

State of Hawaii
Department of Transportation
Highways Division
Disadvantaged Business Enterprise

FFY 2017 – 2019
Proposed Goal & Methodology

October 2017

Proposed Goal Methodology

The regulations require recipients to set overall goals based on demonstrable evidence of the availability of ready, willing and able Disadvantaged Business Enterprises (DBEs) relative to all businesses ready, willing and able to participate on Hawaii Department of Transportation (HDOT)-assisted contracts. The following methodology is proposed to set the overall goal for HDOT, Highways Division, for Federal fiscal years 2017-2019. HDOT shall review its DBE participation at the beginning of each Federal fiscal year to determine if it is meeting the goal, or if changes are necessary due to extenuating circumstances.

Step 1. Estimating the Baseline Availability of DBEs in HDOT's Marketplace

The overall goal is based on demonstrable evidence of ready, willing and able DBEs relative to all businesses in the relevant marketplace. The table below from the 2010 Disparity Study (Study) lists the estimated availability of all DBEs for both construction, and construction-related Federal Highway Administration (FHWA) contracts. The availability based on dollars awarded is 53.43%. This represents the estimated participation of DBEs in Hawaii's relevant marketplace absent the effects of discrimination.

Estimated Availability-Overall and By Procurement Category (Federally-Assisted Projects Only)-HDOT FHWA-Funded Contracts

Industry	Black	Hispanic	Asian	Native American	Non-minority	M/W/DBE	Non-DBE
CONSTRUCTION (AWARD)	0.98	3.07	32.03	12.33	5.40	53.80	46.20
CONSTRUCTION (PAID)	1.01	3.10	31.81	12.34	5.36	53.62	46.38
CONSTRUCTION RELATED PROFESSIONAL SERVICES (AWARD)	1.31	0.84	35.74	9.13	4.98	52.01	47.99
CONSTRUCTION RELATED PROFESSIONAL SERVICES (PAID)	1.31	0.77	35.32	9.05	5.32	51.76	48.24
TOTAL (AWARD)	1.05	2.61	32.80	11.67	5.31	53.43	46.57
TOTAL (PAID)	1.06	2.72	32.38	11.81	5.35	53.33	46.67

Source: NERA calculations from unpublished Study data (restricting source to FHWA-funded contracts only).

HDOT believes that the Study is outdated, and a new Study will be conducted in 2017. In the interim, HDOT must rely on the 2010 Study to formulate the baseline availability of DBEs in HDOT's marketplace.

Summary of 2010 Study Findings

The Study first determined HDOT's relevant geographic and product markets.¹ Five years of prime contract and subcontract records were analyzed to determine the geographic radius around HDOT that accounts for at least 75 percent of aggregate contract and subcontract spending. These records were also analyzed to determine those detailed industry categories that collectively account for over 99 percent of contract and subcontract spending in the relevant procurement categories, which were Construction, Construction-Related Professional Services ("CRS") such as architectural, engineering, surveying, testing services, etc., and Airport Concessions. HDOT's relevant geographic market area was determined to be the State of Hawaii.

The Study next estimated the percentage of firms in HDOT's relevant geographic and product market area that are owned by minorities and/or women (M/W). For each industry category, DBE² availability was defined as the number of DBEs divided by the total number of businesses in HDOT's contracting market area. To estimate availability, the Study took three steps: (1) it identified all listed³ DBEs in the relevant market; (2) it verified the ownership status of listed DBEs; and (3) it estimated the number of unlisted DBEs in the relevant market.

To determine HDOT's utilization of M/W/DBEs, the Study looked at both prime contracts and subcontracts that were awarded and paid to M/W/DBEs. As a group, M/W/DBEs were awarded 37.34% and paid 35.73% of all HDOT contract and subcontract dollars for the study period. For federal-aid contracts and subcontracts, M/W/DBES were awarded 35.54% and paid 34.80%.⁴ It then compared utilization of DBEs to the measures of their availability. The Study found underutilization of firms owned by African Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans as a whole,⁵ and non-minority women in both construction and construction-related professional services. There was significant evidence of disparity in HDOT contracting and subcontracting activity for several presumptively socially disadvantaged groups, despite the operation of the race-neutral DBE Program.

The following table from the Study⁶ lists the rates of utilization, estimated availability, and disparity indices for all modes combined, which were found to be large, adverse, and substantially significant.

