00%	\$89,597.80	8.76% 1.11%	\$12,530.00 \$89,597.80	1.36% 1.11%
2006			\$50,553.59					
2006	3786 3793	1,233,014.50 367,500.00	\$50,553.59	4.10% 0.00%	\$226,816.30 \$0.00	18.40% 0.00%	\$176,262.71 \$0.00	14.30% 0.00%
2006	3793	224,876.00	\$0.00	0.00%	\$980.00	0.00%	\$980.00	0.44%
2006	3810	4,939,990.00	\$0.00	0.00%	\$0.00	0.44%	\$0.00	0.00%
2006	3813	187,311.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3819	2,361,109.22	\$30,694.42	1.30%	\$60,000.00	2.54%	\$29,305.58	1.24%
2006	3820	6,664,147.61	\$0.00	0.00%	\$36,130.00	0.54%	\$36,130.00	0.54%
2006	3821	1,242,700.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3828	321,838.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3832	721,832.00	\$0.00	0.00%	\$12,373.00	1.71%	\$12,373.00	1.71%
2006	3834	1,758,965.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3835	2,011,841.00	\$0.00	0.00%	\$20,496.00	1.02%	\$20.496.00	1.02%
2006	3838	5,055,583.00	\$0.00	0.00%	\$462,973.50	9.16%	\$462.973.50	9.16%
2006	3845	36,886.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3848	85.137.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3854	40,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3858	115,786.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3859	49,176.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3860	671,203.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3866	402,552.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3867	3,788.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3872	7,760.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3873	259,056.00	\$0.00	0.00%	\$42,285.00	16.32%	\$42,285.00	16.32%
2006	3879	28,628.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3881	1,118,009.00	\$0.00	0.00%	\$13,898.00	1.24%	\$13,898.00	1.24%
2006	3883	240,731.00	\$0.00	0.00%	\$91,913.00	38.18%	\$91,913.00	38.18%
2006	3888	171,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
		,	700	2.2270	73.00		Ţ 3.00	

F'I		0	Contract	0	Achieved	A -1 ! 1	Dollars	% of Dollars
Fiscal Year	Bid no	Contract Amount	Goal Amount	Contract Goal	Contract Goal Amount	Achieved Goal %	Over/Under Goal	Over/Under Goal
I Cai	Biu_iio	Amount	Alliount	2006	Goal Alliount	Guai /6	Goai	Guai
2006	3889	8,129,945.50	\$0.00	0.00%	\$18,570.00	0.23%	\$18,570.00	0.23%
2006	3892	585,465.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3896	100,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3898	2,174,999.00	\$0.00	0.00%	\$64.000.00	2.94%	\$64,000.00	2.94%
2006	3899	100,242.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3900	274,168.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3901	22,475.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3906	211,972.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3911	1,214,576.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3912	330,572.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3915	434,952.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3918	184,086.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3920	45,400.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3923	39,899.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3927	2,576,139.00	\$0.00	0.00%	\$67,494.14	2.62%	\$67,494.14	2.62%
2006	3928	758,032.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3932	1,026,088.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3935	115,800.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3938	214,000.00	\$0.00	0.00% 0.00%	\$0.00 \$199,517.75	0.00% 2.06%	\$0.00 \$199,517.75	0.00% 2.06%
2006 2006	3945 3946	9,688,690.00 9,999,999.99	\$0.00 \$0.00	0.00%	\$199,517.75	0.00%	\$199,517.75	0.00%
2006	3946	1,384,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3952	1,163,785.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3955	28,234.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3959	140.897.00	\$0.00	0.00%	\$500.00	0.35%	\$500.00	0.35%
2006	3962	25.000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3964	24,800.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3965	354,766.00	\$0.00	0.00%	\$1,500.00	0.42%	\$1,500.00	0.42%
2006	3966	99,304.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3970	845,121.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3977	200,304.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3979	455,206.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3981	31,439.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3983	23,012,675.00	\$0.00	0.00%	\$507,935.75	2.21%	\$507,935.75	2.21%
2006	3987	1,000,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3990	1,096,024.00	\$0.00	0.00%	\$3,600.00	0.33%	\$3,600.00	0.33%
2006	3992	17,104,137.00	\$0.00	0.00%	\$1,013,563.00	5.93%	\$1,013,563.00	5.93%
2006	3994	4,036,875.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3997	429,332.00	\$0.00	0.00%	\$5,400.00	1.26%	\$5,400.00	1.26%
2006	3998	539,195.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4001	2,353,486.00	\$0.00	0.00%	\$318,447.00	13.53%	\$318,447.00	13.53%
2006	4003 4004	648,345.00	\$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00%
2006 2006	4004	20,718.00 100,000.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%
2006	4019	8,679,095.00	\$0.00	0.00%	\$93,481.00	1.08%	\$93,481.00	1.08%
2006	4024	516,157.00	\$0.00	0.00%	\$93,461.00	0.00%	\$93,461.00	0.00%
2006	4025	1,656.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4020	10,521.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4037	1,189,234.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4038	4,743,172.00	\$0.00	0.00%	\$44,067.65	0.93%	\$44,067.65	0.93%
2006	4039	2,481,475.00	\$0.00	0.00%	\$107,506.50	4.33%	\$107,506.50	4.33%
2006	4040	3,197,193.50	\$0.00	0.00%	\$37,127.00	1.16%	\$37,127.00	1.16%
2006	4042	2,687,381.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4046	640,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4049	9,744,580.00	\$0.00	0.00%	\$119,015.00	1.22%	\$119,015.00	1.22%
2006	4050	5,250,917.50	\$0.00	0.00%	\$138,897.00	2.65%	\$138,897.00	2.65%
2000								

2006 4072 587,800.00 \$0.00 0.00% \$10,000.00 1.70% \$10 2006 4075 3,252,401.00 \$0.00 0.00% \$0.00 0.00% 2006 4081 3,896,999.00 \$0.00 0.00% \$97,677.25 2.51% \$97 2006 4086 91,270.79 \$0.00 0.00% \$0.00 0.00% 2006 4088 774,612.00 \$0.00 0.00% \$15,000.00 1.94% \$15 2006 4092 10,580,005.00 \$0.00 0.00% \$815,650.00 7.71% \$815 2006 4093 2,042,000.00 \$0.00 0.00% \$0.00 0.00% 2006 4104 84,112.00 \$0.00 0.00% \$0.00 0.00% 2006 4106 42,000.00 \$0.00 0.00% \$0.00 0.00%	\$0.00 \$0.00	0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 1.70% 0.00% 2.51% 0.00% 1.94% 7.71%
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2006 4072 587,800.00 \$0.00 0.00% \$10,000.00 1.70% \$10 2006 4075 3,252,401.00 \$0.00 0.00% \$0.00 0.00% 2006 4081 3,896,999.00 \$0.00 0.00% \$97,677.25 2.51% \$97 2006 4086 91,270.79 \$0.00 0.00% \$0.00 0.00% 2006 4088 774,612.00 \$0.00 0.00% \$15,000.00 1.94% \$15 2006 4092 10,580,005.00 \$0.00 0.00% \$815,650.00 7.71% \$815 2006 4093 2,042,000.00 \$0.00 0.00% \$0.00 0.00% 2006 4104 84,112.00 \$0.00 0.00% \$0.00 0.00% 2006 4106 42,000.00 \$0.00 0.00% \$0.00 0.00%	0,000.00 \$0.00 7,677.25 \$0.00 5,000.00 \$0,650.00 \$0.00	1.70% 0.00% 2.51% 0.00% 1.94% 7.71%
2006 4075 3,252,401.00 \$0.00 0.00% \$0.00 0.00% 2006 4081 3,896,999.00 \$0.00 0.00% \$97,677.25 2.51% \$97 2006 4086 91,270.79 \$0.00 0.00% \$0.00 0.00% 2006 4088 774,612.00 \$0.00 0.00% \$15,000.00 1.94% \$15 2006 4092 10,580,005.00 \$0.00 0.00% \$815,650.00 7.71% \$815 2006 4093 2,042,000.00 \$0.00 0.00% \$0.00 0.00% 2006 4104 84,112.00 \$0.00 0.00% \$0.00 0.00% 2006 4106 42,000.00 \$0.00 0.00% \$0.00 0.00%	\$0.00 7,677.25 \$0.00 5,000.00 \$0.00	0.00% 2.51% 0.00% 1.94% 7.71%
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2006 4088 774,612.00 \$0.00 0.00% \$15,000.00 1.94% \$15 2006 4092 10,580,005.00 \$0.00 0.00% \$815,650.00 7.71% \$815 2006 4093 2,042,000.00 \$0.00 0.00% \$0.00 0.00% 2006 4104 84,112.00 \$0.00 0.00% \$0.00 0.00% 2006 4106 42,000.00 \$0.00 0.00% \$0.00 0.00%	5,000.00 5,650.00 \$0.00	1.94% 7.71%
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2006 4093 2,042,000.00 \$0.00 0.00% \$0.00 0.00% 2006 4104 84,112.00 \$0.00 0.00% \$0.00 0.00% 2006 4106 42,000.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	
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2006 4106 42,000.00 \$0.00 0.00% \$0.00 0.00%	20.00 i	0.00%
	\$0.00	0.00%
2006 4108 72,000.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4110 542,325.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4115 85,070.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4118 22,604.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4119 22,531.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4121 161,142.68 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4123 187,603.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4124 560,943.00 \$0.00 0.00% \$56,340.00 10.04% \$56	3,340.00	10.04%
2006 4128 26,200.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4129 547,463.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4138 24,342.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4140 26,336.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4141 1,452,956.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4142 61,250.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
	3,000.00	0.92%
2006 4149 21,467.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4155 331,850.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4158 989,838.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
	0,240.00	3.79%
2006 4163 30,400.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4169 202,668.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4180 494,826.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4181 7,500.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4183 176,717.00 \$0.00 0.00% \$0.00 0.00% 2006 4189 47,832.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4189 47,832.00 \$0.00 0.00% \$0.00 0.00% 2006 4199 1,473,192.00 \$0.00 0.00% \$0.00 0.00%	\$0.00 \$0.00	0.00% 0.00%
2006 4199 1,473,192.00 \$0.00 0.00% \$0.00 0.00% 2006 4200 678,506.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4200 676,506.00 \$0.00 0.00% \$0.00 0.00% 2006 4201 135,642.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4201 133,642.00 \$0.00 0.00% \$0.00 0.00% 2006 4208 329,266.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4209 44,436.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4213 536,293.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4215 193,025.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4216 49,886.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4220 70,307.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4221 331,909.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
	,455.20)	-2.40%
2006 4340 119,737.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4378 15,448.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%
2006 4387 230,488.00 \$0.00 0.00% \$0.00 0.00%	\$0.00	0.00%

			Contract		Achieved		Dollars	% of Dollars
Fiscal	D. I	Contract	Goal	Contract	Contract	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Goal Amount	Goal %	Goal	Goal
2006	4400	105 027 00	#0.00	2006	\$0.00	0.000/	¢0.00	0.000/
2006	4400	105,937.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006 2006	4426 4428	239,000.00 142,560.00	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%
2006	4428	25,000.00	\$0.00	0.00% 0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4434	68,145.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4440	98,621.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4444	41,736.40	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4446	240,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4448	59,504.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4452	38,476.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4454	171,070.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4460	370,883.29	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4461	204,285.58	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4467	100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4468	100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4469	100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4470	100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4471	100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4472	1,657,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4473	522,160.29	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4474	339,662.20	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4475	500,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4476	500,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4481	46,386.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4497	397,681.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4507	113,498.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4508	182,345.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4913	356,221.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4925	5,055,583.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4931	10,000,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4977	367,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4978	112,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4983	82,680.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4984	5,585,420.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4986	214,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4989	1,163,785.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4990	1,384,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5024	225,556.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5081	131,192.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5083	466,442.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5086	229,240.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5094	67,518.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006 2006	5104	411,915.00 109,642.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00	0.00%	\$0.00 \$0.00	0.00%
2006	5106 5108	109,642.00	\$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00%
							·	
2006 2006	5111 5112	65,733.00 170,421.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%
2006	5117	706,257.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5117	321,568.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5141	564,909.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
	517			0.00%	\$0.00	0.00%	\$0.00	0.00%
200h I	5190	267 072 00 1	50 00					
2006 2006	5190 5200	267,072.00 391,200.00	\$0.00 \$0.00					
2006	5190 5200	267,072.00 391,200.00 \$382,206,010	\$0.00 \$0.00 \$1,789,749	0.00% 0.00% 0.47%	\$0.00 \$0.00 \$11,811,326	0.00% 3.09%	\$0.00 \$10,021,577	0.00% 2.62%

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

5.5.1 <u>Business Categories Combined DBE Goal Comparison - FY2002-2005 vs.</u> <u>FY2006</u>

During FY2002 through FY2005 the AKDOT&PF operated a race conscious/race neutral DBE Program by setting goals on specific projects. Exhibit 5-9 shows that during this time period a total of 893 contracts were awarded with 247 having assigned DBE goals. The total dollar amount of contracts awarded during this period was over \$1.54 billion of which the AKDOT&PF projected that DBEs would be awarded approximately \$63.6 million or 4.13 percent of the total federal dollars expended. The actual contracts awarded to DBEs were over \$86.9 million or 5.64 percent of the total federal dollars expended. This total includes 82 contracts that did not have an assigned goal. DBEs received over \$8.6 million or 2.18 percent of the total contract dollars awarded without assigned goals.

During FY2006 a total of 222 contracts were awarded with seventeen having assigned DBE goals. All seventeen contracts awarded were Construction projects. The decrease in projects with assigned goals is the result of the AKDOT&PF using zero DBE goals on projects; this change was effective January 10, 2006. As a result, the AKDOT&PF operated a race neutral DBE program for the remainder of FY2006.

The total dollar amount of contracts awarded during FY2006 was over \$382 million of which over \$11.8 million or 3.09 percent were awarded to DBEs. The remaining 205 contracts without assigned goals totaled over \$338 million, of which 45 were awarded to DBEs. Of this amount, DBEs received over \$8.7 million or 2.59 percent of the total contract dollars awarded without assigned goals.

The following sections provide the results of the project goal analyses conducted for each business category.

Exhibit 5-9 DBE Project Goal Utilization Analysis Business Categories Combined Alaska Department of Transportation & Public Facilities FY2002 - FY2006

Fiscal Year	Total # of Contracts	Total Contract Dollars Awarded	DBE Assigned Goal	Projected DBE Goal Amount	Actual DBE Goal Achieved	Actual DBE Goal Amount Achieved	Total # of Contracts w/ Goals	Total Contract Dollars Awarded w/Goals	Total DBE Dollars	Percent of Total Contract Dollars w/Goals Awarded to DBEs	Total # of Contracts w/out Goals	Total Contract Dollars Awarded w/out Goals	Total # of Contracts w/out Goals Awarded to DBEs	Total Contract Dollars w/out Goals Awarded to DBEs	Total DBE Dollars	Percent of Total Contract Dollars Wout Goals Awarded to DBEs
2002	216	\$287,662,056	4.58%	\$13,176,043	6.35%	\$18,275,715	64	\$235,828,101	\$17,875,985	7.58%	152	\$51,833,955	12	\$7,696,304	\$399,730	0.77%
2003	221	\$402,144,653	4.80%	\$19,316,410	5.68%	\$22,854,049	69	\$329,238,934	\$22,071,087	6.70%	152	\$72,905,719	10	\$12,343,605	\$782,962	1.07%
2004	219	\$386,299,540	5.16%	\$19,944,671	5.30%	\$20,466,640	57	\$289,255,077	\$16,150,717	5.58%	162	\$97,044,463	33	\$55,805,176	\$4,315,923	4.45%
2005	237	\$464,878,632	2.40%	\$11,170,492	5.46%	\$25,390,137	57	\$289,588,273	\$22,240,468	7.68%	180	\$175,290,360	27	\$49,178,627	\$3,149,668	1.80%
Subtotal	893	\$1,540,984,880	4.13%	\$63,607,616	5.64%	\$86,986,541	247	\$1,143,910,385	\$78,338,257	6.85%	646	\$397,074,497	82	\$125,023,712	\$8,648,283	2.18%
2006	222	\$382,206,010	0.47%	\$1,789,749	3.09%	\$11,811,326	17	\$43,271,037	\$3,019,920	6.98%	205	\$338,934,973	45	\$210,276,616	\$8,791,406	2.59%
Total	1115	\$1,923,190,890	3.40%	\$65,397,365	5.14%	\$98,797,866	264	\$1,187,181,422	\$81,358,177	6.85%	851	\$736,009,469	127	\$335,300,328	\$17,439,689	2.37%

Source: Alaska Department of Transportation and Public Facilities for the period of October 1, 2001 through September 30, 2006.

5.5.2 Construction

Exhibit 5-10 shows that the AKDOT&PF projected an average DBE goal of over \$64 million or 3.89 percent and awarded over \$95 million or 5.71 percent of the total amount of federally funded dollars expended on Construction projects to DBEs. The following is a summary by fiscal year of the projected and achieved DBE goals for Construction projects awarded by the AKDOT&PF:

Fiscal Year	Total Contract Dollars	Contract Goal Amount	Contract Goal %	Achieved Contract Goal Amount	Achieved Goal %
2002	\$ 243,412,672	\$13,176,043	5.41%	\$17,966,026	7.38%
2003	\$ 346,084,534	\$19,238,265	5.56%	\$22,044,929	6.37%
2004	\$ 333,531,821	\$19,659,863	5.89%	\$19,262,661	5.78%
2005	\$ 406,191,697	\$11,122,523	2.74%	\$24,834,457	6.11%
2006	\$ 340,001,765	\$ 1,789,749	0.53%	\$11,211,250	3.30%
Totals	\$1,669,222,488	\$64,986,443	3.89%	\$95,319,322	5.71%

The analysis for Construction projects shows that of the 504 contracts awarded, 260 or 51.6 percent of the contracts were assigned a DBE goal and 244 or 48.4 percent did not have a DBE goal assigned. Contracts awarded with an assigned DBE goal totaled over \$1.1 billion or 70.6 percent of the total federal dollars expended on Construction projects. Of this amount, DBEs received over \$80.8 million or 4.85 percent of the total federal dollars expended on Construction projects.

The total amount of federally funded contracts awarded that did not have an assigned DBE goal was over \$490 million or 29.4 percent of the total amount expended on Construction projects. Of this amount, DBEs received over \$14.4 million or 2.95 percent of the contracts awarded that did not have an assigned goal or .87 percent of the total federal dollars expended by the AKDOT&PF on Construction projects.

Fiscal		Contract	Contract Goal	Contract	Achieved Contract Goal	Achieved	Dollars Over/Under	% of Dollars Over/Under
Year	Bid no	Amount	Amount	Goal	Amount	Goal %	Goal	Goal
					002			
2002	530	\$1,433,773.75	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	531	\$298,167.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	533	\$119,000.00	\$0.00	0.00%	\$3,222.00	2.71%	\$3,222.00	2.71%
2002	534	\$2,092,020.00	\$14,644.14	0.70%	\$18,259.20	0.87%	\$3,615.06	0.17%
2002	535	\$11,463,939.00	\$470,021.50	4.10%	\$553,881.50	4.83%	\$83,860.00	0.73%
2002	536	\$2,138,190.00	\$81,251.22	3.80%	\$75,249.00	3.52%	(\$6,002.22)	-0.28%
2002	537	\$415,750.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	539	\$480,232.50	\$0.00	0.00%	\$41,544.40	8.65%	\$41,544.40	8.65%
2002	540	\$479,165.00	\$24,437.42	5.10%	\$0.00	0.00%	(\$24,437.42)	-5.10%
2002	541	\$2,961,064.00	\$139,170.01	4.70%	\$129,792.00	4.38%	(\$9,378.01)	-0.32%
2002	542	\$1,232,825.40	\$128,213.84	10.40%	\$125,363.75	10.17%	(\$2,850.09)	-0.23%
2002	543	\$5,895,943.00	\$153,294.52	2.60%	\$0.00	0.00%	(\$153,294.52)	-2.60%
2002	544	\$1,266,201.00	\$0.00	0.00%	\$45,275.00	3.58%	\$45,275.00	3.58%
2002	545	\$1,976,064.00	\$304,313.86	15.40%	\$441,023.29	22.32%	\$136,709.43	6.92%
2002 2002	546 547	\$361,290.00	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2002		\$234,000.00		0.00%		0.00% 3.47%		0.00% 1.37%
2002	548 549	\$12,784,536.60 \$948,433.50	\$268,475.27 \$30,349.87	2.10% 3.20%	\$443,736.68 \$7,560.00	0.80%	\$175,261.41 (\$22,789.87)	1.37% -2.40%
2002	551	\$643,950.00	\$8,371.35	1.30%	\$0.00	0.00%	(\$8,371.35)	-1.30%
2002	552	\$3.858.566.90	\$181,352.64	4.70%	\$397.037.00	10.29%	\$215,684.36	5.59%
2002	553	\$196,718.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	554	\$4.793.179.90	\$167,761.30	3.50%	\$171,837.33	3.59%	\$4,076.03	0.09%
2002	555	\$4,269,467.00	\$81,119.87	1.90%	\$34.788.00	0.81%	(\$46,331.87)	-1.09%
2002	557	\$597,148.00	\$15,525.85	2.60%	\$24,744.00	4.14%	\$9,218.15	1.54%
2002	559	\$656,001.00	\$19,024.03	2.90%	\$53,420.00	8.14%	\$34,395.97	5.24%
2002	562	\$1.514.926.60	\$9.089.56	0.60%	\$126,695.00	8.36%	\$117,605.44	7.76%
2002	563	\$1,822,000.00	\$76,524.00	4.20%	\$0.00	0.00%	(\$76,524.00)	-4.20%
2002	564	\$1,255,134.89	\$70,287.55	5.60%	\$25.750.00	2.05%	(\$44,537.55)	-3.55%
2002	567	\$12,734,530.00	\$445,708.55	3.50%	\$724,684.00	5.69%	\$278,975.45	2.19%
2002	568	\$429,965.60	\$11,609.07	2.70%	\$167,700.80	39.00%	\$156,091.73	36.30%
2002	569	\$2,949,186.00	\$232,985.69	7.90%	\$83,545.00	2.83%	(\$149,440.69)	-5.07%
2002	570	\$76,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	571	\$1,372,533.88	\$127,645.65	9.30%	\$134,106.00	9.77%	\$6,460.35	0.47%
2002	572	\$373,847.00	\$17,570.81	4.70%	\$111,594.00	29.85%	\$94,023.19	25.15%
2002	573	\$1,066,069.20	\$28,783.87	2.70%	\$31,000.00	2.91%	\$2,216.13	0.21%
2002	574	\$16,758,035.55	\$1,558,497.31	9.30%	\$1,985,098.37	11.85%	\$426,601.06	2.55%
2002	575	\$221,057.00	\$12,379.19	5.60%	\$749.82	0.34%	(\$11,629.37)	-5.26%
2002	577	\$2,389,000.00	\$117,061.00	4.90%	\$796,742.80	33.35%	\$679,681.80	28.45%
2002	578	\$649,323.00	\$74,672.15	11.50%	\$87,736.00	13.51%	\$13,063.86	2.01%
2002	579	\$16,603,200.00	\$1,095,811.20	6.60%	\$1,113,436.00	6.71%	\$17,624.80	0.11%
2002	580	\$247,393.12	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	581	\$5,588,513.00	\$424,726.99	7.60%	\$540,165.37	9.67%	\$115,438.38	2.07%
2002	582	\$354,149.00	\$23,373.83	6.60%	\$38,926.00	10.99%	\$15,552.17	4.39%
2002	583	\$1,093,320.00	\$68,879.16	6.30%	\$108,070.00	9.88%	\$39,190.84	3.58%
2002	584	\$3,821,833.31	\$305,746.66	8.00%	\$1,950,548.13	51.04%	\$1,644,801.47	43.04%
2002	585	\$5,554,525.00	\$477,689.15	8.60%	\$478,231.98	8.61%	\$542.83	0.01%
2002	586	\$3,651,809.62	\$40,169.91	1.10%	\$391,304.99	10.72%	\$351,135.08	9.62%
2002	587	\$3,677,151.00	\$176,503.25	4.80%	\$215,069.18	5.85%	\$38,565.93	1.05%
2002 2002	588 589	\$72,009.00 \$1,952,361.00	\$0.00 \$101,522.77	0.00% 5.20%	\$0.00 \$66,639.58	0.00% 3.41%	\$0.00 (\$34,883.19)	0.00% -1.79%
2002	591	\$613,284.30	\$38,636.91	6.30%	\$91,468.10	14.91%	\$52,831.19	8.61%
2002	592	\$987,695.00	\$58,274.01	5.90%	\$20,120.00	2.04%	(\$38,154.01)	-3.86%
2002	594	\$880,174.00	\$95,938.97	10.90%	\$133,543.84	15.17%	\$37,604.87	4.27%
2002	595	\$375,627.50	\$34,557.73	9.20%	\$61,732.00	16.43%	\$27,174.27	7.23%
2002	595	\$890,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	598	\$3,435,872.00	\$233,639.30	6.80%	\$359,247.15	10.46%	\$125,607.85	3.66%
2002	599	\$157,778.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	000	ψ101,110.00	ψ0.00	0.0070	ψ0.00	0.0070	ψ0.00	0.0070

			Contract		Achieved		Dollars	% of Dollars
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Goal
	, ,				002			
2002	600	\$2,132,880.00	\$183,427.68	8.60%	\$406,453.00	19.06%	\$223,025.32	10.46%
2002	864	\$8,374,768.00	\$443,862.70	5.30%	\$437,018.00	5.22%	(\$6,844.70)	-0.08%
2002	865	\$633,372.68	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	866	\$2,880,449.99	\$66,250.35	2.30%	\$48,000.00	1.67%	(\$18,250.35)	-0.63%
2002	867	\$5,282,617.00	\$36,978.32	0.70%	\$37,948.00	0.72%	\$969.68	0.02%
2002	869	\$2,875,450.00	\$284,669.55	9.90%	\$43,486.00	1.51%	(\$241,183.55)	-8.39%
2002	873	\$7,400,650.00	\$473,641.60	6.40%	\$44,590.00	0.60%	(\$429,051.60)	-5.80%
2002	874	\$2,232,500.00	\$221,017.50	9.90%	\$311,409.00	13.95%	\$90,391.50	4.05%
2002	877	\$6,182,381.00	\$389,490.00	6.30%	\$447,585.00	7.24%	\$58,095.00	0.94%
2002	878	\$2,614,245.00	\$18,299.72	0.70%	\$232,408.00	8.89%	\$214,108.29	8.19%
2002	879	\$889,825.00	\$45,381.08	5.10%	\$14,279.00	1.60%	(\$31,102.08)	-3.50%
2002	880	\$4,334,100.00	\$104,018.40	2.40%	\$60,995.00	1.41%	(\$43,023.40)	-0.99%
2002	881	\$2,246,800.00	\$215,692.80	9.60%	\$166,360.00	7.40%	(\$49,332.80)	-2.20%
2002	882	\$1,304,000.00	\$87,368.00	6.70%	\$152,932.00	11.73%	\$65,564.00	5.03%
2002	883	\$1,484,200.00	\$93,504.60	6.30%	\$215,800.00	14.54%	\$122,295.40	8.24%
2002	884	\$6,070,785.00	\$467,450.45	7.70%	\$1,090,679.00	17.97%	\$623,228.56	10.27%
2002	885	\$45,400.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	886	\$6,156,250.00	\$160,062.50	2.60%	\$99,825.00	1.62%	(\$60,237.50)	-0.98%
2002	887	\$7,912,944.08	\$648,861.41	8.20%	\$0.00	0.00%	(\$648,861.41)	-8.20%
2002	888	\$5,662,231.00	\$503,938.56	8.90%	\$214,610.00	3.79%	(\$289,328.56)	-5.11%
2002	889	\$3,215,508.00	\$215,439.04	6.70%	\$745,363.00	23.18%	\$529,923.96	16.48%
2002	891	\$3,082,800.00	\$114,063.60	3.70%	\$353,165.00	11.46%	\$239,101.40	7.76%
2002	893	\$4,577,100.00	\$357,013.80	7.80%	\$432,484.00	9.45%	\$75,470.20	1.65%
2002	1650	\$45,550.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1826	\$144,100.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1944	\$49,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2720	\$13,956.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	4825	\$73,530.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	4826	\$146,400.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	5684	\$183,750.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
		\$243,412,672	\$13,176,043	5.41%	\$17,966,026	7.38%	\$4,789,984	1.97%
2000	1 4	* 400 5 00 00	* 4.0.4.000.00		003	0.000/	(0.40.4.000.00)	7.400/
2003	1	\$1,406,530.00	\$104,083.22	7.40%	\$0.00	0.00%	(\$104,083.22)	-7.40%
2003	2	\$599,153.70	\$35,350.07	5.90%	\$0.00	0.00%	(\$35,350.07)	-5.90%
2003	7	\$1,109,070.53	\$57,671.67	5.20%	\$0.00	0.00%	(\$57,671.67)	-5.20%
2003	8	\$4,109,541.14	\$406,844.57	9.90%	\$0.00	0.00%	(\$406,844.57)	-9.90%
2003	11	\$79,805.19	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	13	\$619,000.00	\$35,902.00	5.80%	\$0.00	0.00%	(\$35,902.00)	-5.80%
2003	14	\$162,591.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	596	\$2,667,480.00	\$152,046.36	5.70%	\$160,798.00	6.03%	\$8,751.64	0.33%
2003	601	\$4,796,181.00	\$393,286.84	8.20%	\$10,800.00	0.23%	(\$382,486.84)	-7.97%
2003	602	\$11,668,075.45	\$571,735.70	4.90%	\$561,392.50	4.81%	(\$10,343.20)	-0.09%
2003	603	\$19,177,339.50	\$805,448.26	4.20%	\$811,669.07	4.23%	\$6,220.81	0.03%
2003	604	\$449,480.60	\$38,205.85	8.50%	\$39,560.00	8.80%	\$1,354.15	0.30%
2003	605	\$1,753,503.00	\$124,498.71	7.10%	\$89,365.86	5.10%	(\$35,132.85)	-2.00%
2003	606	\$1,329,194.20	\$214,000.27	16.10%	\$142,368.31	10.71%	(\$71,631.96)	-5.39%
2003	607	\$4,048,132.00	\$331,946.82	8.20%	\$779,595.00	19.26%	\$447,648.18	11.06%
2003	608	\$941,430.00	\$84,728.70	9.00%	\$79,179.00	8.41%	(\$5,549.70)	-0.59%
2003	610	\$10,899,526.00	\$959,158.29	8.80%	\$107,355.25	0.98%	(\$851,803.04)	-7.82%
2003	612	\$1,466,597.58	\$29,331.95	2.00% 2.40%	\$0.00	0.00%	(\$29,331.95)	-2.00%
2003	613	\$503,783.00	\$12,090.79		\$12,170.00 \$1,780,551.01	2.42%	\$79.21	0.02%
2003	616	\$34,832,534.35	\$2,682,105.14	7.70%	\$1,789,551.01	5.14%	(\$892,554.13)	-2.56%
2003	617	\$1,079,128.00	\$61,510.30	5.70%	\$62,065.47	5.75%	\$555.17	0.05%
2003	618	\$117,483.00	\$8,576.26	7.30%	\$0.00	0.00%	(\$8,576.26)	-7.30%
2003	620	\$825,452.25	\$35,494.45	4.30%	\$59,824.59 \$1,132,280.60	7.25%	\$24,330.14	2.95%
2003	621 622	\$13,833,919.76 \$1,165,966.00	\$885,370.86 \$123,592.40	6.40% 10.60%		8.18% 0.00%	\$246,909.74 (\$123,592.40)	1.78% -10.60%
2003	UZZ	φ1,100,900.00	φ123,392.4U	10.00%	\$0.00	0.00%	(\$123,392.40)	-10.00%