¹ For the purpose of simplification, the Study combined dollars from all USDOT modal administrations.

² For purposes of the Study's availability and utilization analyses, "DBE" means firms owned by minorities or women, regardless of their certification status.

³ "Listed" means firms identified by the source as minority- or woman-owned, including certified DBEs.

⁴ Study at page 258.

⁵ Asians were not separated into Asian Pacific Americans and Sub-Continent Asian Americans because there are relatively so few subcontinent Asians in Hawaii. According to the 2005-2007 American Community Survey, this group constituted only 0.45% percent of all Asians in Hawaii. In order to provide Asian ethnicity specific estimates and still be able to generate statistically reliable results, the Study identified the largest sub-populations of Asians in Hawaii—namely, Japanese, Chinese, Filipinos and Koreans— who, collectively, accounted for 95% of non-mixed Asians in Hawaii in 2005-2007. All remaining groups were split into two groups - Other Pacific Islanders and Other Asians. The Other Asian availability estimate is the closest proxy available in the Study for Subcontinent Asian availability.

⁶ Study at Table 7.27, Disparity Results for HDOT Contracting, Overall and by Construction Category (Dollars Paid) (Federally Assisted Projects Only).

The disparity index is derived by dividing the rate of utilization by estimated availability and multiplying the result by 100. An index of less than 100 means that DBEs are participating in HDOT's contracting and subcontracting at a rate lower than their estimated availability in the relevant marketplace. An index of 80 or lower is considered to be large, or substantially significant.

All Industries, Modes, and DBE Type	Utilization	Availability	Disparity Index
African American	0.16	1.08	14.60
Hispanic	0.30	2.60	11.50
Asian-Pacific American	27.20	33.25	81.80
Native American	7.52	11.75	64.00
Non-minority Female	0.55	5.41	10.20
DBE Total	35.73	54.09	66.10

To provide a quantitative analysis of the effects of discrimination in HDOT's marketplace, the Study examined disparities in Hawaii in earnings and business formation rates between DBEs and non-DBEs based upon the American Community Survey (ACS) Public Use Microdata Sample (PUMS) for 2006–2008.

The Study found that current DBE availability levels in the HDOT market area are substantially lower than would be expected if commercial markets operated in a race-neutral manner and that these levels are statistically significant.⁷ In other words, minorities and women are substantially and significantly less likely to own their own businesses as the result of marketplace discrimination than would be expected based upon their observable characteristics, including age, education, geographic location, and industry. The Study also found that these groups also suffer substantial and significant earnings disadvantages relative to comparable nonminority males, whether they work as employees or entrepreneurs.

Next, the Study found that annual average wages for minorities and women are significantly lower in the HDOT market area for construction and construction-related services than for nonminority males who were otherwise similar in terms of geographic location, industry, age, and education. These differences are large and statistically significant. These disparities are consistent with the presence of market-wide discrimination, and reduce the future to entrepreneurial opportunities. These disparities reflect more than mere "societal discrimination" because they demonstrate the nexus between discrimination in the job market and reduced entrepreneurial opportunities for minorities and women. Other things equal, these reduced entrepreneurial opportunities in turn lead to lower DBE availability levels than would be observed in a race-neutral marketplace.

The Study further analyzed race and sex disparities in business owner earnings. Large, adverse, and statistically significant business owner earnings disparities were observed overall as well as in the Construction and CRS sector. Minority and female entrepreneurs earned substantially and significantly less from their efforts than similarly situated nonminority male entrepreneurs. These disparities are a symptom of discrimination in commercial markets that directly and adversely affects DBEs.

⁷ Typically, for a given disparity statistic to be considered "statistically significant" there must be a substantial probability that the value of that statistic is unlikely to be due to chance alone.

Third, the Study analyzed race and gender disparities in business formation. As with earnings, in almost every case, large, adverse, and statistically significant disparities consistent with the presence of discrimination were observed.

Finally, as a further check on these statistical findings, the Study examined evidence from the Census Bureau's *Survey of Business Owners and Self-Employed Persons* (SBO). These data show large, adverse, and statistically significant disparities between M/W/DBEs' share of overall revenues and their share of overall firms in the U.S. as a whole, and in the State of Hawaii.

The Study also considered whether minority- and women-owned firms experience discrimination in the market for commercial credit. It concluded that there is evidence of discrimination against DBEs in the HDOT market area in the small business credit market. This discrimination is particularly acute for African American-owned firms.