			Contract		Achieved		Dollars	% of Dollars
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Goal
0000	000	#0.47.500.00	Φ0.00		003	0.000/	#0.00	0.000/
2003	623	\$347,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003 2003	624	\$235,175.00	\$10,347.70	4.40%	\$15,525.00	6.60%	\$5,177.30	2.20%
2003	625 626	\$9,387,257.00 \$299,882.50	\$760,367.82 \$0.00	8.10% 0.00%	\$306,586.75 \$0.00	3.27% 0.00%	(\$453,781.07) \$0.00	-4.83% 0.00%
2003	627	\$467,724.00	\$35,547.02	7.60%	\$38,175.00	8.16%	\$2,627.98	0.56%
2003	628	\$9,259,747.38	\$777,818.78	8.40%	\$513,383.09	5.54%	(\$264,435.69)	-2.86%
2003	629	\$890,548.00	\$23,154.25	2.60%	\$0.00	0.00%	(\$23,154.25)	-2.60%
2003	630	\$610,956.90	\$37,268.37	6.10%	\$39,500.00	6.47%	\$2,231.63	0.37%
2003	631	\$2,848,506.50	\$88,303.70	3.10%	\$249,916.58	8.77%	\$161,612.88	5.67%
2003	632	\$3,214,110,70	\$318,196.96	9.90%	\$180,979.76	5.63%	(\$137,217.20)	-4.27%
2003	633	\$1,911,745.00	\$17,205.71	0.90%	\$0.00	0.00%	(\$17,205.71)	-0.90%
2003	634	\$4,689,630.00	\$239,171.13	5.10%	\$1,515,485.00	32.32%	\$1,276,313.87	27.22%
2003	635	\$2,429,850.00	\$0.00	0.00%	\$48,751.50	2.01%	\$48,751.50	2.01%
2003	636	\$2,543,900.00	\$119,563.30	4.70%	\$121,350.00	4.77%	\$1,786.70	0.07%
2003	638	\$5,379,304.50	\$360,413.40	6.70%	\$568,358.00	10.57%	\$207,944.60	3.87%
2003	639	\$9,384,717.00	\$769,546.79	8.20%	\$735,980.00	7.84%	(\$33,566.79)	-0.36%
2003	641	\$3,761,734.00	\$146,707.63	3.90%	\$753,895.00	20.04%	\$607,187.37	16.14%
2003	642	\$11,485,495.50	\$758,042.70	6.60%	\$539,037.63	4.69%	(\$219,005.07)	-1.91%
2003	643	\$48,700.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	644	\$6,674,192.00	\$533,935.36	8.00%	\$828,289.24	12.41%	\$294,353.88	4.41%
2003	645	\$979,991.65	\$79,379.32	8.10%	\$79,145.00	8.08%	(\$234.32)	-0.02%
2003	647	\$730,838.25	\$10,962.57	1.50%	\$0.00	0.00%	(\$10,962.57)	-1.50%
2003	648	\$4,736,790.75	\$317,364.98	6.70%	\$87,676.00	1.85%	(\$229,688.98)	-4.85%
2003	650	\$1,239,238.00	\$73,115.04	5.90%	\$163,807.25	13.22%	\$90,692.21	7.32%
2003	651	\$2,759,319.00	\$289,728.50	10.50%	\$590,444.00	21.40%	\$300,715.51	10.90%
2003	652	\$1,417,876.80	\$136,116.17	9.60%	\$270,591.00	19.08%	\$134,474.83	9.48%
2003	653	\$1,091,200.00	\$100,390.40	9.20%	\$236,921.00	21.71%	\$136,530.60	12.51%
2003	654	\$8,922,649.00	\$249,834.17	2.80%	\$190,573.00	2.14%	(\$59,261.17)	-0.66%
2003	656	\$269,885.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	658	\$10,179,344.00	\$285,021.63	2.80%	\$360,236.50	3.54%	\$75,214.87	0.74%
2003	660	\$7,013,863.50	\$147,291.13	2.10%	\$806,343.50	11.50%	\$659,052.37	9.40%
2003	662	\$1,314,829.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	664	\$3,828,805.00	\$45,945.66	1.20%	\$0.00	0.00%	(\$45,945.66)	-1.20%
2003	894	\$2,289,678.00	\$22,209.88	0.97%	\$0.00	0.00%	(\$22,209.88)	-0.97%
2003 2003	895 896	\$562,562.00 \$663,015.00	\$21,377.36 \$27,183.62	3.80% 4.10%	\$191,105.00 \$0.00	33.97% 0.00%	\$169,727.64 (\$27,183.62)	30.17% -4.10%
2003	897	\$10,999,907.50	\$824,993.06	7.50%	\$815,142.00	7.41%	(\$9,851.06)	-0.09%
2003	898	\$7,582,240.00	\$128,898.08	1.70%	\$66,196.00	0.87%	(\$62,702.08)	-0.83%
2003	899	\$4,066,811.00	\$199.273.74	4.90%	\$0.00	0.00%	(\$199,273.74)	-4.90%
2003	900	\$776.856.20	\$82,346.76	10.60%	\$82,367.00	10.60%	\$20.24	0.00%
2003	901	\$1,181,111.00	\$77,953.33	6.60%	\$0.00	0.00%	(\$77,953.33)	-6.60%
2003	902	\$3,464,252.65	\$245,961.94	7.10%	\$270,642.69	7.81%	\$24,680.75	0.71%
2003	903	\$1,591,356.00	\$25,461.70	1.60%	\$81,804.00	5.14%	\$56,342.30	3.54%
2003	904	\$795,500.00	\$51,707.50	6.50%	\$102,000.00	12.82%	\$50,292.50	6.32%
2003	905	\$25,488,690.00		4.00%	\$1,349,376.00	5.29%	\$329,828.40	1.29%
2003	906	\$1,392,414.00	\$36,202.76	2.60%	\$150,195.00	10.79%	\$113,992.24	8.19%
2003	907	\$18,381,432.05	\$735,257.28	4.00%	\$2,808,537.92	15.28%	\$2,073,280.64	11.28%
2003	909	\$3,399,131.00	\$299,123.53	8.80%	\$72,357.00	2.13%	(\$226,766.53)	-6.67%
2003	910	\$298,222.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	912	\$1,596,758.00	\$23,951.37	1.50%	\$231,258.50	14.48%	\$207,307.13	12.98%
2003	913	\$7,956,655.00	\$533,095.89	6.70%	\$745,023.00	9.36%	\$211,927.12	2.66%
2003	2145	\$117,392.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4761	\$414,720.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4762	\$326,400.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4790	\$243,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4807	\$2,583,424.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4833	\$241,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%

			Contract		Achieved		Dollars	% of Dollars
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Goal
0000	4004	#000 055 00	# 0.00		003	0.000/	#0.00	0.000/
2003	4834	\$282,055.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4835 4836	\$149,868.00 \$158,236.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%
2003	4837	\$79,920.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4849	\$300,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4852	\$1,238,386.95	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4858	\$241,079.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	4859	\$570,686.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5315	\$1,596,758.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5371	\$93,700.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5376	\$79,805.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5412	\$742,227.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5415	\$980,204.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5540	\$141,900.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5604	\$99,968.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5610	\$161,825.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5613	\$471,050.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5670	\$346,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5705	\$25,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5708	\$1,911,745.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5746	\$4,890.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
		\$346,084,534	\$19,238,265	5.56%	\$22,044,929	6.37%	\$2,806,664	0.81%
		*****			004			
2004	3	\$916,182.00	\$64,132.74	7.00%	\$0.00	0.00%	(\$64,132.74)	-7.00%
2004	12	\$607,275.00	\$54,047.48	8.90%	\$0.00	0.00%	(\$54,047.48)	-8.90%
2004	15	\$1,479,440.50	\$122,793.56	8.30%	\$0.00	0.00%	(\$122,793.56)	-8.30%
2004	16	\$5,965,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	18	\$1,136,245.00	\$99,989.56	8.80%	\$0.00	0.00%	(\$99,989.56)	-8.80%
2004	19	\$654,714.00	\$15,058.42	2.30%	\$0.00	0.00%	(\$15,058.42)	-2.30%
2004 2004	20 21	\$2,887,869.00 \$301,175.00	\$216,590.18	7.50% 7.20%	\$0.00 \$0.00	0.00%	(\$216,590.18)	-7.50% -7.20%
2004	22	\$4,206,238.00	\$21,684.60 \$307,055.37	7.20%	\$0.00	0.00%	(\$21,684.60) (\$307,055.37)	-7.30%
2004	23	\$3,391,166.40	\$84,779.16	2.50%	\$0.00	0.00%	(\$84,779.16)	-2.50%
2004	24	\$2,391,825.40	\$239,182.54	10.00%	\$0.00	0.00%	(\$239,182.54)	-10.00%
2004	657	\$8,783,083.00	\$289,841.74	3.30%	\$255.070.00	2.90%	(\$34,771.74)	-0.40%
2004	661	\$5,723,545.10	\$165,982.81	2.90%	\$80,914.00	1.41%	(\$85,068.81)	-1.49%
2004	665	\$535,500.00	\$0.00	0.00%	\$120,000.00	22.41%	\$120,000.00	22.41%
2004	667	\$16,802,140.00	\$1,171,109.16	6.97%	\$0.00	0.00%	(\$1,171,109.16)	-6.97%
2004	669	\$1,484,200.00	\$65,304.80	4.40%	\$69,491.00	4.68%	\$4,186.20	0.28%
2004	2890	\$577,500.00	\$0.00	0.00%	\$203,725.00	35.28%	\$203,725.00	35.28%
2004	2894	\$1,024,000.00	\$64,512.00	6.30%	\$0.00	0.00%	(\$64,512.00)	-6.30%
2004	2916	\$425,850.00	\$24,273.45	5.70%	\$25,500.00	5.99%	\$1,226.55	0.29%
2004	2962	\$4,251,030.00	\$199,798.41	4.70%	\$223,846.00	5.27%	\$24,047.59	0.57%
2004	2973	\$1,963,268.00	\$51,044.97	2.60%	\$0.00	0.00%	(\$51,044.97)	-2.60%
2004	2974	\$25,945,817.42	\$2,075,665.39	8.00%	\$4,907,081.47	18.91%	\$2,831,416.08	10.91%
2004	2975	\$245,700.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2995	\$3,790,936.60	\$136,473.72	3.60%	\$305,591.15	8.06%	\$169,117.43	4.46%
2004	2997	\$1,075,000.00	\$62,350.00	5.80%	\$82,492.00	7.67%	\$20,142.00	1.87%
2004	2998	\$5,633,420.00	\$422,506.50	7.50%	\$449,168.33	7.97%	\$26,661.83	0.47%
2004	2999	\$839,520.00	\$31,062.24	3.70%	\$26,356.00	3.14%	(\$4,706.24)	-0.56%
2004	3011	\$386,396.00	\$13,523.86	3.50%	\$0.00	0.00%	(\$13,523.86)	-3.50%
2004	3016	\$1,881,361.35	\$122,288.49	6.50%	\$0.00	0.00%	(\$122,288.49)	-6.50%
2004	3030	\$7,390,097.50	\$517,306.83	7.00%	\$82,320.00	1.11%	(\$434,986.83)	-5.89%
2004	3032	\$4,967,300.00	\$298,038.00	6.00%	\$298,240.00	6.00%	\$202.00	0.00%
2004	3035	\$15,848,483.90	\$1,030,151.45	6.50%	\$378,354.50	2.39%	(\$651,796.95)	-4.11%
2004	3038	\$6,464,560.00	\$614,133.20	9.50%	\$123,060.60	1.90%	(\$491,072.60) \$0.00	-7.60%
2004	3039	\$72,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%

			Contract		Achieved		Dollars	% of Dollars
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Goal
			A (a)		004		(0=1====)	
2004	3060	\$8,648,410.00	\$769,708.49	8.90%	\$229,101.50	2.65%	(\$540,606.99)	-6.25%
2004	3061	\$2,056,402.05	\$67,861.27	3.30%	\$107,076.88	5.21%	\$39,215.61	1.91%
2004	3062 3081	\$29,643,055.50 \$1,799,000.00	\$4,446,458.33 \$62,965.00	15.00%	\$862,135.10	2.91% 11.22%	(\$3,584,323.23) \$138,894.00	-12.09% 7.72%
2004 2004	3086	\$1,799,000.00	\$13,513.50	3.50% 2.50%	\$201,859.00 \$13,514.40	2.50%	\$138,894.00	0.00%
2004	3099	\$5,781,091.00	\$520,298.19	9.00%	\$640,003.00	11.07%	\$119,704.81	2.07%
2004	3105	\$13,471,973.00	\$808,318.38	6.00%	\$291,811.00	2.17%	(\$516,507.38)	-3.83%
2004	3108	\$8,458,745.00	\$304,514.82	3.60%	\$0.00	0.00%	(\$304,514.82)	-3.60%
2004	3109	\$398,955.00	\$6,782.24	1.70%	\$0.00	0.00%	(\$6,782.24)	-1.70%
2004	3126	\$42,758.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3135	\$2,469,937.60	\$74,098.13	3.00%	\$97,521.30	3.95%	\$23,423.17	0.95%
2004	3136	\$486,758.20	\$30,665.77	6.30%	\$30,700.00	6.31%	\$34.23	0.01%
2004	3139	\$1,905,790.00	\$133,405.30	7.00%	\$38,625.00	2.03%	(\$94,780.30)	-4.97%
2004	3152	\$3,460,400.00	\$110,732.80	3.20%	\$402,220.00	11.62%	\$291,487.20	8.42%
2004	3154	\$10,476,371.00	\$429,531.21	4.10%	\$1,558,297.42	14.87%	\$1,128,766.21	10.77%
2004	3156	\$792,919.01	\$59,468.93	7.50%	\$280,967.80	35.43%	\$221,498.87	27.93%
2004	3159	\$99,890.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3162	\$6,177,266.10	\$525,067.62	8.50%	\$1,088,851.00	17.63%	\$563,783.38	9.13%
2004	3163	\$10,961,950.00	\$865,994.05	7.90%	\$719,316.28	6.56%	(\$146,677.77)	-1.34%
2004	3165	\$5,867,954.00	\$287,529.75	4.90%	\$99,030.00	1.69%	(\$188,499.75)	-3.21%
2004	3179	\$9,043,853.00	\$90,438.53	1.00%	\$0.00	0.00%	(\$90,438.53)	-1.00%
2004	3181	\$281,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3182	\$9,889,276.20	\$613,135.12	6.20%	\$613,179.00	6.20%	\$43.88	0.00%
2004	3199 3201	\$1,378,619.45	\$133,726.09	9.70%	\$340,802.00	24.72%	\$207,075.91	15.02%
2004 2004	3201	\$2,298,958.00 \$2,130,000.00	\$94,257.28 \$68,160.00	4.10% 3.20%	\$119,634.00 \$183,791.00	5.20% 8.63%	\$25,376.72 \$115,631.00	1.10% 5.43%
2004	3203	\$2,696,868.00	\$196,871.36	7.30%	\$348,173.00	12.91%	\$151,301.64	5.61%
2004	3208	\$1,646,403.50	\$0.00	0.00%	\$2,500.00	0.15%	\$2,500.00	0.15%
2004	3214	\$6,664,410.00	\$246,583.17	3.70%	\$92,750.00	1.39%	(\$153,833.17)	-2.31%
2004	3241	\$3,591,698.00	\$104,159.24	2.90%	\$116,365.00	3.24%	\$12,205.76	0.34%
2004	3242	\$219,964.74	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3254	\$27,611,497.00	\$0.00	0.00%	\$3,128,947.52	11.33%	\$3,128,947.52	11.33%
2004	3274	\$515,110.00	\$14,938.19	2.90%	\$24,280.00	4.71%	\$9,341.81	1.81%
2004	4526	\$72,735.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4543	\$2,580,781.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4617	\$96,714.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4645	\$404,975.20	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4681	\$165,176.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4682	\$66,132.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4752	\$245,154.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4753	\$8,100.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004 2004	4754 4757	\$159,600.00 \$471,108.00	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%
2004	4757	\$471,108.00 \$1,317,780.00	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00%
2004	4758	\$1,649,560.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4785	\$1,649,360.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5027	\$50.000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5367	\$577,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5404	\$150,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5449	\$430,516.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5468	\$396,906.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5502	\$7,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5505	\$159,885.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5518	\$1,026,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5519	\$1,616,760.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5525	\$220,474.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5526	\$90,450.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
		\$333,531,821	\$19,659,863	5.89%	\$19,262,661.25	5.78%	(\$397,202)	-0.12%

			Contract		Achieved		Dollars	% of Dollars
Fiscal	Dist as	Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Goal
2005	2930	\$15,487,154.00	\$464,614.62	3.00%	905 \$397,873.75	2.57%	(\$66,740.87)	-0.43%
2005	2930	\$8.940.643.00	\$545,379.22	6.10%	\$567,140.00	6.34%	\$21.760.78	0.24%
2005	3012	\$179,630.00	\$12,753.73	7.10%	\$30,360.00	16.90%	\$17,606.27	9.80%
2005	3020	\$1,630,000.00	\$163,000.00	10.00%	\$41,835.00	2.57%	(\$121,165.00)	-7.43%
2005	3022	\$23,679,952.00	\$781,438.42	3.30%	\$2,035,475.00	8.60%	\$1,254,036.58	5.30%
2005	3034	\$6,179,254.80	\$197,736.15	3.20%	\$222,945.99	3.61%	\$25,209.84	0.41%
2005	3101	\$1,321,237.00	\$48,885.77	3.70%	\$5,157.55	0.39%	(\$43,728.22)	-3.31%
2005	3103	\$2,371,081.00	\$170,717.83	7.20%	\$440,584.40	18.58%	\$269,866.57	11.38%
2005	3155	\$4,948,870.99	\$89.079.68	1.80%	\$824,569.50	16.66%	\$735,489.82	14.86%
2005	3158	\$204,810.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3164	\$1,862,140.00	\$48,415.64	2.60%	\$0.00	0.00%	(\$48,415.64)	-2.60%
2005	3180	\$3,702,445.00	\$373,946.95	10.10%	\$522,061.00	14.10%	\$148,114.06	4.00%
2005	3198	\$757,312.28	\$15,903.56	2.10%	\$0.00	0.00%	(\$15,903.56)	-2.10%
2005	3217	\$8,720,305.00	\$313,930.98	3.60%	\$325,600.00	3.73%	\$11,669.02	0.13%
2005	3219	\$8,003,507.25	\$488,213.94	6.10%	\$492,937.50	6.16%	\$4,723.56	0.06%
2005	3273	\$28,306,156.50	\$0.00	0.00%	\$1,507,669.00	5.33%	\$1,507,669.00	5.33%
2005	3291	\$9,391,230.00	\$131,477.22	1.40%	\$965,607.30	10.28%	\$834,130.08	8.88%
2005	3293	\$4,233,631.00	\$237,083.34	5.60%	\$156,356.00	3.69%	(\$80,727.34)	-1.91%
2005	3309	\$1,419,589.14	\$45,426.85	3.20%	\$232,470.00	16.38%	\$187,043.15	13.18%
2005	3313	\$1,980,110.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3320	\$2,677,073.00	\$0.00	0.00%	\$116,276.00	4.34%	\$116,276.00	4.34%
2005	3339	\$2,953,060.00	\$336,648.84	11.40%	\$5,136.00	0.17%	(\$331,512.84)	-11.23%
2005	3340	\$998,274.00	\$0.00	0.00%	\$166,614.00	16.69%	\$166,614.00	16.69%
2005	3343	\$734,452.00	\$0.00	0.00%	\$28,340.00	3.86%	\$28,340.00	3.86%
2005	3346	\$912,012.00	\$0.00	0.00%	\$353,893.75	38.80%	\$353,893.75	38.80%
2005	3347	\$2,375,709.50	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3348	\$3,100,000.00	\$46,500.00	1.50%	\$200,000.00	6.45%	\$153,500.00	4.95%
2005	3393	\$9,966,670.00	\$418,600.14	4.20%	\$3,327,727.90	33.39%	\$2,909,127.76	29.19%
2005	3395	\$1,895,737.50	\$75,829.50	4.00%	\$26,310.00	1.39%	(\$49,519.50)	-2.61%
2005	3416	\$3,100,392.00	\$49,606.27	1.60%	\$125,154.85	4.04%	\$75,548.58	2.44%
2005	3418	\$2,996,656.00	\$0.00	0.00%	\$127,933.28	4.27%	\$127,933.28	4.27%
2005	3419	\$2,569,331.00	\$0.00	0.00%	\$360,521.00	14.03%	\$360,521.00	14.03%
2005	3425	\$2,672,226.39	\$141,628.00	5.30%	\$0.00	0.00%	(\$141,628.00)	-5.30%
2005	3428	\$8,422,000.00	\$631,650.00	7.50%	\$1,321,640.00	15.69%	\$689,990.00	8.19%
2005	3460	\$3,583,140.00	\$121,826.76	3.40%	\$118,478.00	3.31%	(\$3,348.76)	-0.09%
2005	3480	\$4,693,500.00	\$75,096.00	1.60%	\$587,800.00	12.52%	\$512,704.00	10.92%
2005	3481	\$366,844.30	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3485	\$1,289,843.00	\$50,303.88	3.90%	\$58,184.25	4.51%	\$7,880.37	0.61%
2005	3486	\$9,069,525.00	\$943,230.60	10.40%	\$68,673.45	0.76%	(\$874,557.15)	-9.64%
2005	3506	\$6,143,688.00	\$116,730.07	1.90%	\$336,288.00	5.47%	\$219,557.93	3.57%
2005	3508	\$1,666,900.00	\$18,335.90	1.10%	\$31,600.00	1.90%	\$13,264.10	0.80%
2005	3520	\$1,121,605.89	\$8,972.85	0.80%	\$9,900.00	0.88%	\$927.15	0.08%
2005	3539	\$3,919,265.00	\$203,801.78	5.20%	\$207,744.65	5.30%	\$3,942.87	0.10%
2005	3540	\$49,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3541	\$9,585,411.32	\$450,514.33	4.70%	\$1,247,740.00	13.02%	\$797,225.67	8.32%
2005	3544	\$1,534,945.00	\$36,838.68	2.40%	\$22,140.00	1.44%	(\$14,698.68)	-0.96%
2005	3545	\$8,389,969.00	\$654,417.58	7.80%	\$1,029,293.00	12.27%	\$374,875.42	4.47%
2005	3547	\$11,881,962.00	\$249,521.20	2.10%	\$313,590.70	2.64%	\$64,069.50	0.54%
2005	3548	\$1,433,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3549	\$218,436.00	\$0.00	0.00%	\$0.00	0.00% 2.55%	\$0.00	0.00%
2005	3562	\$11,794,527.00	\$294,863.18	2.50%	\$300,400.00		\$5,536.83 \$107.752.74	0.05%
2005 2005	3594 3605	\$4,749,873.00 \$1,523,546.00	\$270,742.76 \$103,601.13	5.70%	\$378,495.50 \$29,366.00	7.97% 1.93%	\$107,752.74 (\$74,235.13)	2.27% -4.87%
2005		\$4,728,640.00	\$103,601.13	6.80% 3.80%	\$430,932.00	9.11%	\$251,243.68	5.31%
2005	3606 3611	\$4,728,640.00 \$4,218,115.00	\$179,688.32	3.80% 4.10%	\$430,932.00 \$54,387.50	1.29%	(\$118,555.22)	-2.81%
2005	3613	\$4,218,115.00	\$172,942.72	1.20%	\$54,387.50 \$50,811.92	2.85%	\$29,420.30	-2.81% 1.65%
2005	3624	\$496,500.00	\$12,412.50	2.50%	\$0.00	0.00%	(\$12,412.50)	-2.50%
2000	3024	ψ+30,000.00	ψ12,412.30	2.00 /0	φυ.υυ	0.00 /0	(Ψ12,412.00)	-2.50 /0

			Contract		Achieved		Dollars	% of Dollars
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Goal
2005	2025	\$290,305.00	#22.252.40	7.70%	005	7.750/	¢4.4C.E4	0.05%
2005 2005	3625 3628	\$290,305.00	\$22,353.49 \$0.00	0.00%	\$22,500.00 \$0.00	7.75% 0.00%	\$146.51 \$0.00	0.05%
2005	3630	\$4,842,903.00	\$29,057.42	0.60%	\$616,067.50	12.72%	\$587,010.08	12.12%
2005	3631	\$12,338,921.00	\$74,033.53	0.60%	\$128,565.20	1.04%	\$54,531.67	0.44%
2005	3632	\$2,627,318.00	\$10,509.27	0.40%	\$0.00	0.00%	(\$10,509.27)	-0.40%
2005	3658	\$1,502,190.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3659	\$12.254.222.50	\$343,118.23	2.80%	\$460,811.98	3.76%	\$117,693.75	0.96%
2005	3663	\$5,187,925.00	\$197,141.15	3.80%	\$44,000.00	0.85%	(\$153,141.15)	-2.95%
2005	3676	\$4,229,129.24	\$177,623.43	4.20%	\$222,357.80	5.26%	\$44,734.37	1.06%
2005	3681	\$2,351,805.00	\$58,795.13	2.50%	\$60,005.00	2.55%	\$1,209.88	0.05%
2005	3685	\$3,186,827.90	\$73,297.04	2.30%	\$130,760.00	4.10%	\$57,462.96	1.80%
2005	3688	\$4,984,658.00	\$139,570.42	2.80%	\$1,670,748.00	33.52%	\$1,531,177.58	30.72%
2005	3718	\$1,733,820.00	\$45,079.32	2.60%	\$535,334.00	30.88%	\$490,254.68	28.28%
2005	3720	\$5,894,810.00	\$88,422.15	1.50%	\$739,293.30	12.54%	\$650,871.15	11.04%
2005	3722	\$1,384,000.00	\$49,824.00	3.60%	\$0.00	0.00%	(\$49,824.00)	-3.60%
2005	3957	\$1,293,067.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4431	\$31,378.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4433	\$172,456.81	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4436	\$85,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4437	\$311,040.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4438	\$411,785.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4455	\$26,086.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005 2005	4456 4528	\$105,523.00	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%
2005	4528	\$93,600.00 \$6,450.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00% 0.00%
2005	4529	\$85,850.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4536	\$6,301,808.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4556	\$809,888.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4558	\$4,693,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4564	\$221,270.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4575	\$20,900.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4624	\$88,125.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4627	\$150,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4628	\$150,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4629	\$50,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4631	\$100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4636	\$6,510.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4637	\$74,214.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4648	\$66,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4649	\$135,540.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4650	\$134,335.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4668	\$1,121,606.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4676	\$77,395.13	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4708 4709	\$344,642.50	\$0.00	0.00%	\$0.00	0.00%	\$0.00 \$0.00	0.00%
2005 2005	4709	\$750,000.00 \$500,000.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00% 0.00%
2005	4906	\$67,680.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4908	\$40,598,224.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4968	\$4,728,640.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4970	\$2,351,805.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5032	\$48,600.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5043	\$51,950.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5170	\$675,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5172	\$1,666,900.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5180	\$402,100.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5199	\$134,101.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5264	\$497,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2000	5∠04	Ф497,500.00	φυ.υ0	0.00%	φυ.00	0.00%	\$0.00	0.00%

			Contract		Achieved		Dollars	% of Dollars
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Goal
2005	5266	\$35,152.00	\$0.00	0.00%	005 \$0.00	0.00%	\$0.00	0.00%
2005	5298	\$135,920.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5301	\$149,840.85	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5303	\$97,457.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	3303	\$406,191,697	\$11,122,523	2.74%	\$24,834,457	6.11%	\$13,711,933	3.38%
		Ψ-100,101,001	Ψ11,122,020		φ24,004,407 006	0.1170	Ψ10,711,500	0.00 /0
2006	2895	\$1,564,773.50	\$0.00	0.00%	\$25,923.80	1.66%	\$25,923.80	1.66%
2006	2915	\$2,165,475.00	\$158,079.68	7.30%	\$286,525.00	13.23%	\$128,445.33	5.93%
2006	3018	\$6,197,786.00	\$272.702.58	4.40%	\$335,733.50	5.42%	\$63,030.92	1.02%
2006	3137	\$8,871,968.73	\$266,159.06	3.00%	\$344,434.00	3.88%	\$78,274.94	0.88%
2006	3218	\$7,078,528.00	\$0.00	0.00%	\$1,661,840.07	23.48%	\$1,661,840.07	23.48%
2006	3256	\$2,142,737.45	\$81,424.02	3.80%	\$192,710.50	8.99%	\$111,286.48	5.19%
2006	3262	\$5,081,250.00	\$325,200.00	6.40%	\$232,621.60	4.58%	(\$92,578.40)	-1.82%
2006	3275	\$20,496,135.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3342	\$4,976,992.00	\$159,263.74	3.20%	\$77,600.00	1.56%	(\$81,663.74)	-1.64%
2006	3394	\$2,733,302.00	\$0.00	0.00%	\$276,840.00	10.13%	\$276,840.00	10.13%
2006	3483	\$3,076,379.00	\$46,145.69	1.50%	\$795,838.00	25.87%	\$749,692.32	24.37%
2006	3496	\$1,687,555.00	\$104,628.41	6.20%	\$180,500.00	10.70%	\$75,871.59	4.50%
2006	3498	\$459,220.00	\$0.00	0.00%	\$28,340.10	6.17%	\$28,340.10	6.17%
2006	3598	\$13,864,969.70	\$0.00	0.00%	\$847,129.53	6.11%	\$847,129.53	6.11%
2006	3599	\$1,476,815.00	\$90,085.72	6.10%	\$0.00	0.00%	(\$90,085.72)	-6.10%
2006	3602	\$994,160.84	\$0.00	0.00%	\$39,577.50	3.98%	\$39,577.50	3.98%
2006	3603	\$501,219.00	\$11,528.04	2.30%	\$12,525.00	2.50%	\$996.96	0.20%
2006	3604	\$9,793,000.00	\$0.00	0.00%	\$244,254.00	2.49%	\$244,254.00	2.49%
2006	3627	\$1,820,042.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3660	\$5,585,420.00	\$0.00	0.00%	\$115,142.06	2.06%	\$115,142.06	2.06%
2006	3675	\$762,946.70	\$47,302.70	6.20%	\$0.00	0.00%	(\$47,302.70)	-6.20%
2006	3719	\$1,469,835.00	\$64,672.74	4.40%	\$180,134.00	12.26%	\$115,461.26	7.86%
2006	3721	\$8,009,764.79	\$0.00	0.00%	\$316,638.06	3.95%	\$316,638.06	3.95%
2006	3725	\$1,678,465.00	\$0.00	0.00%	\$11,125.00	0.66%	\$11,125.00	0.66%
2006	3726	\$1,355,463.05	\$0.00	0.00%	\$178,894.29	13.20%	\$178,894.29	13.20%
2006	3728	\$198,988.00	\$9,551.42	4.80%	\$13,650.00	6.86%	\$4,098.58	2.06%
2006	3746	\$923,000.00	\$68,302.00	7.40%	\$80,832.00	8.76%	\$12,530.00	1.36%
2006	3752	\$8,051,343.50	\$0.00	0.00%	\$89,597.80	1.11%	\$89,597.80	1.11%
2006	3786	\$1,233,014.50	\$50,553.59	4.10%	\$226,816.30	18.40%	\$176,262.71	14.30%
2006	3793	\$367,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3810	\$4,939,990.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3819	\$2,361,109.22	\$30,694.42	1.30%	\$60,000.00	2.54%	\$29,305.58	1.24%
2006	3820	\$6,664,147.61	\$0.00	0.00%	\$36,130.00	0.54%	\$36,130.00	0.54%
2006	3821	\$1,242,700.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006 2006	3834 3835	\$1,758,965.00 \$2,011,841.00	\$0.00 \$0.00	0.00%	\$0.00 \$20,496.00	0.00% 1.02%	\$0.00 \$20,496.00	0.00% 1.02%
2006	3838	\$5,055,583.00	\$0.00	0.00%	\$462,973.50	9.16%	\$462,973.50	9.16%
2006	3888	\$171,000.00	\$0.00	0.00%	\$462,973.50	0.00%	\$462,973.50	0.00%
2006	3889	\$8,129,945.50	\$0.00	0.00%	\$18,570.00	0.00%	\$18,570.00	0.00%
2006	3898	\$2,174,999.00	\$0.00	0.00%	\$64,000.00	2.94%	\$64,000.00	2.94%
2006	3911	\$1,214,576.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3927	\$2,576,139.00	\$0.00	0.00%	\$67,494.14	2.62%	\$67,494.14	2.62%
2006	3928	\$758,032.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3932	\$1,026,088.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3938	\$214,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3945	\$9,688,690.00	\$0.00	0.00%	\$199,517.75	2.06%	\$199,517.75	2.06%
2006	3946	\$9,999,999.99	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3949	\$1,384,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3952	\$1,163,785.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3983	\$23,012,675.00	\$0.00	0.00%	\$507,935.75	2.21%	\$507,935.75	2.21%
2006	3992	\$17,104,137.00	\$0.00	0.00%	\$1,013,563.00	5.93%	\$1,013,563.00	5.93%
		. ,,	72.50		, , ,		, , ,	

			Contract		Achieved		Dollars	% of Dollars
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	Over/Under
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Goal
				2	006			
2006	3994	\$4,036,875.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3997	\$429,332.00	\$0.00	0.00%	\$5,400.00	1.26%	\$5,400.00	1.26%
2006	3998	\$539,195.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4004	\$20,718.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4024	\$8,679,095.00	\$0.00	0.00%	\$93,481.00	1.08%	\$93,481.00	1.08%
2006	4038	\$4,743,172.00	\$0.00	0.00%	\$44,067.65	0.93%	\$44,067.65	0.93%
2006	4039	\$2,481,475.00	\$0.00	0.00%	\$107,506.50	4.33%	\$107,506.50	4.33%
2006	4040	\$3,197,193.50	\$0.00	0.00%	\$37,127.00	1.16%	\$37,127.00	1.16%
2006	4042	\$2,687,381.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4049	\$9,744,580.00	\$0.00	0.00%	\$119,015.00	1.22%	\$119,015.00	1.22%
2006	4050	\$5,250,917.50	\$0.00	0.00%	\$138,897.00	2.65%	\$138,897.00	2.65%
2006	4065	\$5,290,730.20	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006 2006	4070 4072	\$13,855,860.10 \$587,800.00	\$0.00 \$0.00	0.00%	\$496,526.00 \$10,000.00	3.58% 1.70%	\$496,526.00 \$10,000.00	3.58% 1.70%
2006	4072	\$3,252,401.00	\$0.00	0.00%	\$10,000.00	0.00%	\$10,000.00	0.00%
2006	4075	\$3,896,999.00	\$0.00	0.00%	\$97,677.25	2.51%	\$97,677.25	2.51%
2006	4081	\$10,580,005.00	\$0.00	0.00%	\$815,650.00	7.71%	\$815,650.00	7.71%
2006	4092	\$2,042,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4110	\$542,325.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4249	\$143,966.60	\$3,455.20	2.40%	\$0.00	0.00%	(\$3,455.20)	-2.40%
2006	4426	\$239,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4428	\$142,560.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4430	\$25,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4440	\$98,621.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4444	\$41,736.40	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4446	\$240,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4448	\$59,504.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4454	\$171,070.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4460	\$370,883.29	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4461	\$204,285.58	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4467	\$100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4468	\$100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4469	\$100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4470	\$100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4471	\$100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4472	\$1,657,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4473	\$522,160.29	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4474	\$339,662.20	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4475	\$500,000.00	\$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00%
2006 2006	4476 4497	\$500,000.00 \$397,681.00	\$0.00 \$0.00	0.00%	\$0.00	0.00%	\$0.00 \$0.00	0.00%
2006	4507	\$113,498.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4508	\$182,345.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4925	\$5,055,583.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4931	\$10,000,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4977	\$367,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4978	\$112,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4983	\$82,680.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4984	\$5,585,420.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4986	\$214,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4989	\$1,163,785.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4990	\$1,384,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5094	\$67,518.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5200	\$391,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
		\$340,001,765	\$1,789,749	0.53%	\$11,211,250	3.30%	\$9,421,501	2.77%
TOTALS		\$1,669,222,488	\$64,986,443	3.89%	\$95,319,322	5.71%	\$30,332,879	1.82%

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

Construction DBE Goal Comparison - FY2002-2005 vs. FY2006

Exhibit 5-11 shows that during FY2002 through FY2005 the AKDOT&PF awarded a total of 399 Construction contracts with 243 having assigned DBE goals. The total amount of contracts awarded during this period were over \$1.3 billion of which the AKDOT&PF projected a DBE goal of approximately \$63.1 million or 4.75 percent of the total federal dollars expended on Construction projects. The actual contracts awarded to DBEs were over \$84.1 million or 6.33 percent of the total federal dollars expended. This total includes 156 contracts that did not have an assigned goal. DBEs received over \$6.2 million or 3.23 percent of the total \$193.4 million from the 156 contracts awarded without assigned goals.

During FY2006 a total of 105 Construction contracts were awarded with 17 having assigned DBE goals. The total amount of contracts awarded during FY2006 was over \$340 million of which \$11.2 million or 3.30 percent were awarded to DBEs. The remaining 88 contracts without assigned goals totaled over \$296 million, of which 32 were awarded to DBEs. Of this amount, DBEs received \$8.1 million or 2.76 percent.

5.5.3 Professional Services

Exhibit 5-12 shows that the AKDOT&PF awarded 611 Professional Services contracts totaling over \$253 million. The AKDOT&PF projected a DBE assigned goal of \$410,922 or 0.16 percent and awarded over \$3.4 million or 1.37 percent of the total amount of federally funded dollars expended for Professional Services to DBEs. The following is a summary by fiscal year of the achieved DBE goals for projects awarded by the AKDOT&PF for Professional Services.

Fiscal Year	Total Contract Dollars	Contract Goal Amount	Contract Goal %	Achieved Contract Goal Amount	Achieved Goal %
2002	\$44,249,384	\$0.00	0.00%	\$ 309,689	0.70%
2003	\$56,060,119	\$ 78,145	0.14%	\$ 809,120	1.44%
2004	\$52,767,719	\$284,808	0.54%	\$1,203,979	2.28%
2005	\$58,686,935	\$ 47,969	0.08%	\$ 555,680	0.95%
2006	\$42,204,245	\$0.00	0.00%	\$ 600,076	1.42%
Totals	\$253,968,402	\$410,922	0.16%	\$3,478,544	1.37%

Exhibit 5-11 DBE Project Goal Utilization Analysis Construction Alaska Department of Transportation & Public Facilities FY2002 - FY2006

Fiscal Year	Total # of Contracts	Total Contract Dollars Awarded	DBE Assigned Goal	Projected DBE Goal Amount	Actual DBE Goal Achieved	Actual DBE Goal Amount Achieved	Total # of Contracts w/ Goals	Total Contract Dollars Awarded w/Goals	Total DBE Dollars	Percent of Total Contract Dollars w/Goals Awarded to DBEs	Total # of Contracts w/out Goals	Awarded w/out	Total # of Contracts w/out Goals Awarded to DBEs	Goals Awarded	Total DBE Dollars	Percent of Total Contract Dollars w/out Goals Awarded to DBEs
2002	87	\$243,412,672	5.41%	\$13,176,043	7.38%	\$17,966,026	64	\$235,828,101	\$17,875,985	7.58%	23	\$7,584,571	3	\$1,865,434	\$90,041	1.19%
2003	103	\$346,084,534	5.56%	\$19,238,265	6.37%	\$22,044,929	67	\$327,231,530	\$21,996,177	6.72%	36	\$18,853,004	1	\$2,429,850	\$48,752	0.26%
2004	91	\$333,531,821	5.89%	\$19,659,863	5.78%	\$19,262,661	56	\$284,258,449	\$15,807,489	5.56%	35	\$49,273,372	4	\$30,370,901	\$3,455,172	7.01%
2005	118	\$406,191,697	2.74%	\$11,122,523	6.11%	\$24,834,457	56	\$288,418,304	\$22,173,209	7.69%	62	\$117,773,394	7	\$39,193,955	\$2,661,247	2.26%
Subtotal	399	\$1,329,220,724	4.75%	\$63,196,694	6.33%	\$84,108,073	243	\$1,135,736,384	\$77,852,860	6.85%	156	\$193,484,341	15	\$73,860,140	\$6,255,212	3.23%
2006	105	\$340,001,765	0.53%	\$1,789,749	3.30%	\$11,211,250	17	\$43,271,037	\$3,019,920	6.98%	88	\$296,730,728	32	\$201,032,997	\$8,191,330	2.76%
Total	504	\$1,669,222,488	3.89%	\$64,986,443	5.71%	\$95,319,323	260	\$1,179,007,421	\$80,872,780	6.86%	244	\$490,215,068	47	\$274,893,137	\$14,446,542	2.95%

Source: Alaska Department of Transportation and Public Facilities for the period of October 1, 2001 through September 30, 2006.

Fiscal Year 2002 2002 2002 2002 2002 2002 2002 20	Bid_no	Contract Amount	Contract Goal	Contract	Achieved Contract Goal		Dollars	
2002 2002 2002 2002 2002 2002			Ocai			Achieved	Over/Under	% of Dollars
2002 2002 2002 2002 2002 2002		7	Amount	Goal	Amount	Goal %	Goal	Over/Under Goal
2002 2002 2002 2002	1786				02			
2002 2002 2002		\$832,457.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002 2002	1791	\$54,614.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1793	\$29,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
	1794	\$819,574.67	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1795	\$205,723.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
	1802	\$1,507,304.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1808	\$26,298.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1809	\$12,435.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1813	\$21,920.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1814	\$13,288.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1818	\$98,105.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002 2002	1821 1823	\$26,400.00 \$186,523.00	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2002	1827	\$832,365.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1828	\$50,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1830	\$57,929.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1834	\$1,192,876.00	\$0.00	0.00%	\$3,725.00	0.31%	\$3,725.00	0.31%
2002	1836	\$4.500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1843	\$184,715.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1844	\$49,740.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1845	\$39,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1849	\$28,971.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1851	\$76,790.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1854	\$54,963.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1857	\$100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1859	\$424,255.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1860	\$5,205.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1861	\$16,878.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1862	\$804,324.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002 2002	1872 1876	\$224,786.00 \$2,992,012.00	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2002	1883	\$216,976.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1884	\$16,192.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1885	\$330,820.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1887	\$932,046.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1893	\$9,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1894	\$238,878.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1900	\$96,983.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1910	\$92,232.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1915	\$97,537.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1917	\$708,406.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1929	\$10,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1930	\$15,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1932	\$913,682.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1934	\$394,868.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1936	\$4,723,806.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002 2002	1939	\$118,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00 \$0.00	0.00%
2002	1940 1941	\$80,807.00 \$77,478.00	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2002	1941	\$100,000.00	\$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00%
2002	1946	\$99,878.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1949	\$212,909.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1950	\$75,100.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1952	\$100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1953	\$153,151.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1954	\$10,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1955	\$845,437.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%

			Contract		Achieved		Dollars	
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	% of Dollars
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Over/Under Goal
				20	02			
2002	1967	\$10,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1971	\$17,570.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1972	\$25,578.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	1973	\$30,810.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	1978	\$274,267.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	1980	\$29,940.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	1981	\$1,308,793.00	\$0.00	0.0070	\$0.00	0.00%	\$0.00	0.00%
2002	1985	\$99,998.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	1986	\$58,005.00	\$0.00	0.0070	\$0.00	0.00%	\$0.00	0.00%
2002	1990	\$116,705.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	1993	\$1,290,935.00	\$0.00		\$4,576.00	0.35%	\$4,576.00	0.35%
2002	1994 1995	\$17,360.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002 2002	1995	\$184,861.00 \$3,200.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2002	2001	\$9,420.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2001	\$284,460.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2002	\$253.080.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2010	\$299.273.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2027	\$1,917,634.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2476	\$50,529.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2479	\$96,832.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2660	\$915,539.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2665	\$150,128.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2666	\$154,481.00	\$0.00	0.00%	\$7,729.00	5.00%	\$7,729.00	5.00%
2002	2669	\$138,158.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2671	\$2,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2672	\$492,956.00	\$0.00	0.00%	\$13,978.00	2.84%	\$13,978.00	2.84%
2002	2673	\$683,438.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2680	\$9,570.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2685	\$224,970.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2689	\$561,621.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2693	\$683,743.00	\$0.00	0.00%	\$92,462.00	13.52%	\$92,462.00	13.52%
2002	2694	\$288,606.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00% 15.33%
2002 2002	2695 2697	\$983,111.00 \$8,350.00	\$0.00 \$0.00	0.00% 0.00%	\$150,723.00 \$0.00	15.33% 0.00%	\$150,723.00 \$0.00	0.00%
2002	2699	\$136,737.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2700	\$162,154.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2703	\$22,600.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2704	\$11,721.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2706	\$48,582.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2712	\$397,141.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2713	\$2,400.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2721	\$285,132.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2722	\$19,399.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2723	\$96,384.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	2724	\$164,590.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2002	2734	\$829,956.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	2742	\$1,400.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	2748	\$28,635.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	2749	\$30,800.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	2750	\$629,568.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	2756	\$30,500.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	2758	\$2,860.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	2759	\$1,645,119.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002	2760	\$458,252.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2002 2002	2761 2762	\$739,088.00 \$616,135.00	\$0.00 \$0.00		\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2002	2102	φυτο, 133.00	φυ.υ0	0.00%	φυ.υυ	0.00%	φυ.υυ	0.00%

2002 2763				Contract		Achieved		Dollars	
2002 2763 \$636,278.00 \$0.00	Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	% of Dollars
2002 2763 \$636_278.00 \$0.00 0.00%	Year	Bid_no	Amount	Amount			Goal %	Goal	Over/Under Goal
2002 2768 \$59,000.00 \$0.00 \$0.00% \$0.000 \$0.00% \$0.00% \$0.00 \$0.00% \$0.000 \$0.000% \$0.000 \$0.000 \$0.000% \$0.000 \$0.000% \$0.000 \$0.000% \$0.000 \$0.000% \$0.								*	
2002 2769 \$269,544.00 \$0.00 0.00%									
2002 2770 \$263,160,00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00%			' '					7	
2002 2777 \$76,872.00 \$0.00 0.00% \$0.00 0.00% \$30,00 0.00								+	
2002 2989 \$224,409.00 \$0.00 0.00% \$3,900.00 1.66% \$3,900.00 0.00% 2002 3743 \$1,240,200.00 \$0.00 0.00% \$0.00 0.00% 2002 4361 \$526,653.00 \$50.00 0.00% \$27,566.00 4.45% \$27,566.00 4.45% 2002 4384 \$364,241.21 \$0.00 0.00% \$3,000 0.00% 2002 4384 \$364,241.21 \$0.00 0.00% \$3,000 0.00% 2002 4384 \$364,241.21 \$0.00 0.00% \$3,000 0.00% 2002 4383 \$13,080.00 \$3.00 0.00% \$5,000 0.00% 2002 4383 \$13,080.00 \$0.00 0.00% \$5,000 0.00% 2002 5530 \$167,367.00 \$0.00 0.00% \$0.00 0.00% 2002 \$5555 \$446,711.00 \$0.00 0.00% \$0.00 0.00% 2002 \$5700 \$19,368.00 \$0.00 0.00% \$0.00 0.00% 2002 \$5700 \$19,368.00 \$0.00 0.00% \$0.00 0.00% 2003 \$144 \$165,460.00 \$4,467.42 2.70% \$0.00 0.00% \$1,841,944.00 \$73,677.76 4.00% \$74,910.00 4.07% \$1,232.24 0.07% 2003 \$659 \$1,841,944.00 \$73,677.76 4.00% \$74,910.00 4.07% \$1,232.24 0.07% 2003 \$2019 \$74,300.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 \$2019 \$74,300.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 \$2019 \$74,830.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 \$2019 \$74,830.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 \$2019 \$74,830.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 \$2019 \$74,300.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 \$2021 \$34,550.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 \$2022 \$3,2273.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 \$2046 \$271,483.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 \$2046 \$32,273.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 \$2046 \$37,483.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 \$2046 \$37,483.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 \$2046 \$37,483.00 \$0.00 0.00% \$0.00 0.00% 2003 \$2046 \$37,9000 \$0.00 0.00% \$0.00 0.00% 20						7		+	
2002 3046 \$20,594.00 \$0.00 0.00% \$									
2002 3743 \$1,240,200.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$2,556.00 4.45% \$27,586.00 4.45% \$2000 4384 \$364,241.21 \$0.00 0.00% \$5.000 0.		1				' '			
2002 4361 \$620,653.00 \$0.00 0.00% \$27,596.00 4.45% \$27,596.00 0.445% \$327,596.00 0.00% \$0.00 0.00%			' '					7	
2002 4384 \$364,24121 \$0.00 0.00% \$5.000 0.00% \$5.000 0.00% \$5.000 0.21% \$5.0000 2.81% \$5.0000 0.21% \$5.0000 2.81% \$5.0000 0.21% \$5.0000 2.81% \$5.0000 0.21% \$5.0000 2.81% \$5.0000 0.00% \$0.00 0.00%			. , ,						
2002 4380 \$177,706.00 \$0.00 0.00% \$5,000.00 2.81% \$5,000.00 2.00% \$0.00 0.00% \$0.00						' '		Ŧ ,	
2002						7			
2002 5530 \$167,367.00 \$0.00 0.00%				+				40,000.00	
2002 5535 \$408,711.00 \$0.00 0.00%									
2002 5700 \$19,358.00 \$0.00 0.00% \$309,689 0.70% \$44,249,384 \$0.00 0.00% \$309,689 0.70% \$2003 \$2003 \$144,249,384 \$165,460.00 \$44,467.42 2.70% \$0.00 0.00% \$309,689 0.70% \$2003 \$159.419,4400 \$73,677.76 4.00% \$74,910.00 4.07% \$1,232.24 0.07% \$2003 1309 \$953,502.00 \$0.00 0.00% \$0.00									
\$44,249,384 \$0 0.00% \$309,689 0.70% \$309,689 0.70%									
2003 614 \$165,460.00 \$4,467.42 2.70% \$0.00 0.00% \$4,467.42 2.70% \$0.00 0.00% \$1,232.24 0.07% \$1.23		0100							
2003 614			* 	**				+	
2003 659 \$1,841,944.00 \$73,677.76 4.00% \$74,910.00 4.07% \$1,232.24 0.07% 2003 1309 \$953,502.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2013 \$966,443.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2019 \$743,300.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2021 \$844,550.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2022 \$1,328,962.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2022 \$1,328,962.00 \$0.00 0.00% \$114,603.00 8.62% \$114,603.00 8.62% 2003 2022 \$1,328,962.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2023 \$32,273.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2039 \$55,057.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2041 \$55,202.81 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2046 \$271,483.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2056 \$100,233.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2056 \$3100,233.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2068 \$811,039.00 \$0.00 0.00% \$0.00 0.00% 2003 2088 \$811,039.00 \$0.00 0.00% \$0.00 0.00% 2003 2088 \$815,995.38 \$0.00 0.00% \$0.00 0.00% 2003 2086 \$66,678.00 \$0.00 0.00% \$0.00 0.00% 2003 2086 \$86,678.00 \$0.00 0.00% \$0.00 0.00% 2003 2086 \$86,678.00 \$0.00 0.00% \$0.00 0.00% 2003 2086 \$340,400 \$0.00 0.00% \$0.00 0.00% 2003 2086 \$340,400 \$0.00 0.00% \$0.00 0.00% 2003 2086 \$340,400 \$0.00 0.00% \$0.00 0.00% 2003 2086 \$340,400 \$0.00 0.00% \$0.00 0.00% 2003 2086 \$340,400 \$0.00 0.00% \$0.00 0.00% 2003 2086 \$340,400 \$0.00 0.00% \$0.00 0.00% 2003 2086 \$340,400 \$0.00 0.00% \$0.00 0.00% 2003 2086 \$340,000 \$0.00 0.00% \$0.00 0.00% 2003 2086 \$340,000 \$0.00 0.00% \$0.00 0.00% 2003 2086 \$340,000 \$0.00 0.00% \$0.00 0.00% 2003 2111 \$450,000	2003	614	\$165,460.00	\$4,467,42			0.00%	(\$4,467,42)	-2.70%
2003 1309 \$953,502.00 \$0.00 0.00%									
2003 2013 \$\$66,443.00 \$0.00 0.00%	2003	1309		\$0.00	0.00%	\$0.00		\$0.00	0.00%
2003 2019 \$743,300.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% \$0.00 2003 2022 \$1,328,962.00 \$0.00 0.00% \$114,603.00 8.62% \$114,603.00 8.62% \$124,603.00 8.62% \$132,2096 \$2.00 \$0.00 0.00% \$0.0	2003	2013			0.00%	\$0.00		\$0.00	0.00%
2003 2028 \$32,273.00 \$0.00 0.00% \$114,603.00 8.62% \$114,603.00 8.62% 2003 2028 \$32,273.00 \$0.00 0.00% \$0.00 0.	2003	2019		\$0.00	0.00%	\$0.00		\$0.00	0.00%
2003 2028 \$32,273.00 \$0.00 0.00% \$	2003	2021	\$84,550.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003 2039 \$55,057.00 \$0.00 0.00% \$	2003	2022	\$1,328,962.00	\$0.00	0.00%	\$114,603.00	8.62%	\$114,603.00	8.62%
2003 2041 \$55,202.81 \$0.00 0.00% \$	2003	2028	\$32,273.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003 2046 \$271,483.00 \$0.00 0.00%	2003	2039	\$55,057.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003 2056 \$100,233.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2057 \$85,290.00 \$0.00 0.00% \$0.00	2003	2041	\$55,202.81	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003 2057 \$85,290.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2068 \$81,039.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2083 \$15,995.38 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2086 \$66,678.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2088 \$154,093.00 \$0.00 0.00% \$7,709.63 5.00% \$7,709.63 5.00% 2003 2093 \$339,949.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2098 \$43,040.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2098 \$25,000.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2103 \$445,185.00 \$0.00 0.00% \$0.00 0.00% \$0.00	2003	2046	\$271,483.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003 2068 \$81,039.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2083 \$15,995.38 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2086 \$330,707.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2088 \$154,093.00 \$0.00 0.00% \$7,709.63 5.00% \$7,709.63 5.00% 2003 2093 \$339,949.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2098 \$25,000.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2098 \$25,000.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2103 \$45,185.00 \$0.00 0.00% \$0.00 0.00% \$0.00 0.00% 2003 2108 \$15,000.00 \$0.00 0.00% \$0.00 0.00% \$0.00	2003	2056		\$0.00	0.00%	7	0.00%		0.00%
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	2003	2168	\$230,336.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%

			Contract		Achieved		Dollars	
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	% of Dollars
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Over/Under Goal
				20	03			
2003	2173	\$25,820.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2176	\$5,964.63	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2182	\$163,461.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2185	\$1,060,206.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2189	\$49,536.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2190	\$11,100.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2194	\$99,036.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2195	\$1,109,427.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2196	\$18,663.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2209	\$1,118,840.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2212	\$65,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2214	\$1,300,124.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2215	\$14,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2224	\$104,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2226	\$64,201.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2227	\$29,760.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2228	\$47,880.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2233	\$1,000,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2249	\$24,833.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2252	\$43,334.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003 2003	2774	\$248,059.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2778 2783	\$14,444.00 \$618.587.90	\$0.00	0.00% 0.00%	\$0.00 \$25.764.50	0.00%	\$0.00 \$25.764.50	0.00%
2003	2784	\$616,272.00	\$0.00 \$0.00	0.00%	\$25,764.50	4.17% 1.70%	\$25,764.50	4.17% 1.70%
2003	2787	\$24,190.00	\$0.00	0.00%	\$10,500.00	0.00%	\$10,300.00	0.00%
2003	2792	\$64,205.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2796	\$128,286.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2797	\$1,364,891.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2805	\$1,736,597.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2807	\$202,831.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2808	\$19,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2813	\$45,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2815	\$179,225.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2816	\$4,600.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2820	\$78,101.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2822	\$3,917.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2825	\$24,823.70	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2826	\$9,600.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2828	\$973,327.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2832	\$129,956.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2834	\$139,777.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2835	\$694,700.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2836	(\$7,527.00)	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2838	\$48,830.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2839	\$7,340.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2003	2842	\$42,635.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2843	\$526,273.00	\$0.00		\$16,355.00	3.11%	\$16,355.00	3.11%
2003	2845	\$364,172.00 \$10,947.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003 2003	2848 2849	\$10,947.00	\$0.00 \$0.00		\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2003	2849	\$1,196,158.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2003	2853	\$1,196,158.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2856	\$418,979.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2003	2857	\$24,538.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2003	2858	\$44,050.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	2860	\$487,000.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2003	2862	\$25,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2000	2002	Ψ20,000.00	ψ0.00	0.0076	ψ0.00	0.0070	ψυ.υυ	0.0070

			Contract		Achieved		Dollars	
Fiscal	l	Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	% of Dollars
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Over/Under Goal
2002	2076	CC E40 00	\$0.00		03 ************************************	0.000/	¢0.00l	0.000/
2003	2876	\$6,510.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00% 0.00%
2003	3617 4296	\$6,492.00 \$44,322.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%
2003	4359	\$1,978,410.00	\$0.00	0.00%	\$150,407.00	7.60%	\$150,407.00	7.60%
2003	4360	\$775,769.00	\$0.00	0.00%	\$70,190.00	9.05%	\$70,190.00	9.05%
2003	4882	\$144,444.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5354	\$8,376,540.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5452	\$127.540.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5453	\$1,138,883.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5470	\$361,448.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5484	\$250,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5503	\$36,404.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5547	\$428,805.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5594	\$521,037.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5609	\$1,312,467.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5612	\$211,702.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5699	\$964,397.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5701	\$26,461.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5709	\$174,677.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5722	\$172,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2003	5750	\$347,209.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
		\$56,060,119	\$78,145	0.14%	\$809,120	1.44%	\$730,975	1.30%
2004	1000	\$25,000,00	\$0.00		04 ************************************	0.000/	<u> </u>	0.000/
2004 2004	1882 2121	\$25,000.00	\$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00% 0.00%
2004	2237	\$113,880.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00 \$0.00	0.00%
2004	2240	\$257,063.00	\$0.00	0.00%	\$20,000.00	7.78%	\$20,000.00	7.78%
2004	2243	\$99,974.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2253	\$96,629.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2255	\$7,980.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2264	\$39,876.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2268	\$24,800.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2520	\$222,970.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2871	\$679,733.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2879	\$127,540.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2901	\$190,029.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2902	\$79,481.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2905	\$58,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2907	\$213,504.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2908	\$29,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2909	\$98,541.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2913	\$125,078.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2931	\$394,042.00	\$0.00	0.00%	\$65,195.00	16.55%	\$65,195.00	16.55%
2004	2932 2934	\$1,458,542.00 \$40,979.00	\$0.00 \$0.00	0.00%	\$28,981.00 \$0.00	1.99% 0.00%	\$28,981.00 \$0.00	1.99% 0.00%
2004	2934	\$40,979.00	\$0.00	0.00%	\$0.00			
2004	2943	\$18,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2004	2945	\$73,111.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2976	\$546,150.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	2984	\$8,596,833.00	\$0.00	0.00%	\$12,205.00	0.00%	\$12,205.00	0.00%
2004	2985	\$381,979.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3007	\$88,697.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3024	\$4,996,628.00	\$284,807.80	5.70%	\$343,228.00	6.87%	\$58,420.20	1.17%
2004	3041	\$41,648.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3044	\$386,471.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3048	\$17,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3049	\$24,995.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
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Figoral		Contract	Contract	Contract	Achieved	Achieved	Dollars	% of Dollars
Fiscal Year	Bid_no	Contract Amount	Goal Amount	Contract Goal	Contract Goal Amount	Goal %	Over/Under Goal	Over/Under Goal
I Cai	Dia_iio	Amount	Amount		04	GUAI /6	Coai	Over/officer Goal
2004	3051	\$388,654.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3058	\$2,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3064	\$24,750.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3065	\$20,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3066	\$5,375.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3068	\$31,369.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3069	\$726,432.00	\$0.00	0.00%	\$6,388.00	0.88%	\$6,388.00	0.88%
2004	3073	\$195,249.00	\$0.00	0.00%	\$2,000.00	1.02%	\$2,000.00	1.02%
2004	3074	\$343,654.00	\$0.00	0.00%	\$87,067.00	25.34%	\$87,067.00	25.34%
2004	3076	\$243,717.00	\$0.00	0.00%	\$4,600.00	1.89%	\$4,600.00	1.89%
2004	3112	\$19,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3113	\$15,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3114	\$48,012.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3115	\$11,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004 2004	3120 3121	\$886,444.00 \$1,541,016.00	\$0.00 \$0.00	0.00% 0.00%	\$122,660.00 \$11,025.00	13.84% 0.72%	\$122,660.00 \$11,025.00	13.84% 0.72%
2004	3121	\$48,531.00	\$0.00	0.00%	\$11,025.00	0.72%	\$0.00	0.72%
2004	3124	\$28,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3125	\$42,378.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3132	\$520,388.00	\$0.00	0.00%	\$4,678.00	0.90%	\$4,678.00	0.90%
2004	3140	\$335,533.00	\$0.00	0.00%	\$18,571.00	5.53%	\$18,571.00	5.53%
2004	3142	\$430,059.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3143	\$9,026.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3148	\$176,907.00	\$0.00	0.00%	\$3,000.00	1.70%	\$3,000.00	1.70%
2004	3176	\$251,348.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3212	\$1,404,232.00	\$0.00	0.00%	\$26,263.00	1.87%	\$26,263.00	1.87%
2004	3213	\$493,533.00	\$0.00	0.00%	\$10,575.00	2.14%	\$10,575.00	2.14%
2004	3227	\$138,763.00	\$0.00	0.00%	\$19,966.00	14.39%	\$19,966.00	14.39%
2004	3228	\$105,339.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3232	\$7,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3238	\$19,220.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3239	\$801,920.00	\$0.00	0.00%	\$43,882.00	5.47%	\$43,882.00	5.47%
2004	3248	\$10,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3251	\$202,006.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004 2004	3255 3265	\$65,000.00 \$27,378.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2004	3271	\$433,408.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3277	\$4,995.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3280	\$59,646.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3281	\$39,891.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3285	\$1,745,267.00	\$0.00	0.00%	\$10,000.00	0.57%	\$10,000.00	0.57%
2004	3286	\$244,015.00	\$0.00	0.00%	\$14,998.00	6.15%	\$14,998.00	6.15%
2004	3287	\$428,325.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3288	\$181,984.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3289	\$414,178.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3290	\$31,300.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3294	\$30,493.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3297	\$994,512.00	\$0.00	0.00%	\$151,123.00	15.20%	\$151,123.00	15.20%
2004	3298	\$158,302.00	\$0.00	0.00%	\$9,628.00	6.08%	\$9,628.00	6.08%
2004	3299	\$471,480.00	\$0.00	0.00%	\$11,955.00	2.54%	\$11,955.00	2.54%
2004	3302	\$314,964.64	\$0.00	0.00%	\$20,900.00	6.64%	\$20,900.00	6.64%
2004	3307	\$253,986.00	\$0.00	0.00%	\$43,497.00	17.13%	\$43,497.00	17.13%
2004	3308	\$698,412.00	\$0.00	0.00%	\$12,740.00	1.82%	\$12,740.00	1.82%
2004	3315	\$323,568.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3321	\$1,370,477.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3330	\$99,927.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3332	\$160,704.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%