In addition to the statistical evidence discussed above, the Study also gathered and analyzed anecdotal evidence of discriminatory barriers to the full and fair participation of M/W/DBEs in HDOT's contracts and subcontracts. It looked at quantitative evidence through the use of a large-scale mail survey of DBEs and non-DBEs about their experiences and challenges in obtaining contracts. The survey quantified and compared anecdotal evidence on the experiences of DBEs and non-DBEs as a method to examine whether any differences might be due to discrimination.

The Study found that DBEs that have been hired in the past by non-DBE prime contractors to work on public sector contracts with DBE goals are rarely hired—or even solicited—by these prime contractors to work on projects without DBE goals. The relative lack of DBE hiring and, moreover, the relative lack of solicitation of DBEs in the absence of affirmative efforts by HDOT and other public entities in the HDOT market area shows that business discrimination continues to fetter DBE business opportunities in HDOT's relevant markets.

Moreover, DBEs in HDOT's market area report suffering business-related discrimination in large numbers and with statistically significantly greater frequency than non-DBEs. These differences frequently remain statistically significant when firm size and other "capacity-related" owner characteristics are held constant. DBEs are often more likely than similarly situated non-DBEs to report that specific aspects of the regular business environment make it harder for them to conduct their businesses and often less likely than similarly situated non-DBEs to report that specific aspects of the regular business environment make it easier for them to conduct their businesses.

The Study also presents the results from a series of in-depth personal interviews conducted with DBE and non-DBE business owners in the HDOT market area. The interviews suggest that women and Native Hawaiians continue to suffer discriminatory barriers to full and fair access to HDOT, other public sector, and private sector contracts. Participants reported experiences with discriminatory barriers, attitudes and performance standards, especially for women; exclusion from industry networks; difficulties obtaining public sector contracts; and obtaining work on private sector or HDOT "non-goals" contracts.

In summary, the Study concluded that there is strong evidence of large, adverse, and frequently statistically significant disparities between some minority groups' and females' participation in business enterprise activity in HDOT's relevant market area and the actual current availability of those businesses. It further concluded that these disparities cannot be explained solely, or even mostly, by

differences between DBE and non-DBE business populations in factors untainted by discrimination, and that these differences therefore give rise to a strong inference of the presence of discrimination.

Based on these findings, the Study recommended that HDOT augment its race-neutral initiatives, including reviewing surety bonding and insurance requirements; increasing outreach to DBEs and other small firms; create a HDOT business development program; adopt a small business target market program; improve data collection and retention procedures; and increase DBE Program administration resources and commitment.

Regarding race-conscious remedies, the Study recommended that HDOT use its estimates of DBE availability to set overall, annual DBE goals. Further, it recommended that only those groups found to have experienced large and statistically significant disparities in HDOT's race-neutral program be included for credit towards contract goals. These groups are Hispanics; Native Americans, including Native Hawaiians; and women.⁸ The very small sample sizes for Blacks may have led to the failure to find statistical significance for this group; however, the Study urged HDOT to include Blacks in view of the legislative history of the DBE Program and the very minimal burden inclusion of this small historically disadvantaged group will impose on non-DBEs.

Summary of 2012 Waiver

In light of the Study's findings, in July 2012, HDOT requested, and was granted a waiver by the U.S. DOT to set group specific contract goals. The waiver authorized HDOT to allow goal credit for under-utilized DBEs (i.e. Native Americans, Hispanic Americans, African Americans, and women) towards contract goals, and to exclude Asian Pacific American male owned firms. The waiver was valid for three fiscal years (2013 to 2015) and served its purpose to increase participation of under-utilized DBEs. Race conscious participation rose from 4.61% in FFY 2013 to 8.34% in FFY 2016. Further, as expected, there was a nominal increase in race neutral participation, from 05% to .58% during the same period. Notwithstanding, the 85% increase in race conscious participation, HDOT still fell short of its overall goal of 53.43%. HDOT believes that there are non-discriminatory factors that account for the low participation, and proposes to do a Step 2 adjustment pending the outcome of the new Disparity Study.