			Contract		Achieved		Dollars	
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	% of Dollars
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Over/Under Goal
					04			
2004	3334	\$31,364.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3349	\$1,235,265.00	\$0.00	0.00%	\$13,280.00	1.08%	\$13,280.00	1.08%
2004	3352	\$222,965.00	\$0.00	0.00%	\$0.00	0.00% 0.00%	\$0.00	0.00%
2004	3354	\$15,000.00	\$0.00	0.00%	\$0.00		\$0.00	0.00%
2004 2004	3359 3367	\$176,634.00 \$38,905.00	\$0.00 \$0.00	0.00%	\$750.00	0.42%	\$750.00 \$0.00	0.42% 0.00%
2004	3368	\$7,915.00	\$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00%
2004	3370	\$423,426.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3374	\$1,895,996.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3384	\$275.116.53	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3389	\$53,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3397	\$51,031.00	\$0.00	0.00%	\$5,463.00	10.71%	\$5,463.00	10.71%
2004	3703	\$59,989.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	3880	\$1,485,915.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4230	\$576,139.00	\$0.00	0.00%	\$79,361.00	13.77%	\$79,361.00	13.77%
2004	4317	\$10,231.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4375	\$311,833.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4376	\$3,642.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4583	\$30,250.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4585	\$12,004.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4586	\$4,600.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4587	\$3,750.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4588	\$3,065.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4589	\$169,764.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	4683	\$39,891.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5235	\$4,995.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5237	\$85,333.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5260	\$62,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5328	\$2,887,869.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5362	\$301,175.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004 2004	5363	\$1,136,245.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5380 5440	\$654,714.00	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2004	5446	\$390,759.00 \$902,592.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5501	\$20,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5506	\$20,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2004	5514	\$15,411.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2007	0014	\$52,767,719	\$284,808	0.54%	\$1,203,979.00	2.28%	\$919,171	1.74%
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2005	3376	\$1,200,821.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3387	\$40,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3391	\$430,260.00	\$0.00	0.00%	\$13,800.00	3.21%	\$13,800.00	3.21%
2005	3400	\$448,030.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3401	\$1,868,683.00	\$0.00	0.00%	\$58,966.00	3.16%	\$58,966.00	3.16%
2005	3402	\$233,537.00	\$0.00	0.00%	\$4,634.00	1.98%	\$4,634.00	1.98%
2005	3415	\$39,285.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3437	\$30,760.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3439	\$14,637.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3441	\$69,058.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3445	\$197,226.00	\$0.00	0.00%	\$17,000.00	8.62%	\$17,000.00	8.62%
2005	3446	\$224,927.00	\$0.00	0.00%	\$3,340.00	1.48%	\$3,340.00	1.48%
2005	3447	\$7,850.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3449	\$665,667.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3450	\$16,848.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3451	\$229,882.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3456	\$1,169,969.00	\$47,968.73	4.10%	\$67,259.00	5.75%	\$19,290.27	1.65%
2005	3458	\$47,029.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%

			Contract		Achieved		Dollars	
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	% of Dollars
Year	Bid no	Amount	Amount	Goal	Amount	Goal %	Goal	Over/Under Goal
				20	05			
2005	3459	\$3,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3465	\$36,844.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3488	\$24,483.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3500	\$24,997.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3509	\$230,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3514	\$711,320.00	\$0.00	0.00%	\$44,375.00	6.24%	\$44,375.00	6.24%
2005	3515	\$24,133.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3516	\$16,725.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3523	\$767,184.00	\$0.00	0.00%	\$106,500.00	13.88%	\$106,500.00	13.88%
2005	3526	\$19,100.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3556	\$164,455.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3557	\$306,379.00	\$0.00	0.00%	\$3,900.00	1.27%	\$3,900.00	1.27%
2005 2005	3567	\$380,789.00	\$0.00	0.00%	\$6,380.00	1.68%	\$6,380.00	1.68% 4.09%
2005	3568 3572	\$167,664.00 \$5,529.00	\$0.00 \$0.00	0.00% 0.00%	\$6,864.00 \$0.00	4.09% 0.00%	\$6,864.00 \$0.00	0.00%
2005	3576	\$644,931.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3580	\$19,680.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3582	\$714,954.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3587	\$15,450.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3589	\$374,509.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3591	\$89,572.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3615	\$11,009.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3621	\$944,710.00	\$0.00	0.00%	\$10.000.00	1.06%	\$10,000.00	1.06%
2005	3634	\$64,933.00	\$0.00	0.00%	\$6,256.00	9.63%	\$6,256.00	9.63%
2005	3639	\$32,456.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3642	\$111,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3643	\$4,033,560.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3648	\$408,868.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3653	\$28,551.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3669	\$204,419.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3673	\$131,192.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3682	\$109,933.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3690	\$97,879.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3691	\$24,251.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3696	\$1,176,748.00	\$0.00	0.00%	\$18,320.00	1.56%	\$18,320.00	1.56%
2005	3697	\$902,486.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3699	\$663,887.00 \$7,564.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005 2005	3708		\$0.00	0.00% 0.00%	\$0.00	0.00%	\$0.00 \$3.000.00	0.00%
2005	3711 3723	\$598,827.00 \$295,385.00	\$0.00 \$0.00	0.00%	\$3,000.00 \$0.00	0.50% 0.00%	\$3,000.00	0.50% 0.00%
2005	3734	\$55,256.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3738	\$6,387.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3754	\$104,904.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3755	\$53,306.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3759	\$193,797.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2005	3761	\$153,401.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3764	\$32,424.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2005	3765	\$33,513.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2005	3769	\$91,425.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2005	3771	\$163,992.00	\$0.00	0.00%	\$53,503.00	32.63%	\$53,503.00	32.63%
2005	3772	\$332,550.00	\$0.00	0.00%	\$23,667.00	7.12%	\$23,667.00	7.12%
2005	3776	\$46,599.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3778	\$473,828.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2005	3787	\$378,377.00	\$0.00		\$480.00	0.13%	\$480.00	0.13%
2005	3791	\$253,650.00	\$0.00		\$3,358.00	1.32%	\$3,358.00	1.32%
2005	3795	\$85,291.00	\$0.00		\$0.00	0.00%	\$0.00	0.00%
2005	3796	\$82,683.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%

			Contract		Achieved		Dollars	
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	% of Dollars
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Over/Under Goal
					05			
2005	3797	\$25,320.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	3806	\$437,757.00	\$0.00	0.00%	\$65,648.00	15.00%	\$65,648.00	15.00%
2005	3807	\$345,159.00	\$0.00	0.00%	\$38,430.00	11.13%	\$38,430.00	11.13%
2005	3808	\$540,936.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4020	\$698,344.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005 2005	4264 4371	\$23,015,851.94 \$215,873.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2005	4590	\$430,260.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4591	\$4,953.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4595	\$4,900.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4597	\$544,997.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4598	\$367,576.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4599	\$61,857.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4600	\$486,458.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4613	\$81,660.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4686	\$67,265.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4687	\$30,760.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4688	\$310,410.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4690	\$109,215.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4691	\$24,288.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	4904	\$198,900.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5017	\$300,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5019	\$300,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5020	\$300,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5021	\$200,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5022	\$200,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5023	\$200,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5056	\$2,000,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005 2005	5064 5072	\$60,000.00 \$22,919.00	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2005	5101	\$306,987.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5101	\$437,757.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5103	\$62,728.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5110	\$520,141.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5185	\$308,496.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5215	\$300,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5239	\$197,427.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5240	\$17,420.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5242	\$295,800.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5245	\$5,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5246	\$49,790.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5262	\$308,496.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5265	\$68,276.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2005	5469	\$157,250.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
		\$58,686,935	\$47,969	0.08%	\$555,680	0.95%	\$507,711	0.87%
		*-			06			
2006	2806	\$33,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3794	\$224,876.00	\$0.00	0.00%	\$980.00	0.44%	\$980.00	0.44%
2006	3813	\$187,311.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3828	\$321,838.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3832	\$721,832.00	\$0.00	0.00%	\$12,373.00	1.71%	\$12,373.00	1.71%
2006	3845	\$36,886.00	\$0.00	0.00% 0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00%
2006 2006	3848 3854	\$85,137.00 \$40,500.00	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00 \$0.00	0.00% 0.00%
2006	3854	\$40,500.00	\$0.00	0.00%	\$0.00 \$0.00	0.00%	\$0.00	0.00%
2006	3859	\$49,176.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3860	\$671,203.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2000	0000	ψοι 1,200.00	ψ0.00	J.00 /6	ψ0.00	0.0070	Ψ0.00	0.0070

			Contract		Achieved		Dollars	
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	% of Dollars
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Over/Under Goal
0000		* 400 550 00	# 2.22		06	0.000/	Ф0.00	0.000/
2006	3866	\$402,552.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3867	\$3,788.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3872	\$7,760.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3873	\$259,056.00	\$0.00	0.00%	\$42,285.00	16.32%	\$42,285.00	16.32%
2006 2006	3879 3881	\$28,628.00 \$1,118,009.00	\$0.00 \$0.00	0.00% 0.00%	\$0.00 \$13,898.00	0.00% 1.24%	\$0.00 \$13,898.00	0.00% 1.24%
2006	3883	\$240,731.00	\$0.00	0.00%	\$91,913.00	38.18%	\$91,913.00	38.18%
2006	3892	\$585,465.00	\$0.00	0.00%	\$91,913.00	0.00%	\$0.00	0.00%
2006	3896	\$100,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3899	\$100,300.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3900	\$274,168.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3901	\$22,475.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3906	\$211,972.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3912	\$330,572.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3915	\$434,952.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3918	\$184,086.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3920	\$45,400.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3923	\$39,899.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3935	\$115,800.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3955	\$28,234.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3959	\$140,897.00	\$0.00	0.00%	\$500.00	0.35%	\$500.00	0.35%
2006	3962	\$25,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3964	\$24,800.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3965	\$354,766.00	\$0.00	0.00%	\$1,500.00	0.42%	\$1,500.00	0.42%
2006	3966	\$99,304.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3970	\$845,121.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3977	\$200,304.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3979	\$455,206.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3981	\$31,439.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	3987	\$1,000,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006 2006	3990 4001	\$1,096,024.00 \$2,353,486.00	\$0.00 \$0.00	0.00% 0.00%	\$3,600.00 \$318,447.00	0.33% 13.53%	\$3,600.00 \$318,447.00	0.33% 13.53%
2006	4001	\$648,345.00	\$0.00	0.00%	\$316,447.00	0.00%	\$0.00	0.00%
2006	4003	\$100,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4019	\$516,157.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4026	\$1,656.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4034	\$10,521.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4037	\$1,189,234.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4046	\$640,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4051	\$1,067,191.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4052	\$2,825,844.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4053	\$236,800.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4055	\$467,170.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4056	\$27,648.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4058	\$29,826.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4062	\$3,955,518.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4069	\$305,421.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4086	\$91,270.79	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4088	\$774,612.00	\$0.00	0.00%	\$15,000.00	1.94%	\$15,000.00	1.94%
2006	4104	\$84,112.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4106	\$42,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4108	\$72,000.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4115	\$85,070.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4118	\$22,604.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4119	\$22,531.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4121	\$161,142.68	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4123	\$187,603.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%

			Contract		Achieved		Dollars	.,
Fiscal		Contract	Goal	Contract	Contract Goal	Achieved	Over/Under	% of Dollars
Year	Bid_no	Amount	Amount	Goal	Amount	Goal %	Goal	Over/Under Goal
0000	4404	# 500.040.00	# 0.00		06	10.010/	AFO 040 00	10.010/
2006	4124	\$560,943.00	\$0.00	0.00%	\$56,340.00	10.04%	\$56,340.00	10.04%
2006	4128	\$26,200.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4129	\$547,463.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4138	\$24,342.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4140	\$26,336.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4141	\$1,452,956.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4142	\$61,250.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4147	\$326,501.00	\$0.00	0.00%	\$3,000.00	0.92%	\$3,000.00	0.92%
2006	4149	\$21,467.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4155	\$331,850.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4158	\$989,838.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4160	\$1,062,886.00	\$0.00	0.00%	\$40,240.00	3.79%	\$40,240.00	3.79%
2006	4163	\$30,400.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4169	\$202,668.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4180	\$494,826.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4181	\$7,500.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4183	\$176,717.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4189	\$47,832.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4199	\$1,473,192.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4200	\$678,506.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4201	\$135,642.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4208	\$329,266.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4209	\$44,436.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4213	\$536,293.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4215	\$193,025.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4216	\$49,886.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4220	\$70,307.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4221	\$331,909.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4340	\$119,737.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4378	\$15,448.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4387	\$230,488.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4400	\$105,937.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4434	\$68,145.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4452	\$38,476.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4481	\$46,386.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	4913	\$356,221.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5024	\$225,556.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5081	\$131,192.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5083	\$466,442.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5086	\$229,240.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5104	\$411,915.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5106	\$109,642.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5108	\$105,566.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5111	\$65,733.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5112	\$170,421.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5117	\$706,257.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5118	\$321,568.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5141	\$564,909.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2006	5190	\$267,072.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
2000	0100	\$42,204,245	\$0.00 \$0	0.00%	\$600,076	1.42%	\$600,076	1.42%
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Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

Professional Services DBE Goal Comparison - FY2002-2005 vs. FY2006

Exhibit 5-13 shows that during FY2002 through FY2005 the AKDOT&PF awarded a total of 494 Professional Services contracts with four having assigned DBE goals. The total dollar amount of contracts awarded during this period was \$211 million of which the AKDOT&PF projected a DBE goal of approximately \$410,000 or 0.19 percent of the total federal dollars expended on Professional Services. The actual contracts awarded to DBEs were over \$2.8 million or 1.36 percent of the total federal dollars expended. This total includes 490 contracts that did not have an assigned goal. DBEs received over \$2.3 million or 1.18 percent of the total \$203 million from the 490 contracts awarded without assigned goals.

During FY2006 a total 117 contracts were awarded with zero contracts having assigned DBE goals. The total amount of contracts awarded during FY2006 was over \$42 million of which approximately \$600,000 or 1.39 percent were awarded to DBE firms.

5.6 <u>Utilization Threshold Analyses</u>

For further comparison of DBE utilization, the Wilson Group conducted a threshold analysis of prime contractor contracts awarded by the AKDOT&PF. This was accomplished by evaluating the contracts awarded based on the following dollar ranges:

- Contracts in the amount of \$500,000 or less
- Contracts in the amount of \$500,001 to \$1,000,000
- Contracts in the amount of \$1,000,001 to \$5,000,000
- Contracts in the amount of \$5,000,001 to \$10,000,000
- Contracts over \$10,000,000

Exhibit 5-14 shows that for all business categories combined, a total of 1115 prime contracts were awarded by the AKDOT&PF with 643 or 57.67 percent of the prime contract awards in the amount of \$500,000 or less. DBEs received a total of 104 or 16.17 percent of the contracts in the dollar range of \$500,000 or less, 24 or 18.90 percent of the contracts in the dollar range of \$500,001 to \$1 million, 27 or 11.39 percent of the contracts in the dollar range of

Exhibit 5-13 DBE Project Goal Utilization Analysis Professional Services Alaska Department of Transportation & Public Facilities FY2002 - FY2006

Fiscal Year	Total # of Contracts	Total Contract Dollars Awarded	DBE Assigned Goal	Projected DBE Goal Amount	Actual DBE Goal Achieved	Actual DBE Goal Amount Achieved	Total # of Contracts w/ Goals	Total Contract Dollars Awarded w/Goals	Total DBE Dollars	Percent of Total Contract Dollars w/Goals Awarded to DBEs	Total # of Contracts w/out Goals	Awarded w/out	Total # of Contracts w/out Goals Awarded to DBEs	Total Contract Dollars w/out Goals Awarded to DBEs	Total DBE Dollars	Percent of Total Contract Dollars w/out Goals Awarded to DBEs
2002	129	\$44,249,384	0.00%	\$0	0.68%	\$309,689	0	\$0	\$0	0.00%	129	\$44,249,384	9	\$5,830,870	\$309,689	0.70%
2003	118	\$56,060,119	0.13%	\$78,145	1.38%	\$809,120	2	\$2,007,404	\$74,910	3.73%	116	\$54,052,715	9	\$9,913,754	\$734,210	1.36%
2004	128	\$52,767,719	0.54%	\$284,808	2.27%	\$1,203,979	1	\$4,996,628	\$343,228	6.87%	127	\$47,771,091	29	\$25,434,275	\$860,751	1.80%
2005	119	\$58,686,935	0.08%	\$47,969	0.95%	\$555,680	1	\$1,169,969	\$67,259	5.75%	118	\$57,516,966	20	\$9,984,672	\$488,421	0.85%
Subtotal	494	\$211,764,157	0.19%	\$410,922	1.36%	\$2,878,468	4	\$8,174,001	\$485,397	5.94%	490	\$203,590,156	67	\$51,163,571	\$2,393,071	1.18%
2006	117	\$42,204,245	0.00%	\$0	1.39%	\$600,076	0	\$0	\$0	0.00%	117	\$42,204,245	13	\$9,234,619	\$600,076	1.42%
Total	611	\$253,968,402	0.16%	\$410,922	1.37%	\$3,478,544	4	\$8,174,001	\$485,397	5.94%	607	\$245,794,401	80	\$60,398,190	\$2,993,147	1.22%

Source: Alaska Department of Transportation and Public Facilities for the period of October 1, 2001 through September 30, 2006.

Exhibit 5-14 Business Categories Combined Fiscal Years 2002-2006 Prime Contractor Utilization Threshold Percentage of Total Dollars Ethnicity Classification Alaska Department of Transportation & Public Facilities

Threshold	African Americans	AK Native Corporations	AK Tribal Corporations	American Indian/AK Native	Asian Indian/Pacific Islanders	Hispanic Americans	Nonminority Women	Total DBEs	Non-DBEs	Total Dollars Awarded
\$500,000 or Less # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$12,356,317 70 12.80% 10.89%	\$0 0 0.00% 0.00%	\$900,899 10 0.93% 1.56%	\$0 0 0.00% 0.00%	\$609,883 2 0.63% 0.31%	\$4,181,455 22 4.33% 3.42%	\$18,048,555 104 18.70% 16.17%	\$78,491,948 539 81.30% 83.83%	\$96,540,502 643
\$500,001 to \$1,000,000 # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$12,438,242 19 13.45% 14.96%	\$0 0 0.00% 0.00%	\$2,305,641 3 2.49% 2.36%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$1,183,970 2 1.28% 1.57%	\$15,927,853 24 17.22% 18.90%	\$76,546,633 103 82.78% 81.10%	\$92,474,487 127
\$1,000,001 to \$5,000,000 # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$29,548,717 13 5.37% 5.49%	\$0 0 0.00% 0.00%	\$6,379,684 4 1.16% 1.69%	\$0 0 0.00% 0.00%	\$2,576,139 1 0.47% 0.42%	\$22,939,505 9 4.17% 3.80%	\$61,444,046 27 11.16% 11.39%	\$489,292,495 210 88.84% 88.61%	\$550,736,540 237
\$5,000,001 to \$10,000,000 # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$16,956,797 2 3.28% 2.86%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$8,922,649 1 1.73% 1.43%	\$25,879,446 3 5.00% 4.29%	\$491,237,369 67 95.00 % 95.71 %	\$517,116,816 70
Above \$10,000,000 # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$666,322,546 38 100.00% 100.00%	\$666,322,546 38
Total	\$0	\$54,343,276	\$0	\$26,543,021	\$0	\$3,186,022	\$37,227,580	\$121,299,900	\$1,801,890,991	\$1,923,190,890

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

\$1 million to \$5 million and 3 or 4.29 percent of the contracts in the dollar range of \$5 million to \$10 million. As contract amounts increased above \$500,000 DBE participation decreased. A significant decrease in DBE participation occurred in the \$5 million to \$10 million range and the above \$10 million range. DBEs were awarded 158 or 14.17 percent of all prime contracts while non-DBEs were awarded 957 or 85.83 percent. Among DBEs, Alaska Native Corporations received 102 or 9.15 percent of the prime contracts awarded, followed by non-minority Women receiving 34 or 3.05 percent. The following sections provide the results of the prime contractor utilization threshold analyses conducted for each business category.

5.6.1 Construction

Exhibit 5-15 shows the threshold analysis conducted of Construction prime contracts awarded by the AKDOT&PF. A total of 504 Construction prime contracts were awarded by the AKDOT&PF with 183 or 36.31 percent of the contracts awarded in the dollar range of \$1 million to \$5 million, followed by 163 or 32.34 percent of the contracts awarded in the dollar range of \$500,000 or less. DBEs received 18 or 9.84 percent of the contracts awarded in the dollar range of \$1 million to \$5 million and 16 or 9.82 percent of the contracts awarded in the dollar range of \$500,000 or less. As contract amounts increased above \$5 million DBE participation significantly decreased. There were 37 contracts awarded in the dollar range above \$10 million with no DBE participation. DBEs received 45 or 8.93 percent of the Construction prime contracts awarded, while non-DBEs received 459 or 91.07 percent. Among DBEs, non-minority Women received 25 or 4.96 percent of the Construction prime contracts awarded by the AKDOT&PF.

5.6.2 **Professional Services**

Exhibit 5-16 shows the threshold analysis conducted of Professional Services prime contracts awarded by the AKDOT&PF. A total of 611 Professional Services prime contracts were awarded by the AKDOT&PF with 480 or 78.56 percent of the contracts awarded in the

Exhibit 5-15 Construction Fiscal Years 2002 - 2006 Prime Contractor Utilization Threshold Percentage of Total Dollars Ethnicity Classification Alaska Department of Transportation & Public Facilities

Threshold	African Americans	AK Native Corporations	AK Tribal Corporations	American Indian/AK Native	Asian Indian/Pacific Islanders	Hispanic Americans	Nonminority Women	Total DBEs	Non-DBEs	Total Dollars Awarded
\$500,000 or Less # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$90,450 1 0.27% 0.61%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$609,883 2 1.84% 1.23%	\$3,271,149 13 9.87% 7.98%	\$3,971,483 16 11.98% 9.82%	\$29,175,629 147 88.02% 90.18%	\$33,147,111 163
\$500,001 to \$1,000,000 # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$1,949,950 3 5.06% 5.66%	\$0 0 0.00% 0.00%	\$2,305,641 3 5.99% 5.66%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$1,183,970 2 3.07% 3.77%	\$5,439,561 8 14.13% 15.09%	\$33,066,886 45 85.87% 84.91%	\$38,506,448 53
\$1,000,001 to \$5,000,000 # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$13,026,364 4 2.87% 2.19%	\$0 0 0.00% 0.00%	\$6,379,684 4 1.40% 2.19%	\$0 0 0.00% 0.00%	\$2,576,139 1 0.57% 0.55%	\$22,939,505 9 5.05% 4.92%	\$44,921,693 18 9.89% 9.84%	\$409,197,101 165 90.11% 90.16%	\$454,118,793 183
\$5,000,001 to \$10,000,00 # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$16,956,797 2 3.39% 2.94%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$8,922,649 1 1.78% 1.47%	\$25,879,446 3 5.17% 4.41%	\$474,263,996 65 94.83% 95.59%	\$500,143,443 68
Above \$10,000,000 # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$643,306,694 37 100.00% 100.00%	\$643,306,694 37
Total	\$0	\$15,066,764	\$0	\$25,642,122	\$0	\$3,186,022	\$36,317,274	\$80,212,182	\$1,589,010,306	\$1,669,222,488

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

Exhibit 5-16 Professional Services Fiscal Years 2002 - 2006 Prime Contractor Utilization Threshold Percentage of Total Dollars Ethnicity Classification

Threshold	African Americans	AK Native Corporations	AK Tribal Corporations	American Indian/AK Native	Asian Indian/Pacific Islanders	Hispanic Americans	Nonminority Women	Total DBEs	Non-DBEs	Total Dollars Awarded
\$500,000 or Less # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$12,265,867 69 19.35% 14.38%	\$0 0 0.00% 0.00%	\$900,899 10 1.42% 2.08%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$910,306 9 1.44% 1.88%	\$14,077,072 88 22.21% 18.33%	\$49,316,319 392 77.79% 81.67%	\$63,393,391 480
\$500,001 to \$1,000,000 # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$10,488,292 16 19.43% 21.62%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00 %	\$10,488,292 16 19.43% 21.62%	\$43,479,747 58 80.57% 78.38%	\$53,968,039 74
\$1,000,001 to \$5,000,000 # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$16,522,353 9 17.10% 16.67%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$16,522,353 9 17.10% 16.67%	\$80,095,394 45 82.90% 83.33%	\$96,617,747 54
\$5,000,001 to \$10,000,00 # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$16,973,373 2 100.00% 100.00%	\$16,973,373 2
Above \$10,000,000 # of Contracts Percent of Dollars Percent of Contracts	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$23,015,852 1 100.00% 100.00%	\$23,015,852 1
Total	\$0	\$39,276,512	\$0	\$900,899	\$0	\$0	\$910,306	\$41,087,717	\$212,880,685	\$253,968,402

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

dollar range of \$500,000 or less. DBEs received 88 or 18.33 percent of the contracts awarded in the dollar range of \$500,000 or less. As contract amounts increased above \$500,000 DBE participation decreased.

Two prime contracts were awarded to non-DBEs in the dollar range of \$5 million to \$10 million and one prime contract was awarded to a non-DBE in the dollar range above \$10 million. DBEs received 113 or 18.49 percent of the Professional Services prime contracts awarded while non-DBEs received 498 or 81.51 percent. Among DBEs, Alaska Native Corporations received 94 or 15.39 percent of the Professional Services prime contracts awarded by the AKDOT&PF.

5.7 <u>Subcontractor Utilization Threshold Analyses</u>

For further comparison of DBE utilization, the Wilson Group conducted a threshold analysis of subcontracts awarded by the AKDOT&PF. This was accomplished by evaluating the contracts awarded based on the following dollar ranges:

- Contracts in the amount of \$150,000 or less
- Contracts in the amount of \$150,001 to \$350,000
- Contracts in the amount of \$350,001 to \$750,000
- Contracts in the amount of \$750,001 to \$1,000,000
- Contracts in the amount of \$1,000,001 to \$5,000,000
- Contracts over \$5,000,000

Exhibit 5-17 shows that for all business categories combined a total of 2506 subcontracts were awarded by the AKDOT&PF with 1975 or 78.81 percent of the subcontract awards in the amount of \$150,000 or less. DBEs received 713 or 36.10 percent of the contracts in the dollar range of \$150,000 or less. As contract amounts increased above \$150,000 DBE participation decreased. A significant decrease in DBE participation occurred in the \$750,001 to \$1 million range, the \$1,000,001 to \$5 million range and the above \$5 million range. DBEs were awarded 873 or 34.84 percent of all subcontracts while non-DBEs were awarded 1633 or 65.16

Exhibit 5-17 Business Categories Combined Fiscal Years 2002-2006 Subcontractor Utilization Threshold Percentage of Total Dollars Ethnicity Classification Alaska Department of Transportation & Public Facilities

Threshold	African Americans	AK Native Corporations	AK Tribal Corporations	American Indian/AK Native	Asian Indian/Pacific Islanders	Hispanic Americans	Nonminority Women	Total DBEs	Non-DBEs	Total Dollars Awarded
\$150,000 or Less # of Subcontracts Percent of Dollars Percent of Subcontracts	\$519,123 14 0.68% 0.71%	\$2,850,176 63 3.74% 3.19%	\$0 0 0.00% 0.00%	\$6,501,112 172 8.52% 8.71%	\$524,517 10 0.69% 0.51%	\$5,148,748 136 6.75% 6.89%	\$11,849,765 318 15.54% 16.10%	\$27,393,441 713 35.91% 36.10%	\$48,880,363 1,262 64.09% 63.90%	\$76,273,804 1,975
\$150,001 to \$350,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$284,153 1 0.41% 0.34%	\$2,469,218 10 3.60% 3.36%	\$0 0 0.00% 0.00%	\$5,990,158 28 8.73% 9.40%	\$482,136 2 0.70% 0.67%	\$3,956,489 15 5.76% 5.03%	\$9,244,121 41 13.47% 13.76%	\$22,426,274 97 32.67% 32.55%	\$46,208,541 201 67.33% 67.45%	\$68,634,815 298
\$350,001 to \$750,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$445,025 1 0.62% 0.68%	\$3,376,710 6 4.71% 4.11%	\$0 0 0.00% 0.00%	\$7,261,343 15 10.14% 10.27%	\$564,950 1 0.79% 0.68%	\$3,682,083 8 5.14% 5.48%	\$6,375,620 13 8.90 % 8.90 %	\$21,705,731 44 30.30% 30.14%	\$49,928,404 102 69.70% 69.86%	\$71,634,134 146
\$750,001 to \$1,000,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$0 0 0.00% 0.00%	\$899,328 1 2.85% 2.78%	\$0 0 0.00% 0.00%	\$3,520,181 4 11.15% 11.11%	\$0 0 0.00% 0.00%	\$756,696 1 2.40% 2.78%	\$1,753,543 2 5.55% 5.56%	\$6,929,748 8 21.95% 22.22%	\$24,642,659 28 78.05% 77.78%	\$31,572,407 36
\$1,000,001 to \$5,000,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$0 0 0.00% 0.00%	\$3,315,550 2 3.59% 4.08%	\$0 0 0.00% 0.00%	\$12,244,778 6 13.26% 12.24%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$4,782,344 3 5.18% 6.12%	\$20,342,673 11 22.03% 22.45%	\$71,982,281 38 77.97% 77.55%	\$92,324,954 49
Above \$5,000,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$15,898,000 2 100.00% 100.00%	\$15,898,000 2
Total	\$1,248,301	\$12,910,982	\$0	\$35,517,571	\$1,571,603	\$13,544,016	\$34,005,394	\$98,797,866	\$257,540,247	\$356,338,113

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

percent. Among DBEs, non-minority Women received 377 or 15.04 percent of the subcontracts awarded by the AKDOT&PF.

The following sections provide the results of the subcontractor utilization threshold analyses conducted for each business category.

5.7.1 Construction

Exhibit 5-18 shows the threshold analysis conducted of Construction subcontracts awarded by the AKDOT&PF. A total of 2343 Construction subcontracts were awarded by the AKDOT&PF with 1816 or 77.51 percent of the subcontracts awarded in the dollar range of \$150,000 or less. DBEs received 577 or 31.77 percent of the subcontracts awarded in the dollar range of \$150,000 or less and received 95 or 32.20 percent of those in the dollar range of \$150,001 to \$350,000. As contract amounts increased above \$350,000 DBE participation decreased. A significant decrease in DBE participation occurred in the \$750,001 to \$1 million range, the \$1,000,001 to \$5 million range and the above \$5 million range. DBEs were awarded 735 or 31.37 percent of Construction subcontracts while non-DBEs were awarded 1608 or 68.63 percent. Among DBEs, non-minority Women received 293 or 12.51 percent of the Construction subcontracts awarded by the AKDOT&PF.

5.7.2 **Professional Services**

Exhibit 5-19 shows the threshold analysis conducted of Professional Services subcontracts awarded by the AKDOT&PF. A total of 163 Professional Services subcontracts were awarded by the AKDOT&PF with 159 or 97.55 percent of the subcontracts awarded in the dollar range of \$150,000 or less. DBEs received 136 or 85.54 percent of the subcontracts awarded in the dollar range of \$150,000 or less. Among DBEs, non-minority Women received 84 or 51.53 percent of the Professional Services subcontracts awarded by the AKDOT&PF.

Exhibit 5-18 Construction Fiscal Years 2002 - 2006 Subcontractor Utilization Threshold Percentage of Total Dollars Ethnicity Classification Alaska Department of Transportation & Public Facilities

Threshold	African Americans	AK Native Corporations	AK Tribal Corporations	American Indian/AK Native	Asian Indian/Pacific Islanders	Hispanic Americans	Nonminority Women	Total DBEs	Non-DBEs	Total Dollars Awarded
\$150,000 or Less # of Subcontracts Percent of Dollars Percent of Subcontracts	\$511,123 11 0.70% 0.61%	\$2,424,505 53 3.33% 2.92%	\$0 0 0.00% 0.00%	\$5,876,608 146 8.07% 8.04%	\$451,558 5 0.62% 0.28%	\$4,998,373 128 6.87% 7.05%	\$10,260,045 234 14.10% 12.89%	\$24,522,212 577 33.69% 31.77%	\$48,260,426 1,239 66.31% 68.23%	\$72,782,638 1,816
\$150,001 to \$350,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$284,153 1 0.42% 0.34%	\$2,150,771 9 3.17% 3.05 %	\$0 0 0.00% 0.00%	\$5,990,158 28 8.83% 9.49%	\$193,268 1 0.28% 0.34%	\$3,956,489 15 5.83% 5.08%	\$9,244,121 41 13.63% 13.90%	\$21,818,959 95 32.17% 32.20%	\$45,998,731 200 67.83% 67.80%	\$67,817,690 295
\$350,001 to \$750,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$445,025 1 0.63% 0.69%	\$3,376,710 6 4.76% 4.14%	\$0 0 0.00% 0.00%	\$7,261,343 15 10.23% 10.34%	\$564,950 1 0.80% 0.69%	\$3,682,083 8 5.19% 5.52%	\$6,375,620 13 8.98% 8.97%	\$21,705,731 44 30.58% 30.34%	\$49,270,952 101 69.42% 69.66%	\$70,976,682 145
\$750,001 to \$1,000,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$0 0 0.00% 0.00%	\$899,328 1 2.85% 2.78%	\$0 0 0.00% 0.00%	\$3,520,181 4 11.15% 11.11%	\$0 0 0.00% 0.00%	\$756,696 1 2.40 % 2.78 %	\$1,753,543 2 5.55% 5.56%	\$6,929,748 8 21.95% 22.22%	\$24,642,659 28 78.05% 77.78%	\$31,572,407 36
\$1,000,001 to \$5,000,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$0 0 0.00% 0.00%	\$3,315,550 2 3.59% 4.08%	\$0 0 0.00% 0.00%	\$12,244,778 6 13.26% 12.24%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$4,782,344 3 5.18% 6.12%	\$20,342,673 11 22.03% 22.45%	\$71,982,281 38 77.97% 77.55%	\$92,324,954 49
Above \$5,000,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$15,898,000 2 100.00% 100.00%	\$15,898,000 2
Total	\$1,240,301	\$12,166,864	\$0	\$34,893,067	\$1,209,776	\$13,393,641	\$32,415,674	\$95,319,322	\$256,053,048	\$351,372,370

Exhibit 5-19 Professional Services Fiscal Years 2002 - 2006 Subcontractor Utilization Threshold Percentage of Total Dollars Ethnicity Classification Alaska Department of Transportation & Public Facilities

Threshold	African Americans	AK Native Corporations	AK Tribal Corporations	American Indian/AK Native	Asian Indian/Pacific Islanders	Hispanic Americans	Nonminority Women	Total DBEs	Non-DBEs	Total Dollars Awarded
\$150,000 or Less # of Subcontracts Percent of Dollars Percent of Subcontracts	\$8,000 3 0.23 % 1.89%	\$425,671 10 12.19% 6.29%	\$0 0 0.00% 0.00%	\$624,504 26 17.89% 16.35%	\$72,960 5 2.09% 3.14%	\$150,375 8 4.31 % 5.03 %	\$1,589,720 84 45.54% 52.83%	\$2,871,229 136 82.24% 85.53%	\$619,937 23 17.76% 14.47%	\$3,491,166 159
\$150,001 to \$350,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$0 0 0.00% 0.00%	\$318,447 1 38.97% 33.33%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$288,868 1 35.35% 33.33%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$607,315 2 74.32% 66.67%	\$209,810 1 25.68% 33.33%	\$817,125 3
\$350,001 to \$750,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00 %	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$657,452 1 100.00% 100.00%	\$657,452 1
\$750,001 to \$1,000,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0
\$1,000,001 to \$5,000,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0
Above \$5,000,000 # of Subcontracts Percent of Dollars Percent of Subcontracts	\$0 0 0.00% 0.00 %	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0 0.00% 0.00%	\$0 0
Total	\$8,000	\$744,118	\$0	\$624,504	\$361,828	\$150,375	\$1,589,720	\$3,478,544	\$1,487,199	\$4,965,743

5.8 <u>Disparity Analysis</u>

The objective of this section is to determine if Disadvantaged Business Enterprises (DBEs) were underutilized or overutilized on the federally funded contracts awarded by the AKDOT&PF based upon their availability.

The Wilson Group conducted a disparity analysis for each business category to determine the differences between the utilization of DBEs and the availability of such firms within the relevant market area. The data presented in the Availability and Utilization Analyses was used as the basis to determine if DBEs received a fair and equitable share of the contracts awarded by the AKDOT&PF. This is determined through the disparity index calculation that results in a comparison of the availability of DBEs with the utilization of such firms.

The disparity index is obtained by dividing the percent of utilization by the percent of availability and multiplying the result by 100. A disparity index of 100 indicates a balance between utilization and availability. A disparity index of less than 100 indicates that firms are underutilized or overutilized if greater than 100. An index of less than 80 indicates significant underutilization and an index of 0.00 indicates zero utilization.

The disparity analysis for the AKDOT&PF of all business categories combined is shown in Exhibit 5-20. During the five year study period, Alaska Tribal Corporations were not utilized as subcontractors for any federally funded projects resulting in a disparity index of 0.00. All other DBEs were significantly underutilized. Below is a summary of the analysis for the overall study period:

African Americans

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 4.88.

Alaska Native Corporations

 FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 21.11.

Exhibit 5-20 **Subcontractor Disparity Analysis Business Categories Combined** Fiscal Years 2002-2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	# of Awarded Contracts	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization
		200	2			
African Americans	1	\$3,000	0.00%	1.33%	0.08	* Underutilization
AK Native Corporations	20	\$3,731,634	1.30%	3.18%	40.79	* Underutilization
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	43	\$5,629,688	1.96%	6.37%	30.72	* Underutilization
Asian Indian/Pacific Islanders	3	\$194,350	0.07%	1.59%	4.25	* Underutilization
Hispanic Americans	40	\$3,474,654	1.21%	1.59%	75.97	* Underutilization
Nonminority Women	62	\$5,242,389	1.82%	2.39%	76.25	* Underutilization
		200	3			
African Americans	6	\$438,892	0.11%	1.33%	8.21	* Underutilization
AK Native Corporations	21	\$3,208,353	0.80%	3.18%	25.09	* Underutilization
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	34	\$6,792,807	1.69%	6.37%	26.52	* Underutilization
Asian Indian/Pacific Islanders	4	\$337,813	0.08%	1.59%	5.28	* Underutilization
Hispanic Americans	36	\$3,803,841	0.95%	1.59%	59.49	* Underutilization
Nonminority Women	88	\$8,272,343	2.06%	2.39%	86.07	Underutilization
		200	4			
African Americans	4	\$220,250	0.06%	1.33%	4.29	* Underutilization
AK Native Corporations	12	\$1,149,122	0.30%	3.18%	9.35	* Underutilization
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	64	\$8,141,340	2.11%	6.37%	33.09	* Underutilization
Asian Indian/Pacific Islanders	4	\$332,163	0.09%	1.59%	5.41	* Underutilization
Hispanic Americans	27	\$1,731,464	0.45%	1.59%	28.19	* Underutilization
Nonminority Women	81	\$8,892,302	2.30%	2.39%	96.31	Underutilization
		200	5			
African Americans	4	\$583,159	0.13%	1.33%	9.43	* Underutilization
AK Native Corporations	17	\$3,739,049	0.80%	3.18%	25.29	* Underutilization
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	46	\$10,877,385	2.34%	6.37%	36.73	* Underutilization
Asian Indian/Pacific Islanders	2	\$707,278	0.15%	1.59%	9.57	* Underutilization
Hispanic Americans	27	\$1,955,511	0.42%	1.59%	26.46	* Underutilization
Nonminority Women	83	\$7,527,756	1.62%	2.39%	67.75	* Underutilization
		200	6			
African Americans	1	\$3,000	0.00%	1.33%	0.06	* Underutilization
AK Native Corporations	12	\$1,082,825	0.28%	3.18%	8.91	* Underutilization
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	38	\$4,076,351	1.07%	6.37%	16.74	* Underutilization
Asian Indian/Pacific Islanders	0	\$0	0.00%	1.59%	0.00	* Underutilization
Hispanic Americans	30	\$2,578,547	0.67%	1.59%	42.43	* Underutilization
Nonminority Women	63	\$4,070,603	1.07%	2.39%	44.56	* Underutilization
		OVER	ALL			
African Americans	16	\$1,248,301	0.06%	1.33%	4.88	* Underutilization
AK Native Corporations	82	\$12,910,982	0.67%	3.18%	21.11	* Underutilization
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	225	\$35,517,571	1.85%	6.37%	28.99	* Underutilization
Asian Indian/Pacific Islanders	13	\$1,571,603	0.08%	1.59%	5.14	* Underutilization
Hispanic Americans	160	\$13,544,016	0.70%	1.59%	44.29	* Underutilization
Nonminority Women	377	\$34,005,394	1.77%	2.39%	73.98	* Underutilization

¹ The percentage of dollars from the prime utilization.

 $^{^{\}rm 2}$ The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.

* Significantly underutilized - disparity index below 80.00.

Alaska Tribal Corporations

 FY2002 through FY2006 - were not utilized as a subcontractor for projects, resulting in a disparity index of 0.00. The availability analysis indicates that there were no Alaska Tribal Corporations available.

American Indian/Alaska Natives

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 28.99.

Asian Indian/Pacific Islanders

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 5.14.

Hispanic Americans

• FY2002 through FY2006 – significantly underutilized as a subcontractor with a disparity index of 44.29.

Non-minority Women

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 73.98.

This section provides the results of the disparity analyses for each business category based on the utilization and availability of DBEs in the AKDOT&PF's relevant market area.

5.8.1 Construction

The disparity analysis for Construction contracts is shown in Exhibit 5-21. During the five year study period, Alaska Tribal Corporations were not utilized as subcontractors resulting in a disparity index of 0.00. The availability analysis indicates that 0.00 percent of the firms available were Alaska Tribal Corporations. During the study period, African American, Alaska Native Corporations, American Indian/Alaska Natives, Asian Indian/Pacific Islander and Hispanic American firms were significantly underutilized. In fiscal years 2002, 2003 and 2004 non-minority Women were overutilized. Below is a summary of the analysis for the overall study period:

Exhibit 5-21 **Subcontractor Disparity Analysis** Construction Fiscal Years 2002 - 2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	# of Awarded Contracts	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization			
2002									
African Americans	1	\$3,000	0.00%	1.25%	0.10	* Underutilization			
AK Native Corporations	20	\$3,731,634	1.53%	2.18%	70.32	* Underutilization			
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	34	\$5,424,970	2.23%	6.23%	35.77	* Underutilization			
Asian Indian/Pacific Islanders	2	\$190,450	0.08%	1.25%	6.26	* Underutilization			
Hispanic Americans	40	\$3,474,654	1.43%	1.56%	91.50	Underutilization			
Nonminority Women	53	\$5,141,318	2.11%	1.87%	112.95	Overutilization			
		200							
African Americans	6	\$438,892	0.13%	1.25%	10.15	* Underutilization			
AK Native Corporations	20	\$3,096,653	0.89%	2.18%	41.04	* Underutilization			
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	33	\$6,717,897	1.94%	6.23%	31.16	* Underutilization			
Asian Indian/Pacific Islanders	3	\$312,048	0.09%	1.25%	7.21	* Underutilization			
Hispanic Americans	35	\$3,733,651	1.08%	1.56%	69.16	* Underutilization			
Nonminority Women	70	\$7,745,788	2.24%	1.87%	119.69	Overutilization			
		200							
African Americans	2	\$215,250	0.06%	1.25%	5.16	* Underutilization			
AK Native Corporations	11	\$1,094,762	0.33%	2.18%	15.06	* Underutilization			
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	55	\$7,921,450	2.38%	6.23%	38.12	* Underutilization			
Asian Indian/Pacific Islanders	0	\$0	0.00%	1.25%	0.00	* Underutilization			
Hispanic Americans	23	\$1,710,564	0.51%	1.56%	32.88	* Underutilization			
Nonminority Women	46	\$8,320,636	2.49%	1.87%	133.41	Overutilization			
African Americans	4	\$583,159	0.14%	1.25%	11.49	* Underutilization			
AK Native Corporations	13	\$3,629,191	0.14%	2.18%	40.98	* Underutilization			
AK Tribal Corporations	0	\$3,629,191	0.09%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	41	\$10,753,879	2.65%	6.23%	42.50	* Underutilization			
Asian Indian/Pacific Islanders	2	\$707,278	0.17%	1.25%	13.93	* Underutilization			
Hispanic Americans	26	\$1,938,511	0.17 %	1.56%	30.59	* Underutilization			
Nonminority Women	66	\$7,222,440	1.78%	1.87%	95.08	Underutilization			
Tremminenty Tremen		200		1.07 70	00.00	Ondoratinzation			
African Americans	0	\$0	0.00%	1.25%	0.00	* Underutilization			
AK Native Corporations	7	\$614,625	0.18%	2.18%	8.29	* Underutilization			
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	36	\$4,074,871	1.20%	6.23%	19.24	* Underutilization			
Asian Indian/Pacific Islanders	0	\$0	0.00%	1.25%	0.00	* Underutilization			
Hispanic Americans	28	\$2,536,262	0.75%	1.56%	47.82	* Underutilization			
Nonminority Women	58	\$3,985,492	1.17%	1.87%	62.68	* Underutilization			
		OVER	ALL						
African Americans	13	\$1,240,301	0.07%	1.25%	5.94	* Underutilization			
AK Native Corporations	71	\$12,166,864	0.73%	2.18%	33.44	* Underutilization			
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	199	\$34,893,067	2.09%	6.23%	33.55	* Underutilization			
Asian Indian/Pacific Islanders	7	\$1,209,776	0.07%	1.25%	5.80	* Underutilization			
Hispanic Americans	152	\$13,393,641	0.80%	1.56%	51.44	* Underutilization			
Nonminority Women	293	\$32,415,674	1.94%	1.87%	103.85	Overutilization			

The percentage of dollars from the prime utilization.

The percentage of available firms.

<sup>The disparity index is % utilization divided by % availability multiplied by 100.
Significantly underutilized - disparity index below 80.00.</sup>

African Americans

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 5.94.

Alaska Native Corporations

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 33.44.

Alaska Tribal Corporations

• FY2002 through FY2006 - were not utilized as a subcontractor for Construction projects, resulting in a disparity index of 0.00. The availability analysis indicates that 0.00 percent of the firms available were Alaska Tribal Corporations.

American Indian/Alaska Natives

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 33.55.

Asian Indian/Pacific Islanders

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 5.80.

Hispanic Americans

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 51.44.

Non-minority Women

• FY2002 through FY2006 – overutilized as a subcontractor with a disparity index of 103.85.

5.8.2 Professional Services

The disparity analysis for Professional Services subcontracts is shown in Exhibit 5-22. During the five year study period, all DBEs were significantly underutilized and Alaska Tribal Corporations were not utilized. The availability analysis indicates that 0.00 percent of the firms available were Alaska Tribal Corporations. Below is a summary of the analysis for the five year study period:

Exhibit 5-22 Subcontractor Disparity Analysis Professional Services Fiscal Years 2002 - 2006 Alaska Department of Transportation & Public Facilities

	# of Awarded	Contract	% of	% of Firms	Disparity	Disparity Impact
Ethnicity Classifications	Contracts	Dollars	Dollars ¹	Available ²	Index ³	Under/Over Utilization
African Americana	0	\$0	0.00%	1.79%	0.00	* Underutilization
African Americans	0				0.00 0.00	
AK Native Corporations		\$0 \$0	0.00%	8.93%		* Underutilization
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	9	\$204,718	0.46%	7.14%	6.48	* Underutilization
Asian Indian/Pacific Islanders	1	\$3,900	0.01%	3.57%	0.25	* Underutilization
Hispanic Americans	0	\$0	0.00%	1.79%	0.00	* Underutilization
Nonminority Women	9	\$101,071	0.23%	5.36%	4.26	* Underutilization
African American	1 0 1		0.000/	4.700/	0.00	* 1 la de matilia eti e a
African Americans	0	\$0	0.00%	1.79%	0.00	* Underutilization
AK Native Corporations	1	\$111,700	0.20%	8.93%	2.23	* Underutilization
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	1	\$74,910	0.13%	7.14%	1.87	* Underutilization
Asian Indian/Pacific Islanders	1	\$25,765	0.05%	3.57%	1.29	* Underutilization
Hispanic Americans	1	\$70,190	0.13%	1.79%	6.99	* Underutilization
Nonminority Women	18	\$526,556	0.94%	5.36%	17.52	* Underutilization
	_		04			
African Americans	2	\$5,000	0.01%	1.79%	0.53	* Underutilization
AK Native Corporations	1	\$54,360	0.10%	8.93%	1.15	* Underutilization
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	9	\$219,890	0.42%	7.14%	5.84	* Underutilization
Asian Indian/Pacific Islanders	4	\$332,163	0.63%	3.57%	17.63	* Underutilization
Hispanic Americans	4	\$20,900	0.04%	1.79%	2.21	* Underutilization
Nonminority Women	35	\$571,666	1.08%	5.36%	20.21	* Underutilization
		20	05			
African Americans	0	\$0	0.00%	1.79%	0.00	* Underutilization
AK Native Corporations	4	\$109,858	0.19%	8.93%	2.10	* Underutilization
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	5	\$123,506	0.21%	7.14%	2.95	* Underutilization
Asian Indian/Pacific Islanders	0	\$0	0.00%	3.57%	0.00	* Underutilization
Hispanic Americans	1	\$17,000	0.03%	1.79%	1.62	* Underutilization
Nonminority Women	17	\$305,316	0.52%	5.36%	9.71	* Underutilization
·		20	06			
African Americans	1	\$3,000	0.01%	1.79%	0.40	* Underutilization
AK Native Corporations	5	\$468,200	1.11%	8.93%	12.42	* Underutilization
AK Tribal Corporations	0	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	2	\$1,480	0.00%	7.14%	0.05	* Underutilization
Asian Indian/Pacific Islanders	0	\$0	0.00%	3.57%	0.00	* Underutilization
Hispanic Americans	2	\$42,285	0.10%	1.79%	5.60	* Underutilization
Nonminority Women	5	\$85,111	0.20%	5.36%	3.76	* Underutilization
Training Training	<u> </u>	OVE		0.0070	00	O'IGO'GUIIZGUO!
African Americans	3	\$8,000	0.00%	1.79%	0.18	* Underutilization
AK Native Corporations	11	\$744,118	0.29%	8.93%	3.28	* Underutilization
AK Tribal Corporations	0	\$744,118	0.29%	0.00%	0.00	* Underutilization
American Indian/AK Natives	26	\$624,504	0.00%	7.14%	3.44	* Underutilization
Asian Indian/Pacific Islanders	6	\$361,828	0.25%	7.14% 3.57%	3.44	* Underutilization
	-	. ,	0.14%	3.57% 1.79%	3.99	* Underutilization
Hispanic Americans	8 84	\$150,375 \$1,590,720			11.68	
Nonminority Women	δ4	\$1,589,720	0.63%	5.36%	11.68	* Underutilization

¹ The percentage of dollars from the prime utilization.

²The percentage of available firms.

 $^{^{\}rm 3}$ The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

African Americans

 FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 0.18.

Alaska Native Corporations

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 3.28.

Alaska Tribal Corporations

 FY2002 through FY2006 - were not utilized as a subcontractor for Professional Services projects, resulting in a disparity index of 0.00. According to the availability analysis 0.00 percent of the firms available were Alaska Tribal Corporations.

American Indian/Alaska Natives

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 3.44.

Asian Indian/Pacific Islanders

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 3.99.

Hispanic Americans

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 3.31.

Non-minority Women

• FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 11.68.

5.9 Regional Analysis

The Alaska Department of Transportation & Public Facilities is organized, conducts business and provides services to three regions throughout Alaska; Central, Northern and Southeast Regions. Of the total federal dollars awarded by the AKDOT&PF during the study period over \$1.49 billion or 77.83 percent were awarded in the Central Region, over \$226 million or 11.77 percent were awarded in the Northern Region and over \$200 million or 10.40 percent were awarded in the Southeast Region. Therefore, we conducted an analysis to determine the differences, if any, in the trends of DBE participation in the Central, Northern and Southeast Regions.

The following section provides the disparity analysis for contracts awarded in the Central Region combined and then subdivided by the two business categories of: Construction and Professional Services.

5.9.1 Central Region

The summary of all subcontractor utilization for the Central Region is shown in Exhibit 5-23. During the five year study period, all DBEs in the Central Region with the exception of non-minority Women were significantly underutilized. The most successful groups were non-minority Women with a disparity index of 161.20 and Hispanic Americans with an index of 48.50. Non-minority Women owned businesses received the largest total contract dollars with \$29,921,205 or 2.00 percent, followed closely by American Indian/Alaska Natives with \$26,075,519 or 1.74 percent of the total federal dollars spent by the AKDOT&PF in the Central Region.

Central Region – Construction Related Contracts

The summary of all Construction related subcontractor utilization for the Central Region is shown in Exhibit 5-24. During the five year study period, all DBEs in the Central Region with the exception of non-minority Women were significantly underutilized on Construction related contracts. Non-minority Women were overutilized during fiscal years 2002 through 2006 and Hispanic Americans were overutilized in FY 2002 with a disparity index of 128.10. The most successful groups were non-minority Women with a disparity index of 225.12 and Hispanic Americans with a

Exhibit 5-23 **Subcontractor Disparity Analysis Business Categories Combined_CENTRAL REGION Fiscal Years 2002 - 2006** Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization				
2002									
African Americans	\$0	0.00%	1.66%	0.00	* Underutilization				
AK Native Corporations	\$2,843,192	1.41%	4.15%	34.06	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$3,775,949	1.88%	6.22%	30.18	* Underutilization				
Asian Indian/Pacific Islanders	\$190,450	0.09%	1.24%	7.64	* Underutilization				
Hispanic Americans	\$3,100,420	1.54%	1.66%	92.86	Underutilization				
Nonminority Women	\$3,986,053	1.98%	1.24%	159.82	Overutilization				
		2003							
African Americans	\$404,592	0.12%	1.66%	7.19	* Underutilization				
AK Native Corporations	\$1,994,040	0.59%	4.15%	14.18	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$6,658,562	1.96%	6.22%	31.59	* Underutilization				
Asian Indian/Pacific Islanders	\$127,765	0.04%	1.24%	3.04	* Underutilization				
Hispanic Americans	\$3,384,449	1.00%	1.66%	60.17	* Underutilization				
Nonminority Women	\$7,896,497	2.33%	1.24%	187.92	Overutilization				
		2004							
African Americans	\$220,250	0.07%	1.66%	4.32	* Underutilization				
AK Native Corporations	\$840,322	0.27%	4.15%	6.59	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$6,325,008	2.06%	6.22%	33.07	* Underutilization				
Asian Indian/Pacific Islanders	\$332,163	0.11%	1.24%	8.71	* Underutilization				
Hispanic Americans	\$1,500,749	0.49%	1.66%	29.41	* Underutilization				
Nonminority Women	\$8,515,966	2.77%	1.24%	223.38	Overutilization				
		2005							
African Americans	\$583,159	0.17%	1.66%	10.12	* Underutilization				
AK Native Corporations	\$3,437,049	0.99%	4.15%	23.87	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$5,826,174	1.68%	6.22%	26.99	* Underutilization				
Asian Indian/Pacific Islanders	\$0	0.00%	1.24%	0.00	* Underutilization				
Hispanic Americans	\$1,629,513	0.47%	1.66%	28.29	* Underutilization				
Nonminority Women	\$6,063,375	1.75%	1.24%	140.92	Overutilization				
•		2006							
African Americans	\$3,000	0.00%	1.66%	0.06	* Underutilization				
AK Native Corporations	\$1,023,575	0.34%	4.15%	8.15	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$3,489,826	1.15%	6.22%	18.55	* Underutilization				
Asian Indian/Pacific Islanders	\$0	0.00%	1.24%	0.00	* Underutilization				
Hispanic Americans	\$2,437,427	0.81%	1.66%	48.55	* Underutilization				
Nonminority Women	\$3,459,314	1.14%	1.24%	92.24	Underutilization				
, , , , , ,	, , , , , , , , , , , , , , , , , , ,	OVERALL							
African Americans	\$1,211,001	0.08%	1.66%	4.87	* Underutilization				
AK Native Corporations	\$10,138,178	0.68%	4.15%	16.32	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$26,075,519	1.74%	6.22%	28.01	* Underutilization				
Asian Indian/Pacific Islanders	\$650,378	0.04%	1.24%	3.50	* Underutilization				
Hispanic Americans	\$12,052,557	0.81%	1.66%	48.50	* Underutilization				
Nonminority Women	\$29,921,205	2.00%	1.24%	161.20	Overutilization				
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Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

The percentage of dollars from the prime utilization.

² The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.
 Significantly underutilized - disparity index below 80.00.

Exhibit 5-24 Subcontractor Disparity Analysis Construction_CENTRAL REGION Fiscal Years 2002 - 2006 Alaska Department of Transportation & Public Facilities

Ethnisia Olassifisations	October Delland	% of	% of Firms	Disparity	Disparity Impact
Ethnicity Classifications	Contract Dollars	Dollars ¹	Available ²	Index ³	Under/Over Utilization
		2002	<u> </u>		
African Americans	\$0	0.00%	1.50%	0.00	* Underutilization
AK Native Corporations	\$2,843,192	1.76%	2.50%	70.48	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,571,231	2.21%	6.50%	34.05	* Underutilization
Asian Indian/Pacific Islanders	\$190,450	0.12%	1.00%	11.80	* Underutilization
Hispanic Americans	\$3,100,420	1.92%	1.50%	128.10	Overutilization
Nonminority Women	\$3,884,982	2.41%	1.00%	240.77	Overutilization
		2003			
African Americans	\$404,592	0.14%	1.50%	9.38	* Underutilization
AK Native Corporations	\$1,882,340	0.65%	2.50%	26.19	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$6,658,562	2.32%	6.50%	35.64	* Underutilization
Asian Indian/Pacific Islanders	\$102,000	0.04%	1.00%	3.55	* Underutilization
Hispanic Americans	\$3,314,259	1.15%	1.50%	76.86	* Underutilization
Nonminority Women	\$7,369,941	2.56%	1.00%	256.38	Overutilization
		2004			
African Americans	\$215,250	0.08%	1.50%	5.41	* Underutilization
AK Native Corporations	\$785,962	0.30%	2.50%	11.86	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$6,112,158	2.31%	6.50%	35.47	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.00%	0.00	* Underutilization
Hispanic Americans	\$1,479,849	0.56%	1.50%	37.22	* Underutilization
Nonminority Women	\$8,056,532	3.04%	1.00%	303.91	Overutilization
		2005			
African Americans	\$583,159	0.20%	1.50%	13.34	* Underutilization
AK Native Corporations	\$3,327,191	1.14%	2.50%	45.67	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$5,702,668	1.96%	6.50%	30.11	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.00%	0.00	* Underutilization
Hispanic Americans	\$1,612,513	0.55%	1.50%	36.89	* Underutilization
Nonminority Women	\$5,833,852	2.00%	1.00%	200.19	Overutilization
		2006			
African Americans	\$0	0.00%	1.50%	0.00	* Underutilization
AK Native Corporations	\$555,375	0.21%	2.50%	8.49	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,488,346	1.33%	6.50%	20.51	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.00%	0.00	* Underutilization
Hispanic Americans	\$2,395,142	0.92%	1.50%	61.02	* Underutilization
Nonminority Women	\$3,377,803	1.29%	1.00%	129.08	Overutilization
		OVERALL			
African Americans	\$1,203,001	0.09%	1.50%	6.33	* Underutilization
AK Native Corporations	\$9,394,060	0.74%	2.50%	29.66	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$25,532,965	2.02%	6.50%	31.00	* Underutilization
Asian Indian/Pacific Islanders	\$292,450	0.02%	1.00%	2.31	* Underutilization
Hispanic Americans	\$11,902,182	0.94%	1.50%	62.63	* Underutilization
Nonminority Women	\$28,523,110	2.25%	1.00%	225.12	Overutilization

¹ The percentage of dollars from the prime utilization.

² The percentage of available firms.

³ The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

disparity index of 62.63. Non-minority Women owned businesses received the largest total contract dollars with \$28,523,110 or 2.25 percent of the total federal dollars spent by the AKDOT&PF for Construction related contracts in the Central Region.

Central Region – Professional Services Contracts

The summary of all Professional Services subcontractor utilization for the Central Region is shown in Exhibit 5-25. During the five year study period, all DBEs in the Central Region were significantly underutilized on Professional Services contracts. Non-minority Women were the most successful group with a disparity index of 24.92. Non-minority Women owned businesses also received the largest total contract dollars with \$1,398,095 or 0.61 percent of the total federal dollars spent by the AKDOT&PF for Professional Services contracts in the Central Region.

The following section provides the disparity analysis for contracts awarded in the Northern Region combined and then subdivided by the two business categories of: Construction and Professional Services.

5.9.2 Northern Region

The summary of all subcontractor utilization for the Northern Region is shown in Exhibit 5-26. During the five year study period, all DBEs in the Northern Region were significantly underutilized. Alaska Tribal Corporations were not utilized and the availability analysis indicates that there were no firms available. The most successful groups were Alaska Native Corporations with a disparity index of 48.27 and Hispanic Americans with an index of 41.60. American Indian/Alaska Native owned businesses received the largest total contract dollars with \$3,084,133 or 1.36 percent of the total federal dollars spent by the AKDOT&PF in the Northern Region.

Exhibit 5-25 Subcontractor Disparity Analysis Professional Services_CENTRAL REGION Fiscal Years 2002 - 2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization
		2002			
African Americans	\$0	0.00%	2.44%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	12.20%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$204,718	0.51%	4.88%	10.55	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.44%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	2.44%	0.00	* Underutilization
Nonminority Women	\$101,071	0.25%	2.44%	10.41	* Underutilization
		2003			
African Americans	\$0	0.00%	2.44%	0.00	* Underutilization
AK Native Corporations	\$111,700	0.22%	12.20%	1.78	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	4.88%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$25,765	0.05%	2.44%	2.05	* Underutilization
Hispanic Americans	\$70,190	0.14%	2.44%	5.60	* Underutilization
Nonminority Women	\$526,556	1.02%	2.44%	41.98	* Underutilization
		2004			
African Americans	\$5,000	0.01%	2.44%	0.48	* Underutilization
AK Native Corporations	\$54,360	0.13%	12.20%	1.05	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$212,850	0.50%	4.88%	10.30	* Underutilization
Asian Indian/Pacific Islanders	\$332,163	0.78%	2.44%	32.14	* Underutilization
Hispanic Americans	\$20,900	0.05%	2.44%	2.02	* Underutilization
Nonminority Women	\$459,434	1.08%	2.44%	44.46	* Underutilization
		2005			
African Americans	\$0	0.00%	2.44%	0.00	* Underutilization
AK Native Corporations	\$109,858	0.20%	12.20%	1.62	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$123,506	0.22%	4.88%	4.55	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.44%	0.00	* Underutilization
Hispanic Americans	\$17,000	0.03%	2.44%	1.25	* Underutilization
Nonminority Women	\$229,523	0.41%	2.44%	16.92	* Underutilization
		2006			
African Americans	\$3,000	0.01%	2.44%	0.30	* Underutilization
AK Native Corporations	\$468,200	1.15%	12.20%	9.41	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,480	0.00%	4.88%	0.07	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.44%	0.00	* Underutilization
Hispanic Americans	\$42,285	0.10%	2.44%	4.25	* Underutilization
Nonminority Women	\$81,511	0.20%	2.44%	8.20	* Underutilization
		OVERALL			
African Americans	\$8,000	0.00%	2.44%	0.14	* Underutilization
AK Native Corporations	\$744,118	0.32%	12.20%	2.65	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$542,554	0.24%	4.88%	4.84	* Underutilization
Asian Indian/Pacific Islanders	\$357,928	0.16%	2.44%	6.38	* Underutilization
Hispanic Americans	\$150,375	0.07%	2.44%	2.68	* Underutilization
Nonminority Women	\$1,398,095	0.61%	2.44%	24.92	* Underutilization

¹ The percentage of dollars from the prime utilization.

² The percentage of available firms.

³ The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

Exhibit 5-26 **Subcontractor Disparity Analysis Business Categories Combined_NORTHERN REGION Fiscal Years 2002 - 2006 Alaska Department of Transportation & Public Facilities**

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization					
	2002									
African Americans	\$3,000	0.01%	1.37%	0.46	* Underutilization					
AK Native Corporations	\$429,435	0.90%	1.37%	66.05	* Underutilization					
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization					
American Indian/AK Natives	\$490,283	1.03%	6.85%	15.08	* Underutilization					
Asian Indian/Pacific Islanders	\$3,900	0.01%	2.74%	0.30	* Underutilization					
Hispanic Americans	\$374,234	0.79%	1.37%	57.56	* Underutilization					
Nonminority Women	\$1,105,312	2.33%	5.48%	42.50	* Underutilization					
·		2003								
African Americans	\$34,300	0.09%	1.37%	6.90	* Underutilization					
AK Native Corporations	\$671,530	1.85%	1.37%	135.16	Overutilization					
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization					
American Indian/AK Natives	\$15,525	0.04%	6.85%	0.62	* Underutilization					
Asian Indian/Pacific Islanders	\$210,048	0.58%	2.74%	21.14	* Underutilization					
Hispanic Americans	\$419,392	1.16%	1.37%	84.41	Underutilization					
Nonminority Women	\$322,613	0.89%	5.48%	16.23	* Underutilization					
		2004								
African Americans	\$0	0.00%	1.37%	0.00	* Underutilization					
AK Native Corporations	\$308,800	0.59%	1.37%	43.07	* Underutilization					
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization					
American Indian/AK Natives	\$650,950	1.24%	6.85%	18.16	* Underutilization					
Asian Indian/Pacific Islanders	\$0	0.00%	2.74%	0.00	* Underutilization					
Hispanic Americans	\$28,856	0.06%	1.37%	4.02	* Underutilization					
Nonminority Women	\$226,801	0.43%	5.48%	7.91	* Underutilization					
		2005								
African Americans	\$0	0.00%	1.37%	0.00	* Underutilization					
AK Native Corporations	\$27,310	0.05%	1.37%	3.96	* Underutilization					
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization					
American Indian/AK Natives	\$1,351,975	2.68%	6.85%	39.17	* Underutilization					
Asian Indian/Pacific Islanders	\$0	0.00%	2.74%	0.00	* Underutilization					
Hispanic Americans	\$325,998	0.65%	1.37%	47.23	* Underutilization					
Nonminority Women	\$384,529	0.76%	5.48%	13.93	* Underutilization					
		2006								
African Americans	\$0	0.00%	1.37%	0.00	* Underutilization					
AK Native Corporations	\$59,250	0.15%	1.37%	10.86	* Underutilization					
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization					
American Indian/AK Natives	\$575,400	1.44%	6.85%	21.09	* Underutilization					
Asian Indian/Pacific Islanders	\$0	0.00%	2.74%	0.00	* Underutilization					
Hispanic Americans	\$141,120	0.35%	1.37%	25.86	* Underutilization					
Nonminority Women	\$313,069	0.79%	5.48%	14.34	* Underutilization					
		OVERALL								
African Americans	\$37,300	0.02%	1.37%	1.20	* Underutilization					
AK Native Corporations	\$1,496,325	0.66%	1.37%	48.27	* Underutilization					
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization					
American Indian/AK Natives	\$3,084,133	1.36%	6.85%	19.90	* Underutilization					
Asian Indian/Pacific Islanders	\$213,948	0.09%	2.74%	3.45	* Underutilization					
Hispanic Americans	\$1,289,600	0.57%	1.37%	41.60	* Underutilization					
Nonminority Women	\$2,352,324	1.04%	5.48%	18.97	* Underutilization					

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

The percentage of dollars from the prime utilization.

² The percentage of available firms.

³ The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

Northern Region – Construction Related Contracts

The summary of all Construction related subcontractor utilization for the Northern Region is shown in Exhibit 5-27. During the five year study period, all DBEs in the Northern Region were significantly underutilized. The most successful groups were Alaska Native Corporations with a disparity index of 46.72 and Hispanic Americans with an index of 40.27. American Indian/Alaska Natives received the largest total contract dollars with \$3,084,133 or 1.46 percent of the total federal dollars spent by the AKDOT&PF for Construction related contracts in the Northern Region.

Northern Region - Professional Services Contracts

The summary of all Professional Services subcontractor utilization for the Northern Region is shown in Exhibit 5-28. During the five year study period, all DBEs in the Northern Region were significantly underutilized. The only groups that were awarded contracts in the Northern Region were non-minority Women with a disparity index of 4.80 and Asian Indian/Pacific Islanders with an index of 0.18. Non-minority Women owned businesses also received the largest total contract dollars with \$106,772 or 0.69 percent of the total federal dollars spent by the AKDOT&PF for Professional Services contracts in the Northern Region.

5.9.3 Southeast Region

The summary of all subcontractor utilization for the Southeast Region is shown in Exhibit 5-29. During the five year study period, all DBEs in the Southeast Region were significantly underutilized. Alaska Native Corporations were overutilized during FY2003. African Americans and Alaska Tribal Corporations were not utilized and the availability analysis indicates that there were no firms available. The most successful groups were American Indian/Alaska Natives with a disparity index of 50.06 and Alaska Native Corporations with an index of 40.14. American Indian/Alaska Native owned businesses also received the largest total contract dollars with \$6,357,919 or 3.18 percent of the total federal dollars spent by the AKDOT&PF in the Southeast Region.

Exhibit 5-27 **Subcontractor Disparity Analysis** Construction_NORTHERN REGION Fiscal Years 2002 - 2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization
		2002			
African Americans	\$3,000	0.01%	1.52%	0.45	* Underutilization
AK Native Corporations	\$429,435	0.98%	1.52%	64.30	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$490,283	1.12%	6.06%	18.41	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.52%	0.00	* Underutilization
Hispanic Americans	\$374,234	0.85%	1.52%	56.04	* Underutilization
Nonminority Women	\$1,105,312	2.52%	4.55%	55.29	* Underutilization
		2003			
African Americans	\$34,300	0.10%	1.52%	6.28	* Underutilization
AK Native Corporations	\$671,530	1.87%	1.52%	122.95	Overutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$15,525	0.04%	6.06%	0.71	* Underutilization
Asian Indian/Pacific Islanders	\$210,048	0.58%	1.52%	38.46	* Underutilization
Hispanic Americans	\$419,392	1.17%	1.52%	76.79	* Underutilization
Nonminority Women	\$322,613	0.90%	4.55%	19.73	* Underutilization
		2004			
African Americans	\$0	0.00%	1.52%	0.00	* Underutilization
AK Native Corporations	\$308,800	0.72%	1.52%	47.51	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$650,950	1.52%	6.06%	25.12	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.52%	0.00	* Underutilization
Hispanic Americans	\$28,856	0.07%	1.52%	4.44	* Underutilization
Nonminority Women	\$127,529	0.30%	4.55%	6.55	* Underutilization
		2005			
African Americans	\$0	0.00%	1.52%	0.00	* Underutilization
AK Native Corporations	\$27,310	0.05%	1.52%	3.62	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,351,975	2.72%	6.06%	44.90	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.52%	0.00	* Underutilization
Hispanic Americans	\$325,998	0.66%	1.52%	43.17	* Underutilization
Nonminority Women	\$380,629	0.77%	4.55%	16.84	* Underutilization
		2006			
African Americans	\$0	0.00%	1.52%	0.00	* Underutilization
AK Native Corporations	\$59,250	0.15%	1.52%	10.15	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$575,400	1.50%	6.06%	24.73	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.52%	0.00	* Underutilization
Hispanic Americans	\$141,120	0.37%	1.52%	24.18	* Underutilization
Nonminority Women	\$309,469	0.81%	4.55%	17.72	* Underutilization
		OVERALL			
African Americans	\$37,300	0.02%	1.52%	1.16	* Underutilization
AK Native Corporations	\$1,496,325	0.71%	1.52%	46.72	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,084,133	1.46%	6.06%	24.15	* Underutilization
Asian Indian/Pacific Islanders	\$210,048	0.10%	1.52%	6.56	* Underutilization
Hispanic Americans	\$1,289,600	0.61%	1.52%	40.27	* Underutilization
Nonminority Women	\$2,245,552	1.07%	4.55%	23.42	* Underutilization

¹ The percentage of dollars from the prime utilization.

² The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.
 Significantly underutilized - disparity index below 80.00.

Exhibit 5-28 **Subcontractor Disparity Analysis** Professional Services_NORTHERN REGION Fiscal Years 2002 - 2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms	Disparity Index ³	Disparity Impact Under/Over
			Available	ilidex	Utilization
		2002			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$3,900	0.11%	14.29%	0.78	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	14.29%	0.00	* Underutilization
		2003			a.
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	14.29%	0.00	* Underutilization
		2004			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$99,272	1.04%	14.29%	7.26	* Underutilization
		2005			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$3,900	0.56%	14.29%	3.91	* Underutilization
		2006			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$3,600	0.25%	14.29%	1.75	* Underutilization
		OVERALL			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$3,900	0.03%	14.29%	0.18	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$106,772	0.69%	14.29%	4.80	* Underutilization
- 4	· · · · · · · · · · · · · · · · · · ·				

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

The percentage of dollars from the prime utilization.

² The percentage of available firms.

³ The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

Exhibit 5-29 **Subcontractor Disparity Analysis Business Categories Combined_SOUTHEAST REGION** Fiscal Years 2002 - 2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization				
2002									
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization				
AK Native Corporations	\$459,007	1.17%	1.59%	73.89	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$1,363,456	3.49%	6.35%	54.96	* Underutilization				
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization				
Hispanic Americans	\$0	0.00%	1.59%	0.00	* Underutilization				
Nonminority Women	\$151,024	0.39%	3.17%	12.19	* Underutilization				
		2003	•						
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization				
AK Native Corporations	\$542,783	2.01%	1.59%	126.37	Overutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$118,720	0.44%	6.35%	6.92	* Underutilization				
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization				
Hispanic Americans	\$0	0.00%	1.59%	0.00	* Underutilization				
Nonminority Women	\$53,233	0.20%	3.17%	6.22	* Underutilization				
		2004	•						
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization				
AK Native Corporations	\$0	0.00%	1.59%	0.00	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$1,165,382	4.40%	6.35%	69.21	* Underutilization				
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization				
Hispanic Americans	\$201,859	0.76%	1.59%	47.88	* Underutilization				
Nonminority Women	\$149,535	0.56%	3.17%	17.79	* Underutilization				
		2005	•						
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization				
AK Native Corporations	\$274,690	0.41%	1.59%	25.60	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$3,699,236	5.48%	6.35%	86.32	Underutilization				
Asian Indian/Pacific Islanders	\$707,278	1.05%	1.59%	65.91	* Underutilization				
Hispanic Americans	\$0	0.00%	1.59%	0.00	* Underutilization				
Nonminority Women	\$1,079,852	1.60%	3.17%	50.47	* Underutilization				
		2006	•						
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization				
AK Native Corporations	\$0	0.00%	1.59%	0.00	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$11,125	0.03%	6.35%	0.44	* Underutilization				
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization				
Hispanic Americans	\$0	0.00%	1.59%	0.00	* Underutilization				
Nonminority Women	\$298,221	0.75%	3.17%	23.57	* Underutilization				
		OVERALL							
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization				
AK Native Corporations	\$1,276,479	0.64%	1.59%	40.14	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$6,357,919	3.18%	6.35%	50.06	* Underutilization				
Asian Indian/Pacific Islanders	\$707,278	0.35%	1.59%	22.24	* Underutilization				
Hispanic Americans	\$201,859	0.10%	1.59%	6.35	* Underutilization				
Nonminority Women	\$1,731,864	0.87%	3.17%	27.32	* Underutilization				

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

The percentage of dollars from the prime utilization.

² The percentage of available firms.

³ The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

Southeast Region – Construction Related Contracts

The summary of all Construction related subcontractor utilization for the Southeast Region is shown in Exhibit 5-30. During the five year study period, all DBEs in the Southeast Region were significantly underutilized. In FY 2003 Alaska Native Corporations were overutilized with a disparity index of 131.47 and in FY 2005, American Indian/Alaska Natives were overutilized with a disparity index of 104.27. The most successful groups were American Indian/Alaska Natives with a disparity index of 60.13 and non-minority Women with an index of 47.26. American Indian/Alaska Natives also received the largest total contract dollars with \$6,275,969 or 3.28 percent of the total federal dollars spent by the AKDOT&PF for Construction related contracts in the Southeast Region.

Southeast Region – Professional Services Contracts

The summary of all Professional Services subcontractor utilization for the Southeast Region is shown in Exhibit 5-31. During the five year study period, all DBEs in the Southeast Region were significantly underutilized. The only groups that were available and awarded contracts in the Southeast Region were non-minority Women with a disparity index of 7.98 and American Indian/Alaska Natives with an index of 7.70. Non-minority Women received the largest total contract dollars with \$84,853 or one percent followed closely by American Indian/Alaska Natives with \$81,950 or 0.96 percent of the total dollars spent by the AKDOT&PF for Professional Services contracts in the Southeast Region.

Exhibit 5-30 **Subcontractor Disparity Analysis** Construction_SOUTHEAST REGION Fiscal Years 2002 - 2006 Alaska Department of Transportation & Public Facilities

Contract Johans			% of	% of Firms	Disparity	Disparity Impact
African Americans African Americans African Americans \$459,007 1.20% 1.82% 66.17 * Underutilization African American Indian/AK Native Corporations \$459,007 1.20% 1.82% 66.17 * Underutilization African American Indian/AK Natives \$1,363,456 3.58% 5.45% 65.63 * Underutilization \$1,363,456 3.58% 3.58% 3.58% 3.58% \$1,363,456 3.58% 3.58% 3.58% 3.58% 3.58% \$1,363,456 3.58% 3.58% 3.58% 3.58% \$1,363,456 3.58% 3.58% 3.58% 3.58% 3.58% \$1,363,456 3.58% 3.58% 3.58% 3.58% 3.58% \$1,363,456 3.58% 3.58% 3.58% 3.58% 3.58% 3.58% \$1,563,456 3.58% 3.58% 3.58% 3.58% 3.58% 3.58% 3.58% \$1,563,456 3.58% 3.58	Ethnicity Classifications	Contract Dollars	Dollars ¹	Available ²		Under/Over Utilization
AK Native Corporations AK Tribal Corporations AK Tribal Corporations AK Tribal Corporations AK Tribal Corporations Asian Indian/Pacific Islanders Islandian/Pacific Island			2002			• • • • • • • • • • • • • • • • • • • •
AK Tribal Corporations American Indian/AK Natives Asian Indian/Pacific Islanders Hispanic Americans Nonminority Women Tribal Corporations Sol 0.00% 1.82% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 1.82% 0.00 *Underutilization Nonminority Women Tribal Corporations AK Native Corporations Sol 0.00% 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations AK Native Corporations Sol 0.00% 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Tribal Corporations Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Sol 0.00% 0.00% 0.00 *Underutilization Nonminority Women Sol 0.00% 0.00% 0.00 *Underutilization N	African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations \$0 0.00%	AK Native Corporations	\$459,007	1.20%	1.82%	66.17	* Underutilization
American Indian/AK Natives Asian Indian/Pacific Islanders S0 0.00% 1.82% 0.00 *Underutilization Nonminority Women \$151,024 0.40% 1.82% 21.77 *Underutilization Nonminority Women \$151,024 0.40% 1.82% 21.77 *Underutilization **Topostation	AK Tribal Corporations	\$0	0.00%	0.00%	0.00	
Asian Indian/Pacific Islanders	·	\$1,363,456	3.58%	5.45%	65.63	* Underutilization
Hispanic Americans	Asian Indian/Pacific Islanders	\$0	0.00%	1.82%	0.00	
Nonminority Women						
African Americans						
AK Native Corporations \$542,783 2.39% 1.82% 131.47 Overutilization AK Tribal Corporations \$0 0.00% 0.00% 0.00 *Underutilization American Indian/AK Natives \$43,810 0.19% 5.45% 3.54 *Underutilization Asian Indian/Pacific Islanders \$0 0.00% 1.82% 0.00 *Underutilization Hispanic Americans \$0 0.00% 1.82% 0.00 *Underutilization Momoricans \$0 0.00% 1.82% 0.00 *Underutilization AK Native Corporations \$0 0.00% 0.00% 0.00 *Underutilization AK Native Corporations \$0 0.00% 0.00% 0.00 *Underutilization AK Tribal Corporations \$1,158,342 4.51% 5.45% 82.77 Underutilization Asian Indian/Pacific Islanders \$0 0.00% 1.82% 80.00 *Underutilization Hispanic Americans \$201,859 0.79% 1.82% 43.19 *Underutilization		¥ - /-				
AK Tribal Corporations	African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	AK Native Corporations	\$542.783	2.39%	1.82%	131.47	Overutilization
American Indian/AK Natives \$43,810 0.19% 5.45% 3.54 * Underutilization Asian Indian/Pacific Islanders \$0 0.00% 1.82% 0.00 * Underutilization Hispanic Americans \$0 0.00% 1.82% 0.00 * Underutilization 2004 African Americans \$0 0.00% 1.82% 1.289 * Underutilization African Americans \$0 0.00% 0.00% 0.00 * Underutilization AK Tribal Corporations \$0 0.00% 0.00% 0.00 * Underutilization African American Indian/AK Natives \$1,158,342 4.51% 5.45% 82.77 Underutilization Asian Indian/Pacific Islanders \$0 0.00% 1.82% 0.00 * Underutilization Hispanic Americans \$201,859 0.79% 1.82% 43.19 * Underutilization Asian Indian/Pacific Islanders \$0 0.00% 0.00 * Underutilization African Americans \$0 0.00% 0.00% 0.00 <td>•</td> <td></td> <td>0.00%</td> <td>0.00%</td> <td>0.00</td> <td>* Underutilization</td>	•		0.00%	0.00%	0.00	* Underutilization
Asian Indian/Pacific Islanders	·	\$43.810	0.19%	5.45%	3.54	
Hispanic Americans						
Nominority Women						
African Americans \$0						
AK Native Corporations		, , , , , , , , , , , , , , , , , , , 				
AK Native Corporations \$0 0.00% 1.82% 0.00 * Underutilization AK Tribal Corporations \$0 0.00% 0.00% 0.00 * Underutilization American Indian/AK Natives \$1,158,342 4.51% 5.45% 82.77 Underutilization Asian Indian/Pacific Islanders \$0 0.00% 1.82% 0.00 * Underutilization Hispanic Americans \$201,859 0.79% 1.82% 43.19 * Underutilization Nonminority Women \$136,575 0.53% 1.82% 29.22 * Underutilization Z005 African Americans \$0 0.00% 0.00% 0.00 * Underutilization AK Native Corporations \$274,690 0.42% 1.82% 23.18 * Underutilization AK Tribal Corporations \$3,699,236 5.68% 5.45% 104.27 Overutilization Asian Indian/Pacific Islanders \$707,278 1.09% 1.82% 59.70 * Underutilization Hispanic Americans \$0 0.00% 1.82%	African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	AK Native Corporations					
American Indian/AK Natives \$1,158,342 4.51% 5.45% 82.77 Underutilization Asian Indian/Pacific Islanders \$0 0.00% 1.82% 0.00 * Underutilization Hispanic Americans \$201,859 0.79% 1.82% 43.19 * Underutilization Nonminority Women \$136,575 0.53% 1.82% 29.22 * Underutilization Z005 African Americans \$0 0.00% 0.00% 0.00 * Underutilization AK Native Corporations \$0 0.00% 0.00% 0.00 * Underutilization AK Tribal Corporations \$3,699,236 5.68% 5.45% 104.27 Overutilization Asian Indian/Pacific Islanders \$707,278 1.09% 1.82% 59.70 * Underutilization Hispanic Americans \$0 0.00% 1.82% 0.00 * Underutilization Nonminority Women \$1,007,959 1.55% 1.82% 0.00 * Underutilization AK Native Corporations \$0 0.00% 0.00%	T			0.00%	0.00	
Asian Indian/Pacific Islanders Hispanic Americans Nonminority Women \$136,575 0.53% 1.82% 29.22 African Americans AK Native Corporations Asian Indian/Pacific Islanders Hispanic Americans \$0 0.00% 0.00% 0.00% 0.000 African Americans AK Native Corporations AK Tribal Corporations Asian Indian/Pacific Islanders Hispanic Americans \$0 0.00% 0.00% 0.00% 0.00 * Underutilization Underutilization Underutilization Underutilization * Underutilizatio	·					
Hispanic Americans					-	
Nonminority Women						
African Americans	· ·					
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Hispanic Americans \$201,859 0.11% 1.82% 5.79 * Underutilization						
	Nonminority Women	\$1,647,011	0.86%	1.82%	47.26	* Underutilization

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

The percentage of dollars from the prime utilization.

² The percentage of available firms.

³ The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

Exhibit 5-31 Subcontractor Disparity Analysis Professional Services_SOUTHEAST REGION Fiscal Years 2002 - 2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization
		2002			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	12.50%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	12.50%	0.00	* Underutilization
		2003			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$74,910	1.73%	12.50%	13.85	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	12.50%	0.00	* Underutilization
		2004			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$7,040	0.84%	12.50%	6.72	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$12,960	1.55%	12.50%	12.37	* Underutilization
		2005			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	12.50%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$71,893	3.00%	12.50%	24.02	* Underutilization
		2006			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	12.50%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	12.50%	0.00	* Underutilization
		OVERALL			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$81,950	0.96%	12.50%	7.70	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$84,853	1.00%	12.50%	7.98	* Underutilization

¹ The percentage of dollars from the prime utilization.

² The percentage of available firms.

³ The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

5.10 Modal Analysis

The following sections will discuss the disparity analyses of DBE firms on federally assisted contracts by two USDOT funding modals: Federal Highway Administration (FHWA) and the Federal Aviation Administration (FAA). The Federal Transit Administration (FTA) is not included in the analysis because there were only three contracts issued during the study period which represents approximately .1 percent of the contract dollars. The analysis also includes DBE utilization by each modal by each of the three AKDOT&PF contracting regions: Northern, Central and Southeast. Exhibit 5-32 is a map of the AKDOT&PF regions. The Regional Contracts Offices are located in Fairbanks (Northern), Anchorage (Central) and Juneau (Southeast).

Exhibit 5-32
State of Alaska Department of Transportation
And Public Facilities Regions

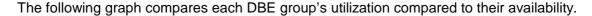


Summary charts are included in this set of analyses. The detailed charts are provided in Appendix D.

5.10.1 Federal Highway Administration

Of the federally funded contracts awarded by the AKDOT&PF during the study period, \$1,146,273,733 or 59.60 percent of the total dollars included Federal Highway Administration (FHWA) funds. Exhibit 5-33 is a summary of DBE subcontractor utilization on all FHWA contracts.

Over the course of the study period, all DBE groups with the exception of non-minority Women were significantly underutilized on FHWA funded contracts. Non-minority Women were overutilized with a disparity index of 104.49 and were also the most successful DBE group.



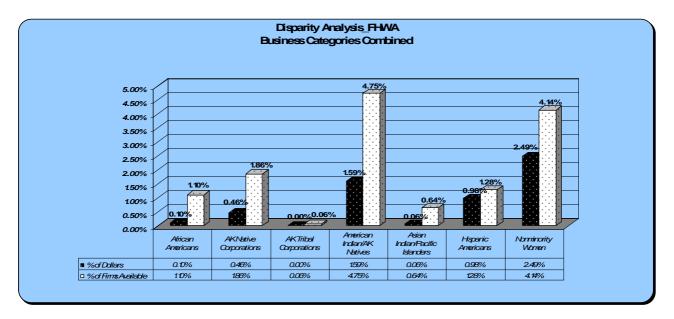


Exhibit 5-33 Subcontractor Disparity Analysis Business Categories Combined_FHWA Fiscal Years 2002-2006 Alaska Department of Transportation & Public Facilities

Education Olara Mination	Contract Dellers	% of	% of Firms	Disparity	Disparity Impact
Ethnicity Classifications	Contract Dollars	Dollars ¹	Available ²	Index ³	Under/Over Utilization
		2002			• • • • • • • • • • • • • • • • • • • •
African Americans	\$3,000	0.00%	1.33%	0.12	* Underutilization
AK Native Corporations	\$2,135,657	1.15%	3.18%	36.19	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,368,413	1.81%	6.37%	28.49	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization
Hispanic Americans	\$2,828,051	1.52%	1.59%	95.84	Underutilization
Nonminority Women	\$4,490,270	2.42%	2.39%	101.23	Overutilization
		2003			
African Americans	\$438,892	0.17%	1.33%	13.00	* Underutilization
AK Native Corporations	\$566,604	0.22%	3.18%	7.02	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,516,257	1.38%	6.37%	21.74	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization
Hispanic Americans	\$2,785,299	1.10%	1.59%	68.99	* Underutilization
Nonminority Women	\$6,789,200	2.67%	2.39%	111.88	Overutilization
		2004			
African Americans	\$220,250	0.10%	1.33%	7.35	* Underutilization
AK Native Corporations	\$87,320	0.04%	3.18%	1.22	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$5,821,409	2.59%	6.37%	40.58	* Underutilization
Asian Indian/Pacific Islanders	\$43,295	0.02%	1.59%	1.21	* Underutilization
Hispanic Americans	\$1,559,647	0.69%	1.59%	43.56	* Underutilization
Nonminority Women	\$8,428,080	3.74%	2.39%	156.60	Overutilization
		2005			
African Americans	\$583,159	0.20%	1.33%	15.22	* Underutilization
AK Native Corporations	\$375,638	0.13%	3.18%	4.10	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$5,163,951	1.79%	6.37%	28.14	* Underutilization
Asian Indian/Pacific Islanders	\$707,278	0.25%	1.59%	15.44	* Underutilization
Hispanic Americans	\$1,768,692	0.61%	1.59%	38.61	* Underutilization
Nonminority Women	\$5,773,493	2.00%	2.39%	83.85	Underutilization
		2006	·		
African Americans	\$3,000	0.00%	1.33%	0.12	* Underutilization
AK Native Corporations	\$795,912	0.41%	3.18%	12.93	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,784,595	0.92%	6.37%	14.48	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization
Hispanic Americans	\$2,139,605	1.11%	1.59%	69.54	* Underutilization
Nonminority Women	\$3,144,626	1.63%	2.39%	67.99	* Underutilization
		OVERALL		•	
African Americans	\$1,248,301	0.11%	1.33%	8.19	* Underutilization
AK Native Corporations	\$3,961,131	0.35%	3.18%	10.87	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$19,654,625	1.71%	6.37%	26.92	* Underutilization
Asian Indian/Pacific Islanders	\$750,573	0.07%	1.59%	4.12	* Underutilization
Hispanic Americans	\$11,081,294	0.97%	1.59%	60.80	* Underutilization
Nonminority Women	\$28,625,669	2.50%	2.39%	104.49	Overutilization
- 9	,,				

¹ The percentage of dollars from the prime utilization.

² The percentage of available firms.

³ The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

5.10.2 FHWA Construction Related Contracts

In Exhibit 5-34 non-minority Women owned companies were not significantly underutilized during the study period on construction-related contracts. They were either overutilized or close to parity all five years of the study. Hispanic Americans were the second most successful DBE group with a disparity index of 71.37.; American Indian/Alaska Natives represents the highest DBE group in availability. Non-minority Women owned businesses also received the largest total contract dollars with \$27,426,020 or 2.76 percent of the FHWA construction related contracts. All other DBE groups were significantly underutilized on construction-related contracts throughout the study period.

5.10.3 FHWA Professional Services Contracts

Exhibit 5-35 shows that DBE firms were not as successful on Professional Services contracts compared to Construction contracts. All DBE groups were significantly underutilized during the study period. The AKDOT&PF spent \$151,034,161 on Professional Services contracts that were funded by the FHWA of which DBE firms received a total of \$1,896,323 or 1.26 percent in subcontracts. Of the total DBE subcontract dollars, non-minority Women received \$1,199,649 or 0.79 percent.

5.10.4 FHWA Contracts with and without DBE Goals

As mentioned previously, the AKDOT&PF issued FHWA contracts that totaled \$1,146,273,733 during the study period. Sixty (60) percent, or \$690,817,245, of the contract dollars were spent with DBEs with an average DBE participation goal of 6.22 percent or \$42,945,087. When the AKDOT&PF identified project specific goals on contracts, the average DBE participation was 7.64 percent utilization or a total of \$52,805,546. The remaining contracts totaling \$455,456,488 (40 percent) were awarded without any DBE goal associated with the project. Of the \$455,456,488, \$12,516,045 was awarded to DBE subcontractors reflecting a DBE utilization of 2.75 percent.

Exhibit 5-34 **Subcontractor Disparity Analysis** Construction_FHWA Fiscal Years 2002-2006 **Alaska Department of Transportation & Public Facilities**

		% of	% of Firms	Disparity	Disparity Impact
Ethnicity Classifications	Contract Dollars	Dollars ¹	Available ²	Index ³	Under/Over
		2002			Utilization
African Americans	\$3,000	0.00%	1.25%	0.15	* Underutilization
AK Native Corporations	\$2,135,657	1.36%	2.18%	62.19	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,368,413	2.14%	6.23%	34.32	* Underutilization
Asian Indian/Pacific Islanders	\$0,300,413	0.00%	1.25%	0.00	* Underutilization
Hispanic Americans	\$2,828,051	1.80%	1.56%	115.08	Overutilization
Nonminority Women	\$4,481,969	2.85%	1.87%	152.14	Overutilization
Normalia into Women	ψ4,401,303	2003	1.07 /6	132.14	Overutilization
African Americans	\$438,892	0.20%	1.25%	16.38	* Underutilization
AK Native Corporations	\$454,904	0.21%	2.18%	9.74	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,516,257	1.64%	6.23%	26.34	* Underutilization
Asian Indian/Pacific Islanders	\$0,510,257	0.00%	1.25%	0.00	* Underutilization
Hispanic Americans	\$2,785,299	1.30%	1.56%	83.32	Underutilization
Nonminority Women	\$6,289,499	2.94%	1.87%	156.95	Overutilization
Normalia Women	\$0,269,499	2004	1.07 /6	150.95	Overutilization
African Americans	\$215,250	0.11%	1.25%	8.57	* Underutilization
AK Native Corporations	\$87,320	0.04%	2.18%	1.99	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$5,665,477	2.82%	6.23%	45.26	* Underutilization
Asian Indian/Pacific Islanders	\$5,005,477	0.00%	1.25%	0.00	* Underutilization
Hispanic Americans	\$1,559,647	0.78%	1.56%	49.76	* Underutilization
Nonminority Women	\$7,971,132	3.97%	1.87%	212.16	Overutilization
Noniminority Women	Ψ1,911,132	2005	1.07 /6	212.10	Overdilization
African Americans	\$583,159	0.23%	1.25%	18.47	* Underutilization
AK Native Corporations	\$375,638	0.15%	2.18%	6.82	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$5,163,471	2.04%	6.23%	32.81	* Underutilization
Asian Indian/Pacific Islanders	\$707,278	0.28%	1.25%	22.40	* Underutilization
Hispanic Americans	\$1,768,692	0.70%	1.56%	44.89	* Underutilization
Nonminority Women	\$5,607,932	2.22%	1.87%	118.72	Overutilization
TVOITIMENTLY VVOITIEN	ψ0,007,302	2006	1.07 70	110.72	Overatinzation
African Americans	\$0	0.00%	1.25%	0.00	* Underutilization
AK Native Corporations	\$419,625	0.25%	2.18%	11.33	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,783,615	1.05%	6.23%	16.85	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.25%	0.00	* Underutilization
Hispanic Americans	\$2,139,605	1.26%	1.56%	80.73	Underutilization
Nonminority Women	\$3,075,488	1.81%	1.87%	96.80	Underutilization
TVOITIMENTLY VVOITIEN	ψυ,υτυ, που	OVERALL	1.07 70	30.00	Onderdinzation
African Americans	\$1,240,301	0.12%	1.25%	9.97	* Underutilization
AK Native Corporations	\$3,473,144	0.35%	2.18%	16.01	* Underutilization
AK Tribal Corporations	\$0,473,144	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$19,497,233	1.96%	6.23%	31.45	* Underutilization
Asian Indian/Pacific Islanders	\$707,278	0.07%	1.25%	5.69	* Underutilization
Hispanic Americans	\$11,081,294	1.11%	1.56%	71.37	* Underutilization
Nonminority Women	\$27,426,020	2.76%	1.87%	147.36	Overutilization
140mmionty VVOITIGH	ΨΖ1,420,020	2.10/0	1.07 /0	141.50	Overdinzation

¹ The percentage of dollars from the prime utilization.

The percentage of available firms.
 The disparity index is % utilization divided by % availability multiplied by 100.
 Significantly underutilized - disparity index below 80.00.

Exhibit 5-35 Subcontractor Disparity Analysis Professional Services_FHWA Fiscal Years 2002-2006 Alaska Department of Transportation & Public Facilities

	Contract	% of	% of Firms	Disparity	Disparity Impact
Ethnicity Classifications	Dollars	Dollars ¹	Available ²	Index ³	Under/Over Utilization
		2003			
African Americans	\$0	0.00%	1.79%	0.00	* Underutilization
AK Native Corporations	\$111,700	0.28%	8.93%	3.16	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	7.14%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	3.57%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.79%	0.00	* Underutilization
Nonminority Women	\$499,701	1.26%	5.36%	23.53	* Underutilization
		2004			
African Americans	\$5,000	0.02%	1.79%	1.15	* Underutilization
AK Native Corporations	\$0	0.00%	8.93%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$155,932	0.64%	7.14%	9.00	* Underutilization
Asian Indian/Pacific Islanders	\$43,295	0.18%	3.57%	5.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.79%	0.00	* Underutilization
Nonminority Women	\$456,948	1.88%	5.36%	35.14	* Underutilization
		2005			
African Americans	\$0	0.00%	1.79%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	8.93%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$480	0.00%	7.14%	0.02	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	3.57%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.79%	0.00	* Underutilization
Nonminority Women	\$165,561	0.47%	5.36%	8.70	* Underutilization
		2006			
African Americans	\$3,000	0.01%	1.79%	0.71	* Underutilization
AK Native Corporations	\$376,287	1.59%	8.93%	17.84	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$980	0.00%	7.14%	0.06	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	3.57%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.79%	0.00	* Underutilization
Nonminority Women	\$69,138	0.29%	5.36%	5.46	* Underutilization
		OVERALL			
African Americans	\$8,000	0.01%	1.79%	0.30	* Underutilization
AK Native Corporations	\$487,987	0.32%	8.93%	3.62	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$157,392	0.10%	7.14%	1.46	* Underutilization
Asian Indian/Pacific Islanders	\$43,295	0.03%	3.57%	0.80	* Underutilization
Hispanic Americans	\$0	0.00%	1.79%	0.00	* Underutilization
Nonminority Women	\$1,199,649	0.79%	5.36%	14.82	* Underutilization

¹ The percentage of dollars from the prime utilization.

² The percentage of available firms.

 $^{^{\}rm 3}$ The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

A closer review of the contracts without DBE goals show that 34 percent of the dollars associated with non-DBE goal contracts were issued in 2006 after the DBE program suspended its use of goals in 2006. Even with the suspended program, DBE firms were used at a higher rate than during the previous four years. Forty (40) percent of all DBE dollars were awarded in 2006. The suspension of applying goals is a significant factor because it does not mean that the firms were not available to participate, rather, that it was a legal and policy decision at that time.

Year(s)	Total Contract \$	% of Total \$	DBE \$	% of DBE \$	DBE % of Total \$
2002 - 2005	\$301,428,575	66%	\$7,514,870	60 %	2.49 %
2006	\$154,027,914	34 %	\$5,001,175	40 %	3.25 %
Total	\$455,456,488	100 %	\$12,516,045	100 %	2.75 %

Another interesting note is that on average, the prime contractors were able to exceed the overall goal regardless of whether project goals were established. In contrast, we now know that the project goals for DBEs were under-estimated during the study period. Therefore, we are able to draw the conclusion that there is a higher level of availability of DBEs than previously estimated and that a segment of DBEs can be competitive in a race-neutral environment. A Summary of the goals achieved by year for FHWA funded contracts is shown in Exhibit 5-36. For the detailed list, please see Appendix D.

Exhibit 5-36

Business Categories Combined

Fiscal Years 2002-2006

Project Goal Utilization Analysis_FHWA

Alaska Department of Transportation & Public Facilities

Contract Amount	Contract Goal Amount	Contract Goal	Achieved Contract Goal Amount	Achieved Goal %	Dollars Over/Under Goal	% of Dollars Over/Under Goal				
		Goal	Analysis_FHWA							
			2002							
\$185,591,632	\$8,229,039	4.43%	\$12,825,391	6.91%	\$4,596,353	2.48%				
			2003							
\$253,903,014	\$14,059,704	5.54%	\$14,096,251	5.55%	\$36,547	0.01%				
			2004							
\$225,179,210	\$13,019,891	5.78%	\$16,160,001	7.18%	\$3,140,110	1.39%				
			2005							
\$288,086,254	\$5,957,228	2.07%	\$14,372,211	4.99%	\$8,414,983	2.92%				
			2006							
\$193,513,623	\$1,679,225	0.87%	\$7,867,737	4.07%	\$6,188,513	3.20%				
	Overall									
\$1,146,273,733	\$42,945,087	3.75%	\$65,321,592	5.70%	\$22,376,505	1.95%				

5.10.5 FHWA Central Region

Exhibits 5-37 through 5-39 are disparity charts of all FHWA contracts for the Central Region and subdivided for Construction and Professional Services contracts.

In the Central Region, all DBE groups with the exception of non-minority Women were significantly underutilized during the study period. The most successful DBE groups, overall, were non-minority Women, Hispanic Americans and American Indian/Alaska Natives respective to each group's availability. The three DBE groups combined received \$48,382,448 or 92 percent, of the \$52,642,063 total dollars received by all DBE subcontractors.

Of the \$52,642,063 in FWHA subcontracts received by DBE firms in the Central Region, \$50,920,057, or 97 percent, were received through construction-related subcontracts. While the availability of DBE firms is not as high as in the Northern Region, they all were substantially underutilized on Professional Services contracts.

5.10.6 FHWA Northern Region

Exhibits 5-40 through 5-42 are disparity charts of all FHWA contracts for the Northern Region and subdivided for Construction and Professional Services contracts.

While all DBE firms were substantially underutilized throughout the study period for all business categories, it is significant to note that all dollars, except \$87,067, received by DBE firms were for construction-related work. Only one Professional Services subcontract was awarded to a non-minority Woman DBE firm in FY 2004.

In the Northern Region, DBE availability is approximately 19 percent with the highest representation by American Indian/Alaska Natives at 6.85 percent followed by non-minority Women at 5.48 percent.

Exhibit 5-37 **Subcontractor Disparity Analysis Business Categories Combined_FHWA_CENTRAL REGION** Fiscal Years 2002-2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization
	<u> </u>	2002			
African Americans	\$0	0.00%	1.66%	0.00	* Underutilization
AK Native Corporations	\$1,755,052	0.95%	4.15%	22.79	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,900,864	1.02%	6.22%	16.47	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.24%	0.00	* Underutilization
Hispanic Americans	\$2,468,096	1.33%	1.66%	80.11	Underutilization
Nonminority Women	\$3,378,065	1.82%	1.24%	146.79	Overutilization
		2003			
African Americans	\$404,592	0.16%	1.66%	9.60	* Underutilization
AK Native Corporations	\$316,575	0.12%	4.15%	3.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,456,922	1.36%	6.22%	21.89	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.24%	0.00	* Underutilization
Hispanic Americans	\$2,481,280	0.98%	1.66%	58.87	* Underutilization
Nonminority Women	\$6,527,150	2.57%	1.24%	207.32	Overutilization
,	<u> </u>	2004			
African Americans	\$220,250	0.10%	1.66%	5.89	* Underutilization
AK Native Corporations	\$87,320	0.04%	4.15%	0.93	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$4,725,518	2.10%	6.22%	33.74	* Underutilization
Asian Indian/Pacific Islanders	\$43,295	0.02%	1.24%	1.55	* Underutilization
Hispanic Americans	\$1,328,932	0.59%	1.66%	35.55	* Underutilization
Nonminority Women	\$8,191,478	3.64%	1.24%	293.37	Overutilization
,	<u> </u>	2005			
African Americans	\$583,159	0.20%	1.66%	12.19	* Underutilization
AK Native Corporations	\$109,700	0.04%	4.15%	0.92	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,722,153	0.60%	6.22%	9.61	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.24%	0.00	* Underutilization
Hispanic Americans	\$1,442,695	0.50%	1.66%	30.17	* Underutilization
Nonminority Women	\$4,519,279	1.57%	1.24%	126.51	Overutilization
,	<u> </u>	2006			
African Americans	\$3,000	0.00%	1.66%	0.09	* Underutilization
AK Native Corporations	\$736,662	0.38%	4.15%	9.17	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,601,070	0.83%	6.22%	13.30	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.24%	0.00	* Underutilization
Hispanic Americans	\$2,102,011	1.09%	1.66%	65.44	* Underutilization
Nonminority Women	\$2,536,936	1.31%	1.24%	105.72	Overutilization
,		OVERALL			
African Americans	\$1,211,001	0.11%	1.66%	6.36	* Underutilization
AK Native Corporations	\$3,005,309	0.26%	4.15%	6.32	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$13,406,527	1.17%	6.22%	18.80	* Underutilization
Asian Indian/Pacific Islanders	\$43,295	0.00%	1.24%	0.30	* Underutilization
Hispanic Americans	\$9,823,013	0.86%	1.66%	51.62	* Underutilization
Nonminority Women	\$25,152,908	2.19%	1.24%	176.96	Overutilization

The percentage of dollars from the prime utilization.
The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.
 Significantly underutilized - disparity index below 80.00.

Exhibit 5-38 Subcontractor Disparity Analysis Construction_FHWA_CENTRAL REGION Fiscal Years 2002-2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization
		2002			
African Americans	\$0	0.00%	1.50%	0.00	* Underutilization
AK Native Corporations	\$1,755,052	1.11%	2.50%	44.56	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,900,864	1.21%	6.50%	18.56	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.00%	0.00	* Underutilization
Hispanic Americans	\$2,468,096	1.57%	1.50%	104.45	Overutilization
Nonminority Women	\$3,369,764	2.14%	1.00%	213.90	Overutilization
· ·		2003			
African Americans	\$404,592	0.19%	1.50%	12.59	* Underutilization
AK Native Corporations	\$204,875	0.10%	2.50%	3.82	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,456,922	1.61%	6.50%	24.82	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.00%	0.00	* Underutilization
Hispanic Americans	\$2,481,280	1.16%	1.50%	77.19	* Underutilization
Nonminority Women	\$6,027,449	2.81%	1.00%	281.28	Overutilization
		2004			
African Americans	\$215,250	0.11%	1.50%	7.14	* Underutilization
AK Native Corporations	\$87,320	0.04%	2.50%	1.74	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$4,576,626	2.28%	6.50%	35.04	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.00%	0.00	* Underutilization
Hispanic Americans	\$1,328,932	0.66%	1.50%	44.09	* Underutilization
Nonminority Women	\$7,834,557	3.90%	1.00%	389.93	Overutilization
		2005			
African Americans	\$583,159	0.23%	1.50%	15.39	* Underutilization
AK Native Corporations	\$109,700	0.04%	2.50%	1.74	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,721,673	0.68%	6.50%	10.49	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.00%	0.00	* Underutilization
Hispanic Americans	\$1,442,695	0.57%	1.50%	38.08	* Underutilization
Nonminority Women	\$4,420,977	1.75%	1.00%	175.02	Overutilization
		2006			
African Americans	\$0	0.00%	1.50%	0.00	* Underutilization
AK Native Corporations	\$360,375	0.21%	2.50%	8.48	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,600,090	0.94%	6.50%	14.49	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.00%	0.00	* Underutilization
Hispanic Americans	\$2,102,011	1.24%	1.50%	82.48	Underutilization
Nonminority Women	\$2,467,798	1.45%	1.00%	145.25	Overutilization
·		OVERALL			
African Americans	\$1,203,001	0.12%	1.50%	8.06	* Underutilization
AK Native Corporations	\$2,517,322	0.25%	2.50%	10.12	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$13,256,175	1.33%	6.50%	20.49	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.00%	0.00	* Underutilization
Hispanic Americans	\$9,823,013	0.99%	1.50%	65.80	* Underutilization
Nonminority Women	\$24,120,546	2.42%	1.00%	242.36	Overutilization

¹ The percentage of dollars from the prime utilization.

² The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

Exhibit 5-39 **Subcontractor Disparity Analysis** Professional Services_FHWA_CENTRAL REGION **Fiscal Years 2002-2006 Alaska Department of Transportation & Public Facilities**

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization
	<u> </u>	2002	<u> </u>		
African Americans	\$0	0.00%	2.44%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	12.20%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	4.88%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.44%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	2.44%	0.00	* Underutilization
Nonminority Women	\$8,301	0.03%	2.44%	1.21	* Underutilization
		2003			
African Americans	\$0	0.00%	2.44%	0.00	* Underutilization
AK Native Corporations	\$111,700	0.28%	12.20%	2.31	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	4.88%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.44%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	2.44%	0.00	* Underutilization
Nonminority Women	\$499,701	1.26%	2.44%	51.70	* Underutilization
		2004			
African Americans	\$5,000	0.02%	2.44%	0.84	* Underutilization
AK Native Corporations	\$0	0.00%	12.20%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$148,892	0.61%	4.88%	12.58	* Underutilization
Asian Indian/Pacific Islanders	\$43,295	0.18%	2.44%	7.31	* Underutilization
Hispanic Americans	\$0	0.00%	2.44%	0.00	* Underutilization
Nonminority Women	\$356,921	1.47%	2.44%	60.30	* Underutilization
		2005			
African Americans	\$0	0.00%	2.44%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	12.20%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$480	0.00%	4.88%	0.03	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.44%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	2.44%	0.00	* Underutilization
Nonminority Women	\$98,302	0.28%	2.44%	11.35	* Underutilization
		2006			
African Americans	\$3,000	0.01%	2.44%	0.52	* Underutilization
AK Native Corporations	\$376,287	1.59%	12.20%	13.06	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$980	0.00%	4.88%	0.09	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.44%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	2.44%	0.00	* Underutilization
Nonminority Women	\$69,138	0.29%	2.44%	12.00	* Underutilization
		OVERALL			
African Americans	\$8,000	0.01%	2.44%	0.22	* Underutilization
AK Native Corporations	\$487,987	0.32%	12.20%	2.65	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$150,352	0.10%	4.88%	2.04	* Underutilization
Asian Indian/Pacific Islanders	\$43,295	0.03%	2.44%	1.17	* Underutilization
Hispanic Americans	\$0	0.00%	2.44%	0.00	* Underutilization
Nonminority Women	\$1,032,363	0.68%	2.44%	28.01	* Underutilization

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

The percentage of dollars from the prime utilization.

² The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.
 Significantly underutilized - disparity index below 80.00.

Exhibit 5-40 **Subcontractor Disparity Analysis Business Categories Combined_FHWA_NORTHERN REGION** Fiscal Years 2002-2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms	Disparity Index ³	Disparity Impact Under/Over
			Available	macx	Utilization
		2002	4.5=64		*
African Americans	\$3,000	0.00%	1.37%	0.12	* Underutilization
AK Native Corporations	\$136,548	0.07%	1.37%	5.37	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$490,283	0.26%	6.85%	3.86	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.74%	0.00	* Underutilization
Hispanic Americans	\$359,955	0.19%	1.37%	14.16	* Underutilization
Nonminority Women	\$961,181	0.52%	5.48%	9.45	* Underutilization
African American	#04.000	2003	4.070/	0.00	* 1 loods a 400-40-4
African Americans	\$34,300	0.01%	1.37%	0.99	* Underutilization
AK Native Corporations	\$14,250	0.01%	1.37%	0.41	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$15,525	0.01%	6.85%	0.09	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.74%	0.00	* Underutilization
Hispanic Americans	\$304,019	0.12%	1.37%	8.74	* Underutilization
Nonminority Women	\$262,050	0.10%	5.48%	1.88	* Underutilization
	1 00	2004			
African Americans	\$0	0.00%	1.37%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	1.37%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	6.85%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.74%	0.00	* Underutilization
Hispanic Americans	\$28,856	0.01%	1.37%	0.94	* Underutilization
Nonminority Women	\$87,067	0.04%	5.48%	0.71	* Underutilization
		2005			
African Americans	\$0	0.00%	1.37%	0.00	* Underutilization
AK Native Corporations	\$27,310	0.01%	1.37%	0.69	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$241,835	0.08%	6.85%	1.23	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.74%	0.00	* Underutilization
Hispanic Americans	\$325,998	0.11%	1.37%	8.26	* Underutilization
Nonminority Women	\$178,996	0.06%	5.48%	1.13	* Underutilization
AC: A :	Φ0	2006	4.070/	2.22	* 11 1 20 2
African Americans	\$0	0.00%	1.37%	0.00	* Underutilization
AK Native Corporations	\$59,250	0.03%	1.37%	2.23	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$172,400	0.09%	6.85%	1.30	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.74%	0.00	* Underutilization
Hispanic Americans	\$37,594	0.02%	1.37%	1.42	* Underutilization
Nonminority Women	\$309,469	0.16%	5.48%	2.92	* Underutilization
	1 40-00-1	OVERALL	4.0=0/		4 11 1 20 2
African Americans	\$37,300	0.00%	1.37%	0.24	* Underutilization
AK Native Corporations	\$237,358	0.02%	1.37%	1.51	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$920,043	0.08%	6.85%	1.17	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.74%	0.00	* Underutilization
Hispanic Americans	\$1,056,422	0.09%	1.37%	6.73	* Underutilization
Nonminority Women	\$1,798,763	0.16%	5.48%	2.86	* Underutilization

 $^{^{\}rm 1}$ The percentage of dollars from the prime utilization.

² The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.
 * Significantly underutilized - disparity index below 80.00.

Exhibit 5-41 **Subcontractor Disparity Analysis** Construction_FHWA_NORTHERN REGION Fiscal Years 2002-2006 **Alaska Department of Transportation & Public Facilities**

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms	Disparity Index ³	Disparity Impact Under/Over
		2002			Utilization
African Americans	\$3,000	0.00%	1.52%	0.13	* Underutilization
AK Native Corporations	\$136,548	0.00%	1.52%	5.70	* Underutilization
AK Tribal Corporations	\$130,546	0.09%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$490,283	0.00%	6.06%	5.14	* Underutilization
Asian Indian/Pacific Islanders	\$490,283	0.00%	1.52%	0.00	* Underutilization
Hispanic Americans	\$359,955	0.00%	1.52%	15.03	* Underutilization
Nonminority Women	\$961,181	0.23%	4.55%	13.41	* Underutilization
Nonlininonty Women	\$901,101	2003	4.55%	13.41	Officerutilization
African Americans	\$34,300	0.02%	1.52%	1.05	* Underutilization
AK Native Corporations	\$14,250	0.01%	1.52%	0.44	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$15,525	0.00%	6.06%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.52%	0.00	* Underutilization
Hispanic Americans	\$304,019	0.14%	1.52%	9.33	* Underutilization
Nonminority Women	\$262,050	0.14%	4.55%	2.69	* Underutilization
Normalianty Women	\$202,030	2004	4.5576	2.09	Officeratilization
African Americans	\$0	0.00%	1.52%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	1.52%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	6.06%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.52%	0.00	* Underutilization
Hispanic Americans	\$28,856	0.01%	1.52%	0.94	* Underutilization
Nonminority Women	\$0	0.00%	4.55%	0.00	* Underutilization
rterminenty tremen	ψ.	2005	1.0070	0.00	O'lidol dillization
African Americans	\$0	0.00%	1.52%	0.00	* Underutilization
AK Native Corporations	\$27,310	0.01%	1.52%	0.71	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$241,835	0.10%	6.06%	1.58	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.52%	0.00	* Underutilization
Hispanic Americans	\$325,998	0.13%	1.52%	8.49	* Underutilization
Nonminority Women	\$178,996	0.07%	4.55%	1.56	* Underutilization
		2006			
African Americans	\$0	0.00%	1.52%	0.00	* Underutilization
AK Native Corporations	\$59,250	0.03%	1.52%	2.29	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$172,400	0.10%	6.06%	1.67	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.52%	0.00	* Underutilization
Hispanic Americans	\$37,594	0.02%	1.52%	1.46	* Underutilization
Nonminority Women	\$309,469	0.18%	4.55%	4.00	* Underutilization
		OVERALL			
African Americans	\$37,300	0.00%	1.52%	0.25	* Underutilization
AK Native Corporations	\$237,358	0.02%	1.52%	1.57	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$920,043	0.09%	6.06%	1.53	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.52%	0.00	* Underutilization
Hispanic Americans	\$1,056,422	0.11%	1.52%	6.98	* Underutilization
Nonminority Women	\$1,711,696	0.17%	4.55%	3.78	* Underutilization

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

The percentage of dollars from the prime utilization.

² The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.

* Significantly underutilized - disparity index below 80.00.

Exhibit 5-42 **Subcontractor Disparity Analysis** Professional Services_FHWA_NORTHERN REGION **Fiscal Years 2002-2006** Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of	% of Firms	Disparity Index ³	Disparity Impact Under/Over
		Dollars ¹	Available ²	Index	Utilization
		2002			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	14.29%	0.00	* Underutilization
		2003			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	14.29%	0.00	* Underutilization
		2004			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$87,067	0.36%	14.29%	2.51	* Underutilization
		2005			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	14.29%	0.00	* Underutilization
		2006			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	14.29%	0.00	* Underutilization
		OVERALL			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$87,067	0.06%	14.29%	0.40	* Underutilization
Source: Alaska Department of Tran		-11141 4 41		4. 0004 (1	

¹ The percentage of dollars from the prime utilization.

² The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.
 Significantly underutilized - disparity index below 80.00.

5.10.7 FHWA Southeast Region

Exhibits 5-43 through 5-45 are disparity charts of all FHWA contracts for the Southeast Region and subdivided for Construction and Professional Services contracts.

The exhibits presented above continue the pattern of significant underutilization for all DBE groups. As shown in the Northern and Central Regions, the Southeast Region continues the distribution of DBE subcontracting dollars primarily in the Construction-Related contracts. The contracts awarded in the Southeast Region totaled \$155,454,641 of which DBE firms received approximately \$8,629,653. In the area of Professional Services, DBE firms received \$87,259.

5.10.8 <u>Federal Aviation Administration</u>

The Federal Aviation Administration (FAA) assisted in funding \$776,593,745 or 40.38 percent of all federally assisted contract dollars spent by the AKDOT&PF during the study period. As presented in the previous section for the FHWA, the FAA disparity analyses shows a similar pattern of underutilization for all DBE groups. DBE firms received \$33,476,275 or 4.31 percent, in subcontracts on FAA funded contracts. DBE firms received the majority (95.3 percent) of the subcontract dollars, \$31,894,053 on Construction related contracts.

Again, DBEs were significantly underutilized and were seldom used on Professional Services contracts. In fact, DBE firms were only used as subcontractors in three of the five years of the study period: 2002, 2004 and 2005, for a total of \$1,582,222.

5.10.9 FAA Contracts with and without DBE Goals

As mentioned previously, the AKDOT&PF spent \$776,593,745 in FAA assisted contract dollars during the study period. In this set of analyses, the total dollars were subdivided into projects with DBE goals (\$496,364,177) and without DBE goals (\$280,229,569). When the contracts with DBE project goals assigned were examined, DBE prime and subcontractors received \$28,552,631 or 5.75 percent of the total dollars. In contrast when no DBE goal was assigned, DBE firms received

Exhibit 5-43 **Subcontractor Disparity Analysis Business Categories Combined_FHWA_SOUTHEAST REGION** Fiscal Years 2002-2006 **Alaska Department of Transportation & Public Facilities**

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization
		2002			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$244,057	0.13%	1.59%	8.27	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$977,266	0.53%	6.35%	8.29	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.59%	0.00	* Underutilization
Nonminority Women	\$151,024	0.08%	3.17%	2.57	* Underutilization
		2003			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$235,779	0.09%	1.59%	5.84	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$43,810	0.02%	6.35%	0.27	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.59%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	3.17%	0.00	* Underutilization
•		2004			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	1.59%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,095,891	0.49%	6.35%	7.66	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization
Hispanic Americans	\$201,859	0.09%	1.59%	5.64	* Underutilization
Nonminority Women	\$149,535	0.07%	3.17%	2.09	* Underutilization
•		2005			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$238,628	0.08%	1.59%	5.21	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,199,963	1.11%	6.35%	17.49	* Underutilization
Asian Indian/Pacific Islanders	\$707,278	0.25%	1.59%	15.44	* Underutilization
Hispanic Americans	\$0	0.00%	1.59%	0.00	* Underutilization
Nonminority Women	\$1,075,218	0.37%	3.17%	11.77	* Underutilization
		2006			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	1.59%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$11,125	0.01%	6.35%	0.09	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.59%	0.00	* Underutilization
Nonminority Women	\$298,221	0.15%	3.17%	4.86	* Underutilization
		OVERALL			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$718,464	0.06%	1.59%	3.94	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$5,328,055	0.46%	6.35%	7.32	* Underutilization
Asian Indian/Pacific Islanders	\$707,278	0.06%	1.59%	3.88	* Underutilization
Hispanic Americans	\$201,859	0.02%	1.59%	1.11	* Underutilization
Nonminority Women	\$1,673,997	0.15%	3.17%	4.61	* Underutilization

The percentage of dollars from the prime utilization.
 The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.

* Significantly underutilized - disparity index below 80.00.

Exhibit 5-44 **Subcontractor Disparity Analysis** Construction_FHWA_SOUTHEAST REGION Fiscal Years 2002-2006 **Alaska Department of Transportation & Public Facilities**

		% of	% of Firms	Disparity	Disparity Impact
Ethnicity Classifications	Contract Dollars	Dollars ¹	Available ²	Index ³	Under/Over
			7114114111	aox	Utilization
A fuit a sur A sea a si a sur a	Φ0	2002	0.000/	0.00	# The democratic
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$459,007	1.20%	1.82%	66.17	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,363,456	3.58%	5.45%	65.63	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.82%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	\$151,024	0.40%	1.82%	21.77	* Underutilization
A 6 A	# 0	2003	0.000/	0.00	* 1 la de es (22 a C a c
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$542,783	2.39%	1.82%	131.47	Overutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$43,810	0.19%	5.45%	3.54	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.82%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	\$53,233	0.23%	1.82%	12.89	* Underutilization
		2004			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	1.82%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,158,342	4.51%	5.45%	82.77	Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.82%	0.00	* Underutilization
Hispanic Americans	\$201,859	0.79%	1.82%	43.19	* Underutilization
Nonminority Women	\$136,575	0.53%	1.82%	29.22	* Underutilization
		2005			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$274,690	0.42%	1.82%	23.18	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,699,236	5.68%	5.45%	104.27	Overutilization
Asian Indian/Pacific Islanders	\$707,278	1.09%	1.82%	59.70	* Underutilization
Hispanic Americans	\$0	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	\$1,007,959	1.55%	1.82%	85.08	Underutilization
		2006			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	1.82%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$11,125	0.03%	5.45%	0.51	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.82%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	\$298,221	0.75%	1.82%	41.05	* Underutilization
		OVERALL			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$1,276,479	0.67%	1.82%	36.63	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$6,275,969	3.28%	5.45%	60.13	* Underutilization
Asian Indian/Pacific Islanders	\$707,278	0.37%	1.82%	20.29	* Underutilization
Hispanic Americans	\$201,859	0.11%	1.82%	5.79	* Underutilization
Nonminority Women	\$1,647,011	0.86%	1.82%	47.26	* Underutilization
	. ,- ,-				

² The percentage of available firms.

³ The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

Exhibit 5-45 **Subcontractor Disparity Analysis** Professional Services_FHWA_SOUTHEAST REGION Fiscal Years 2002-2006 Alaska Department of Transportation & Public Facilities

		% of	% of Firms	Disparity	Disparity Impact
Ethnicity Classifications	Contract Dollars	Dollars ¹	Available ²	Index ³	Under/Over Utilization
		2002			Othization
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	12.50%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	12.50%	0.00	* Underutilization
		2003			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	12.50%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	12.50%	0.00	* Underutilization
		2004			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$7,040	0.03%	12.50%	0.23	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$12,960	0.05%	12.50%	0.43	* Underutilization
		2005			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	12.50%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$67,259	0.19%	12.50%	1.52	* Underutilization
		2006			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	12.50%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	12.50%	0.00	* Underutilization
		OVERALL	0.000/	0.55	411 1 29 2
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$7,040	0.00%	12.50%	0.04	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$80,219	0.05%	12.50%	0.42	* Underutilization

² The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.
 Significantly underutilized - disparity index below 80.00.

\$4,923,644 or 1.76 percent of the total \$280,229,569 contract dollars. Overall, DBE firms received \$33,476,275 or 4.31 percent of the total dollars. The data are presented in Exhibits 5-46 through 5-47.

In addition, during 2006 when the DBE goals program was suspended, DBE firms received \$3,943,588 or 2.09 percent of the \$188,692,388 awarded that year. The race-neutral utilization of DBE firms was approximately one percent lower of FAA contracts compared to FHWA contracts.

5.10.10 FAA Northern Region

Exhibits 5-48 through 5-50 are disparity charts for FAA funded contracts for the AKDOT&PF Northern region for all contracts and by business categories for Construction and Professional Services. While all DBE firms were significantly underutilized throughout the study period for all business categories, it is significant to note that all dollars, except \$23,605, received by DBE firms were for construction-related work.

In the Northern Region, DBE availability is approximately 19 percent with the highest representation by American Indian/Alaska Natives at 6.85 percent followed by non-minority Women at 5.48 percent. American Indian/Alaska Natives were the most successful, receiving \$2,164,090 or .28 percent followed by ANCs, receiving \$1,258,967 or 0.16 percent.

5.10.11 FAA Central Region

Exhibits 5-51 through 5-53 are disparity charts for FAA funded contracts for the AKDOT&PF Central region for all contracts and by business categories for Construction and Professional Services. Of the FAA funded contracts DBEs received a total of \$27,406,786 or 3.53 percent. DBE firms received over \$25.9 million for Construction related contracts and \$1.4 million for Professional Services contracts. All DBEs were significantly underutilized throughout the study period for all business categories. Non-minority Women were the most successful with a disparity index of 49.52, followed by American Indian/Alaska Natives with an index of 26.23. American Indian/Alaska Native

Exhibit 5-46 **Subcontractor Disparity Analysis Business Categories Combined_FAA Fiscal Years 2002-2006** Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization
		2002	<u> </u>		
African Americans	\$0	0.00%	1.33%	0.00	* Underutilization
AK Native Corporations	\$1,595,977	1.56%	3.18%	49.17	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$2,261,275	2.22%	6.37%	34.78	* Underutilization
Asian Indian/Pacific Islanders	\$194,350	0.19%	1.59%	11.98	* Underutilization
Hispanic Americans	\$646,603	0.63%	1.59%	39.84	* Underutilization
Nonminority Women	\$752,119	0.74%	2.39%	30.83	* Underutilization
		2003			
African Americans	\$0	0.00%	1.33%	0.00	* Underutilization
AK Native Corporations	\$2,641,749	1.78%	3.18%	56.11	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,276,551	2.21%	6.37%	34.74	* Underutilization
Asian Indian/Pacific Islanders	\$337,813	0.23%	1.59%	14.35	* Underutilization
Hispanic Americans	\$1,018,542	0.69%	1.59%	43.27	* Underutilization
Nonminority Women	\$1,483,144	1.00%	2.39%	41.92	* Underutilization
Tremmenty Tremen	ψ.,.σσ,	2004	2.0070	11.02	onder dimedia.
African Americans	\$0	0.00%	1.33%	0.00	* Underutilization
AK Native Corporations	\$1,061,802	0.66%	3.18%	20.72	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$2,319,931	1.44%	6.37%	22.60	* Underutilization
Asian Indian/Pacific Islanders	\$288,868	0.18%	1.59%	11.28	* Underutilization
Hispanic Americans	\$171,817	0.11%	1.59%	6.71	* Underutilization
Nonminority Women	\$464,221	0.29%	2.39%	12.06	* Underutilization
	, , ,	2005			
African Americans	\$0	0.00%	1.33%	0.00	* Underutilization
AK Native Corporations	\$3,363,411	1.90%	3.18%	59.87	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$5,713,434	3.23%	6.37%	50.77	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization
Hispanic Americans	\$186,818	0.11%	1.59%	6.65	* Underutilization
Nonminority Women	\$1,754,262	0.99%	2.39%	41.55	* Underutilization
	<u> </u>	2006			
African Americans	\$0	0.00%	1.33%	0.00	* Underutilization
AK Native Corporations	\$286,913	0.15%	3.18%	4.78	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$2,291,756	1.21%	6.37%	19.07	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization
Hispanic Americans	\$438,942	0.23%	1.59%	14.63	* Underutilization
Nonminority Women	\$925,978	0.49%	2.39%	20.53	* Underutilization
Normalionty Women	Ψ323,370	OVERALL	2.0070	20.55	Onderdinzation
African Americans	\$0	0.00%	1.33%	0.00	* Underutilization
AK Native Corporations	\$8,949,851	1.15%	3.18%	36.24	* Underutilization
AK Tribal Corporations	\$0,949,651	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$15,862,946	2.04%	6.37%	32.07	* Underutilization
Asian Indian/Pacific Islanders	\$15,862,946	2.04% 0.11%	1.59%	32.07 6.65	* Underutilization
Hispanic Americans	\$2,462,722	0.11%	1.59%	19.94	* Underutilization
·	\$5,379,725	0.32%	1.59% 2.39%	28.98	* Underutilization
Nonminority Women	φο, <i></i> ο <i>1</i> 9,725	0.09%	2.39%	20.98	Onderutilization

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

The percentage of dollars from the prime utilization.

The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.

Significantly underutilized - disparity index below 80.00.

Exhibit 5-47 Business Categories Combined Fiscal Years 2002-2006 Project Goal Utilization Analysis_FAA Alaska Department of Transportation & Public Facilities

Contract Amount	Contract Goal Amount	Contract Goal	Achieved Contract Goal Amount	Achieved Goal %	Dollars Over/Under Goal	% of Dollars Over/Under Goal			
		Goal Analysis	_ALL CONTRAC	TS_FAA					
			2002						
\$102,070,424	\$4,947,004	4.85%	\$5,450,324	5.34%	\$503,320	0.49%			
			2003						
\$148,052,328	\$5,256,706	3.55%	\$8,757,798	5.92%	\$3,501,091	2.36%			
			2004		· ·				
\$161,120,330	\$6,924,780	4.30%	\$4,306,639	2.67%	(\$2,618,141)	-1.62%			
			2005						
\$176,658,277	\$5,213,263	2.95%	\$11,017,925	6.24%	\$5,804,662	3.29%			
			2006						
\$188,692,388	\$110,524	0.06%	\$3,943,588	2.09%	\$3,833,064	2.03%			
Overall									
\$776,593,745	\$22,452,278	2.89%	\$33,476,275	4.31%	\$11,023,997	1.42%			

Exhibit 5-48 **Subcontractor Disparity Analysis Business Categories Combined_FAA_NORTHERN REGION Fiscal Years 2002-2006** Alaska Department of Transportation & Public Facilities

		04 - 5	0/ - 5 = 1	D'anagette.	Disparity Impact
Ethnicity Classifications	Contract Dollars	% of	% of Firms	Disparity Index ³	Under/Over
		Dollars ¹	Available ²	index	Utilization
		2002			
African Americans	\$0	0.00%	1.37%	0.00	* Underutilization
AK Native Corporations	\$292,887	0.29%	1.37%	20.94	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	6.85%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$3,900	0.00%	2.74%	0.14	* Underutilization
Hispanic Americans	\$14,279	0.01%	1.37%	1.02	* Underutilization
Nonminority Women	\$144,131	0.14%	5.48%	2.58	* Underutilization
		2003			
African Americans	\$0	0.00%	1.37%	0.00	* Underutilization
AK Native Corporations	\$657,280	0.44%	1.37%	32.41	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	6.85%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$210,048	0.14%	2.74%	5.18	* Underutilization
Hispanic Americans	\$115,373	0.08%	1.37%	5.69	* Underutilization
Nonminority Women	\$60,564	0.04%	5.48%	0.75	* Underutilization
		2004			
African Americans	\$0	0.00%	1.37%	0.00	* Underutilization
AK Native Corporations	\$308,800	0.19%	1.37%	13.99	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$650,950	0.40%	6.85%	5.90	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.74%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.37%	0.00	* Underutilization
Nonminority Women	\$139,734	0.09%	5.48%	1.58	* Underutilization
		2005	-		
African Americans	\$0	0.00%	1.37%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	1.37%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,110,140	0.63%	6.85%	9.17	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.74%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.37%	0.00	* Underutilization
Nonminority Women	\$205,533	0.12%	5.48%	2.12	* Underutilization
		2006	-		
African Americans	\$0	0.00%	1.37%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	1.37%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$403,000	0.21%	6.85%	3.12	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	2.74%	0.00	* Underutilization
Hispanic Americans	\$103,526	0.05%	1.37%	4.00	* Underutilization
Nonminority Women	\$3,600	0.00%	5.48%	0.03	* Underutilization
		OVERALL	-		
African Americans	\$0	0.00%	1.37%	0.00	* Underutilization
AK Native Corporations	\$1,258,967	0.16%	1.37%	11.83	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$2,164,090	0.28%	6.85%	4.07	* Underutilization
Asian Indian/Pacific Islanders	\$213,948	0.03%	2.74%	1.01	* Underutilization
Hispanic Americans	\$233,178	0.03%	1.37%	2.19	* Underutilization
Nonminority Women	\$553,561	0.07%	5.48%	1.30	* Underutilization

<sup>The percentage of dollars from the prime utilization.
The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.
Significantly underutilized - disparity index below 80.00.</sup>

Exhibit 5-49 **Subcontractor Disparity Analysis** Construction_FAA_NORTHERN REGION Fiscal Years 2002-2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization
		2002			
African Americans	\$0	0.00%	1.52%	0.00	* Underutilization
AK Native Corporations	\$292,887	0.34%	1.52%	22.44	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	6.06%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.52%	0.00	* Underutilization
Hispanic Americans	\$14,279	0.02%	1.52%	1.09	* Underutilization
Nonminority Women	\$144,131	0.17%	4.55%	3.69	* Underutilization
		2003			
African Americans	\$0	0.00%	1.52%	0.00	* Underutilization
AK Native Corporations	\$657,280	0.50%	1.52%	32.81	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	6.06%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$210,048	0.16%	1.52%	10.49	* Underutilization
Hispanic Americans	\$115,373	0.09%	1.52%	5.76	* Underutilization
Nonminority Women	\$60,564	0.05%	4.55%	1.01	* Underutilization
		2004			
African Americans	\$0	0.00%	1.52%	0.00	* Underutilization
AK Native Corporations	\$308,800	0.23%	1.52%	15.32	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$650,950	0.49%	6.06%	8.10	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.52%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.52%	0.00	* Underutilization
Nonminority Women	\$127,529	0.10% 2005	4.55%	2.11	* Underutilization
African Americans	\$0	0.00%	1.52%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	1.52%	0.00	* Underutilization
•	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations American Indian/AK Natives	\$1,110,140	0.00%	6.06%	11.94	* Underutilization
Asian Indian/Pacific Islanders	\$1,110,140	0.72%	1.52%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	1.52%	0.00	* Underutilization
Nonminority Women	\$201,633	0.00%	4.55%	2.89	* Underutilization
Normanionty Women	ψ201,033	2006	4.0076	2.09	Orideratilization
African Americans	\$0	0.00%	1.52%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	1.52%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$403,000	0.24%	6.06%	3.91	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.52%	0.00	* Underutilization
Hispanic Americans	\$103,526	0.06%	1.52%	4.00	* Underutilization
Nonminority Women	\$0	0.00%	4.55%	0.00	* Underutilization
,		OVERALL			
African Americans	\$0	0.00%	1.52%	0.00	* Underutilization
AK Native Corporations	\$1,258,967	0.19%	1.52%	12.29	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$2,164,090	0.32%	6.06%	5.30	* Underutilization
Asian Indian/Pacific Islanders	\$210,048	0.03%	1.52%	2.05	* Underutilization
Hispanic Americans	\$233,178	0.03%	1.52%	2.28	* Underutilization
Nonminority Women	\$533,856	0.08%	4.55%	1.74	* Underutilization

Source: Alaska Department of Transportation & rubility admits for the period
 The percentage of dollars from the prime utilization.
 The percentage of available firms.
 The disparity index is % utilization divided by % availability multiplied by 100.
 Significantly underutilized - disparity index below 80.00.

Exhibit 5-50 **Subcontractor Disparity Analysis** Professional Services_FAA_NORTHERN REGION Fiscal Years 2002-2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization
		2002			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$3,900	0.02%	14.29%	0.17	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	14.29%	0.00	* Underutilization
•		2003			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$0	0.00%	14.29%	0.00	* Underutilization
		2004			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$12,205	0.04%	14.29%	0.30	* Underutilization
		2005			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$3,900	0.02%	14.29%	0.12	* Underutilization
		2006			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	14.29%	0.00	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$3,600	0.02%	14.29%	0.14	* Underutilization
		OVERALL			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$0	0.00%	14.29%	0.00	* Underutilization
Asian Indian/Pacific Islanders	\$3,900	0.00%	14.29%	0.03	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization
Nonminority Women	\$19,705	0.02%	14.29%	0.13	* Underutilization

² The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.
 Significantly underutilized - disparity index below 80.00.

Exhibit 5-51 Subcontractor Disparity Analysis Business Categories Combined_FAA_CENTRAL REGION Fiscal Years 2002-2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of	% of Firms	Disparity	Disparity Impact Under/Over
Ethnicity Glasonications	Contract Donard	Dollars ¹	Available ²	Index ³	Utilization
		2002			
African Americans	\$0	0.00%	1.66%	0.00	* Underutilization
AK Native Corporations	\$1,088,140	1.07%	4.15%	25.69	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,875,085	1.84%	6.22%	29.53	* Underutilization
Asian Indian/Pacific Islanders	\$190,450	0.19%	1.24%	15.05	* Underutilization
Hispanic Americans	\$632,324	0.62%	1.66%	37.32	* Underutilization
Nonminority Women	\$607,988	0.60%	1.24%	48.04	* Underutilization
		2003			
African Americans	\$0	0.00%	1.66%	0.00	* Underutilization
AK Native Corporations	\$1,677,465	1.13%	4.15%	27.30	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,201,641	2.16%	6.22%	34.77	* Underutilization
Asian Indian/Pacific Islanders	\$127,765	0.09%	1.24%	6.96	* Underutilization
Hispanic Americans	\$903,169	0.61%	1.66%	36.75	* Underutilization
Nonminority Women	\$1,369,347	0.92%	1.24%	74.59	* Underutilization
		2004			
African Americans	\$0	0.00%	1.66%	0.00	* Underutilization
AK Native Corporations	\$753,002	0.47%	4.15%	11.26	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,599,490	0.99%	6.22%	15.96	* Underutilization
Asian Indian/Pacific Islanders	\$288,868	0.18%	1.24%	14.46	* Underutilization
Hispanic Americans	\$171,817	0.11%	1.66%	6.42	* Underutilization
Nonminority Women	\$324,487	0.20%	1.24%	16.24	* Underutilization
		2005			
African Americans	\$0	0.00%	1.66%	0.00	* Underutilization
AK Native Corporations	\$3,327,349	1.88%	4.15%	45.39	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$4,104,021	2.32%	6.22%	37.35	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.24%	0.00	* Underutilization
Hispanic Americans	\$186,818	0.11%	1.66%	6.37	* Underutilization
Nonminority Women	\$1,544,096	0.87%	1.24%	70.49	* Underutilization
	1	2006	1		[
African Americans	\$0	0.00%	1.66%	0.00	* Underutilization
AK Native Corporations	\$286,913	0.15%	4.15%	3.66	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,888,756	1.00%	6.22%	16.09	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.24%	0.00	* Underutilization
Hispanic Americans	\$335,416	0.18%	1.66%	10.71	* Underutilization
Nonminority Women	\$922,378	0.49%	1.24%	39.42	* Underutilization
African America		OVERALL	4.0007	0.00	* 1 to demost?
African Americans	\$0	0.00%	1.66%	0.00	* Underutilization
AK Native Corporations	\$7,132,869	0.92%	4.15%	22.13	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$12,668,993	1.63%	6.22%	26.23	* Underutilization
Asian Indian/Pacific Islanders	\$607,083	0.08%	1.24%	6.30	* Underutilization
Hispanic Americans	\$2,229,544	0.29%	1.66%	17.29	* Underutilization
Nonminority Women	\$4,768,297	0.61%	1.24%	49.52	* Underutilization

¹ The percentage of dollars from the prime utilization.

² The percentage of available firms.

³ The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

Exhibit 5-52 **Subcontractor Disparity Analysis** Construction_FAA_CENTRAL REGION Fiscal Years 2002-2006 **Alaska Department of Transportation & Public Facilities**

Ethnicity Classifications	Contract Dollars	% of	% of Firms	Disparity	Disparity Impact Under/Over
Ethnicity Classifications	Contract Dollars	Dollars ¹	Available ²	Index ³	Utilization
		2002			<u> </u>
African Americans	\$0	0.00%	1.50%	0.00	* Underutilization
AK Native Corporations	\$1,088,140	1.27%	2.50%	50.68	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,670,367	1.95%	6.50%	29.92	* Underutilization
Asian Indian/Pacific Islanders	\$190,450	0.22%	1.00%	22.18	* Underutilization
Hispanic Americans	\$632,324	0.74%	1.50%	49.09	* Underutilization
Nonminority Women	\$515,218	0.60%	1.00%	60.00	* Underutilization
		2003			
African Americans	\$0	0.00%	1.50%	0.00	* Underutilization
AK Native Corporations	\$1,677,465	1.27%	2.50%	50.91	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,201,641	2.43%	6.50%	37.37	* Underutilization
Asian Indian/Pacific Islanders	\$102,000	0.08%	1.00%	7.74	* Underutilization
Hispanic Americans	\$832,979	0.63%	1.50%	42.14	* Underutilization
Nonminority Women	\$1,342,492	1.02%	1.00%	101.86	Overutilization
		2004			
African Americans	\$0	0.00%	1.50%	0.00	* Underutilization
AK Native Corporations	\$698,642	0.53%	2.50%	21.07	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,535,532	1.16%	6.50%	17.81	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.00%	0.00	* Underutilization
Hispanic Americans	\$150,917	0.11%	1.50%	7.59	* Underutilization
Nonminority Women	\$221,974	0.17%	1.00%	16.74	* Underutilization
		2005			
African Americans	\$0	0.00%	1.50%	0.00	* Underutilization
AK Native Corporations	\$3,217,491	2.10%	2.50%	83.86	Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$3,980,995	2.59%	6.50%	39.91	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.00%	0.00	* Underutilization
Hispanic Americans	\$169,818	0.11%	1.50%	7.38	* Underutilization
Nonminority Women	\$1,412,875	0.92%	1.00%	92.07	Underutilization
·		2006			
African Americans	\$0	0.00%	1.50%	0.00	* Underutilization
AK Native Corporations	\$195,000	0.11%	2.50%	4.59	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$1,888,256	1.11%	6.50%	17.08	* Underutilization
Asian Indian/Pacific Islanders	\$0	0.00%	1.00%	0.00	* Underutilization
Hispanic Americans	\$293,131	0.17%	1.50%	11.49	* Underutilization
Nonminority Women	\$910,005	0.53%	1.00%	53.50	* Underutilization
		OVERALL			
African Americans	\$0	0.00%	1.50%	0.00	* Underutilization
AK Native Corporations	\$6,876,738	1.02%	2.50%	40.82	* Underutilization
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization
American Indian/AK Natives	\$12,276,791	1.82%	6.50%	28.03	* Underutilization
Asian Indian/Pacific Islanders	\$292,450	0.04%	1.00%	4.34	* Underutilization
Hispanic Americans	\$2,079,169	0.31%	1.50%	20.57	* Underutilization
Nonminority Women	\$4,402,565	0.65%	1.00%	65.33	* Underutilization

² The percentage of available firms.

³ The disparity index is % utilization divided by % availability multiplied by 100.

^{*} Significantly underutilized - disparity index below 80.00.

Exhibit 5-53 **Subcontractor Disparity Analysis** Professional Services_FAA_CENTRAL REGION Fiscal Years 2002-2006 Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization			
2002								
African Americans	\$0	0.00%	2.44%	0.00	* Underutilization			
AK Native Corporations	\$0	0.00%	12.20%	0.00	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$204,718	1.26%	4.88%	25.90	* Underutilization			
Asian Indian/Pacific Islanders	\$0	0.00%	2.44%	0.00	* Underutilization			
Hispanic Americans	\$0	0.00%	2.44%	0.00	* Underutilization			
Nonminority Women	\$92,770	0.57%	2.44%	23.48	* Underutilization			
		2003						
African Americans	\$0	0.00%	2.44%	0.00	* Underutilization			
AK Native Corporations	\$0	0.00%	12.20%	0.00	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$0	0.00%	4.88%	0.00	* Underutilization			
Asian Indian/Pacific Islanders	\$25,765	0.16%	2.44%	6.49	* Underutilization			
Hispanic Americans	\$70,190	0.43%	2.44%	17.69	* Underutilization			
Nonminority Women	\$26,855	0.17%	2.44%	6.77	* Underutilization			
		2004						
African Americans	\$0	0.00%	2.44%	0.00	* Underutilization			
AK Native Corporations	\$54,360	0.19%	12.20%	1.56	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$63,958	0.22%	4.88%	4.60	* Underutilization			
Asian Indian/Pacific Islanders	\$288,868	1.01%	2.44%	41.53	* Underutilization			
Hispanic Americans	\$20,900	0.07%	2.44%	3.00	* Underutilization			
Nonminority Women	\$102,513	0.36%	2.44%	14.74	* Underutilization			
A	Φ0	2005	0.440/	0.00	Laker to the contract of			
African Americans	\$0	0.00%	2.44%	0.00	* Underutilization			
AK Native Corporations	\$109,858	0.47%	12.20%	3.88	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$123,026	0.53%	4.88%	10.87	* Underutilization			
Asian Indian/Pacific Islanders	\$0	0.00%	2.44%	0.00	* Underutilization			
Hispanic Americans	\$17,000	0.07%	2.44%	3.00	* Underutilization			
Nonminority Women	\$131,221	0.57% 2006	2.44%	23.18	* Underutilization			
African Americans	\$0	0.00%	2.44%	0.00	* Underutilization			
AK Native Corporations	\$91,913	0.49%	12.20%	4.05	* Underutilization			
AK Tribal Corporations	\$0	0.49%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$500	0.00%	4.88%	0.06	* Underutilization			
Asian Indian/Pacific Islanders	\$300	0.00%	2.44%	0.00	* Underutilization			
Hispanic Americans	\$42,285	0.00%	2.44%	9.32	* Underutilization			
Nonminority Women	\$42,265 \$12,373	0.23%	2.44%	2.73	* Underutilization			
Normalia Women	\$12,373	OVERALL	2.44 /0	2.13	Orideratilization			
African Americans	\$0	0.00%	2.44%	0.00	* Underutilization			
AK Native Corporations	\$256,131	0.25%	12.20%	2.04	* Underutilization			
AK Tribal Corporations	\$0	0.25%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$392,202	0.38%	4.88%	7.82	* Underutilization			
Asian Indian/Pacific Islanders	\$392,202	0.31%	2.44%	12.55	* Underutilization			
Hispanic Americans	\$150,375	0.31%	2.44%	6.00	* Underutilization			
Nonminority Women	\$365,732	0.15%	2.44%	14.59	* Underutilization			
Source: Alacka Department of Tran					September 30, 2006			

The percentage of dollars from the prime utilization.

² The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.

* Significantly underutilized - disparity index below 80.00.

businesses were the most successful, receiving \$12,668,993 or 1.63 percent of the contracts funded by the FAA in the Central Region. DBE availability is approximately 16 percent with the highest representation by American Indian/Alaska Natives at 6.22 percent.

5.10.12 FAA Southeast Region

Exhibits 5-54 through 5-56 are disparity charts for FAA funded contracts for the AKDOT&PF Southeast region for all contracts and by business categories for Construction and Professional Services. Of the FAA funded contracts, DBEs received a total of \$1,645,746 or 0.21 percent. DBE firms received over \$1.5 million for Construction related contracts and \$79,544 for Professional Services contracts. All DBEs were significantly underutilized throughout the study period for all business categories. ANCs were the most successful with a disparity index of 4.52, followed by American Indian/Alaska Natives with an index of 2.09. American Indian/Alaska Native businesses were the most successful, receiving \$1,029,864 or 0.13 percent of the contracts funded by the FAA in the Southeast Region. DBE availability is approximately 14 percent with the highest representation by American Indian/Alaska Natives at 6.35 percent.

Exhibit 5-54 **Subcontractor Disparity Analysis Business Categories Combined_FAA_SOUTHEAST REGION Fiscal Years 2002-2006** Alaska Department of Transportation & Public Facilities

		% of	% of Firms	Disparity	Disparity Impact			
Ethnicity Classifications	Contract Dollars	% or Dollars¹	Available ²	Index ³	Under/Over			
			Available	index	Utilization			
2002								
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Native Corporations	\$214,950	0.21%	1.59%	13.24	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$386,190	0.38%	6.35%	5.96	* Underutilization			
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization			
Hispanic Americans	\$0	0.00%	1.59%	0.00	* Underutilization			
Nonminority Women	\$0	0.00%	3.17%	0.00	* Underutilization			
		2003						
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Native Corporations	\$307,004	0.21%	1.59%	13.04	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$74,910	0.05%	6.35%	0.80	* Underutilization			
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization			
Hispanic Americans	\$0	0.00%	1.59%	0.00	* Underutilization			
Nonminority Women	\$53,233	0.04%	3.17%	1.13	* Underutilization			
		2004						
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Native Corporations	\$0	0.00%	1.59%	0.00	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$69,491	0.04%	6.35%	0.68	* Underutilization			
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization			
Hispanic Americans	\$0	0.00%	1.59%	0.00	* Underutilization			
Nonminority Women	\$0	0.00%	3.17%	0.00	* Underutilization			
,		2005						
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Native Corporations	\$36,062	0.02%	1.59%	1.28	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$499,273	0.28%	6.35%	4.45	* Underutilization			
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization			
Hispanic Americans	\$0	0.00%	1.59%	0.00	* Underutilization			
Nonminority Women	\$4,634	0.00%	3.17%	0.08	* Underutilization			
		2006						
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Native Corporations	\$0	0.00%	1.59%	0.00	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$0	0.00%	6.35%	0.00	* Underutilization			
Asian Indian/Pacific Islanders	\$0	0.00%	1.59%	0.00	* Underutilization			
Hispanic Americans	\$0	0.00%	1.59%	0.00	* Underutilization			
Nonminority Women	\$0	0.00%	3.17%	0.00	* Underutilization			
rterminenty trainer	Ψ	OVERALL	0,0	0.00	<u> </u>			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Native Corporations	\$558,015	0.07%	1.59%	4.52	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$1,029,864	0.13%	6.35%	2.09	* Underutilization			
Asian Indian/Pacific Islanders	\$1,029,864	0.00%	1.59%	0.00	* Underutilization			
Hispanic Americans	\$0 \$0	0.00%	1.59%	0.00	* Underutilization			
Nonminority Women	\$57,867	0.01%	3.17%	0.00	* Underutilization			
Nonlin Indity Women	ψ51,001	0.0170	5.1770	0.24	Chacianization			

<sup>The percentage of dollars from the prime utilization.

The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.

Significantly underutilized - disparity index below 80.00.</sup>

Exhibit 5-55 **Subcontractor Disparity Analysis** Construction_FAA_SOUTHEAST REGION Fiscal Years 2002-2006 **Alaska Department of Transportation & Public Facilities**

Ethnicity Classifications	Contract Dollars	% of Dollars ¹	% of Firms Available ²	Disparity Index ³	Disparity Impact Under/Over Utilization				
	2002								
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization				
AK Native Corporations	\$214,950	0.25%	1.82%	13.75	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$386,190	0.45%	5.45%	8.25	* Underutilization				
Asian Indian/Pacific Islanders	\$0	0.00%	1.82%	0.00	* Underutilization				
Hispanic Americans	\$0	0.00%	1.82%	0.00	* Underutilization				
Nonminority Women	\$0	0.00%	1.82%	0.00	* Underutilization				
	•	2003							
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization				
AK Native Corporations	\$307,004	0.23%	1.82%	12.80	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$0	0.00%	5.45%	0.00	* Underutilization				
Asian Indian/Pacific Islanders	\$0	0.00%	1.82%	0.00	* Underutilization				
Hispanic Americans	\$0	0.00%	1.82%	0.00	* Underutilization				
Nonminority Women	\$53,233	0.04%	1.82%	2.22	* Underutilization				
	****	2004							
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization				
AK Native Corporations	\$0	0.00%	1.82%	0.00	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$69,491	0.05%	5.45%	0.96	* Underutilization				
Asian Indian/Pacific Islanders	\$0	0.00%	1.82%	0.00	* Underutilization				
Hispanic Americans	\$0	0.00%	1.82%	0.00	* Underutilization				
Nonminority Women	\$0	0.00%	1.82%	0.00	* Underutilization				
		2005		0.00					
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization				
AK Native Corporations	\$36,062	0.02%	1.82%	1.29	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$499,273	0.33%	5.45%	5.97	* Underutilization				
Asian Indian/Pacific Islanders	\$0	0.00%	1.82%	0.00	* Underutilization				
Hispanic Americans	\$0	0.00%	1.82%	0.00	* Underutilization				
Nonminority Women	\$0	0.00%	1.82%	0.00	* Underutilization				
		2006							
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization				
AK Native Corporations	\$0	0.00%	1.82%	0.00	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$0	0.00%	5.45%	0.00	* Underutilization				
Asian Indian/Pacific Islanders	\$0	0.00%	1.82%	0.00	* Underutilization				
Hispanic Americans	\$0	0.00%	1.82%	0.00	* Underutilization				
Nonminority Women	\$0	0.00%	1.82%	0.00	* Underutilization				
Treminionly vremen	ΨΟ	OVERALL	1.0270	0.00	O Hadratin Zation				
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization				
AK Native Corporations	\$558,015	0.08%	1.82%	4.55	* Underutilization				
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization				
American Indian/AK Natives	\$954,954	0.14%	5.45%	2.60	* Underutilization				
Asian Indian/Pacific Islanders	\$0	0.00%	1.82%	0.00	* Underutilization				
Hispanic Americans	\$0 \$0	0.00%	1.82%	0.00	* Underutilization				
Nonminority Women	\$53,233	0.00%	1.82%	0.43	* Underutilization				
1401111111011ty Wolffelt	ψυυ,Ζυυ	0.0176	1.02/0	0.43	Griderutilization				

Source: Alaska Department of Transportation & Public Facilities for the period of October 1, 2001 through September 30, 2006.

¹ The percentage of dollars from the prime utilization.

² The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.
 Significantly underutilized - disparity index below 80.00.

Exhibit 5-56 **Subcontractor Disparity Analysis** Professional Services_FAA_SOUTHEAST REGION **Fiscal Years 2002-2006** Alaska Department of Transportation & Public Facilities

Ethnicity Classifications	Contract Dellars	% of	% of Firms	Disparity	Disparity Impact			
Ethnicity Classifications	Contract Dollars	Dollars ¹	Available ²	Index ³	Under/Over Utilization			
2002								
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$0	0.00%	12.50%	0.00	* Underutilization			
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization			
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
Nonminority Women	\$0	0.00%	12.50%	0.00	* Underutilization			
		2003						
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$74,910	0.46%	12.50%	3.69	* Underutilization			
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization			
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
Nonminority Women	\$0	0.00%	12.50%	0.00	* Underutilization			
		2004						
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$0	0.00%	12.50%	0.00	* Underutilization			
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization			
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
Nonminority Women	\$0	0.00%	12.50%	0.00	* Underutilization			
		2005						
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$0	0.00%	12.50%	0.00	* Underutilization			
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization			
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
Nonminority Women	\$4,634	0.02%	12.50%	0.16	* Underutilization			
		2006						
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$0	0.00%	12.50%	0.00	* Underutilization			
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization			
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
Nonminority Women	\$0	0.00%	12.50%	0.00	* Underutilization			
African Amarican	1 60	OVERALL	0.000/	0.00	* 1 best			
African Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Native Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
AK Tribal Corporations	\$0	0.00%	0.00%	0.00	* Underutilization			
American Indian/AK Natives	\$74,910	0.07%	12.50%	0.58	* Underutilization			
Asian Indian/Pacific Islanders	\$0	0.00%	0.00%	0.00	* Underutilization			
Hispanic Americans	\$0	0.00%	0.00%	0.00	* Underutilization			
Nonminority Women	\$4,634	0.00%	12.50%	0.04	* Underutilization			

¹ The percentage of dollars from the prime utilization. ² The percentage of available firms.

The disparity index is % utilization divided by % availability multiplied by 100.

* Significantly underutilized - disparity index below 80.00.