Step 2 Adjustment

Before calculating a Step 2 adjustment, HDOT must first identify and analyze the reasons why HDOT continues to fall short of its overall goal. As identified in the 2016 shortfall analysis, HDOT proposes that there are several reasons for the shortfall, including the outdated Disparity Study, lack of qualified UDBEs, inability of DBEs to obtain bonding, and geographic challenges. To address these issues, HDOT is conducting a new Disparity Study, and will continue its race neutral activities such as networking events and bonding seminars to take steps to increase the pool of qualified DBEs.

HDOT believes that geographic challenges for DBEs are the most difficult to overcome because unlike the DBEs located on the continental United States, Hawaii DBEs cannot mobilize equipment and manpower across the state and the rest of the country. There may be some exceptions, but for the most

⁸ Study at Table 7.24, Disparity Results for HDOT Contracting, Overall and by Contracting Category (Dollars Awarded) (All Funds). While some of the subgroups of Asian-Pacific Americans were underutilized, the Study recommended not attempting to disaggregate this group for the purpose of race-conscious goal credit because the Unified Certification Program application does not disaggregate ethnicity to this level and neither do the definitions in 49 C.F.R. § 26.5.

part DBEs can only work on projects that are on the respective island where the DBE firms are located. Most of the DBEs that perform highway-related work are located on Oahu and DBEs located on the neighbor island do not participate on Oahu projects.

The 2010 Disparity Study did not conduct an availability analysis by island, which may have resulted in the availability ratio of 53.43% to be higher than what is realistically achievable. Given this, HDOT proposes to conduct a Step 2 adjustment utilizing past participation to reduce the base figure to account for the geographic challenges faced by DBEs located in an island state. HDOT understands that utilizing past participation as a Step 2 adjustment may have the effect of perpetuating past discrimination and recognizes that justification to incorporate this methodology must be supported by data that demonstrates the impact of geography on DBE participation. What follows is HDOT's analysis of the available data to support the Step 2 adjustment.

First, HDOT identified the number of Federal aid projects that were awarded during Federal fiscal years 2013 to 2016 by island.

FFY	Hawaii	Kauai	Maui	Oahu
2013	3	4	7	8
2014	3	1	9	3
2015	1	5	8	8
2016	0	1	4	7

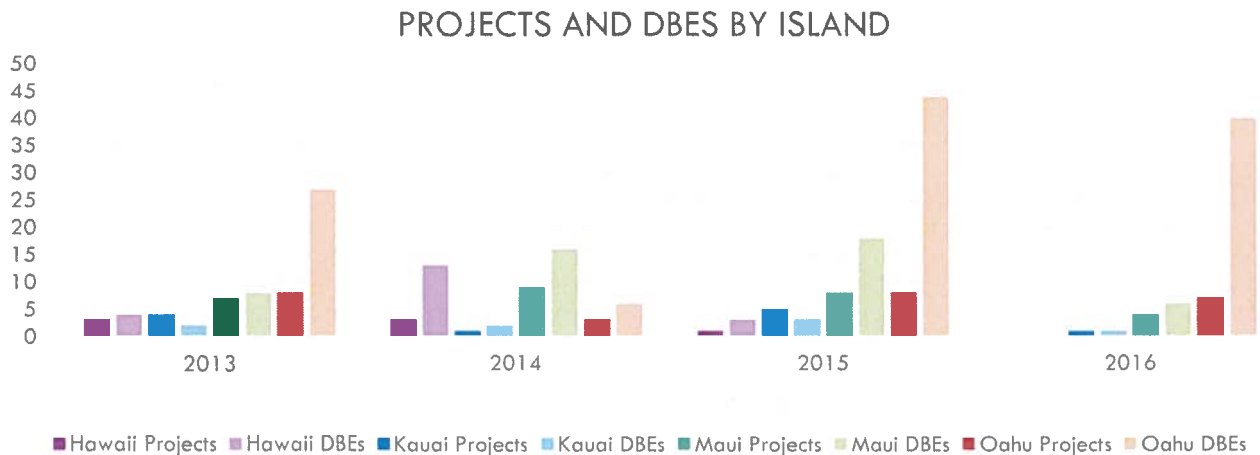
Next, in the table below, HDOT analyzed data on DBE participation by island during the same period. The data was further broken down by the DBEs' ethnicity and gender. HDOT also analyzed the DBE awarded dollar amounts as compared to total dollars to derive the percentage of DBE participation during this period.

FFY	Ethnicity	# of DBEs	Island	DBE \$	Total Dollars	DBE %
2013					\$149,498,312.48	
	Hispanic Americans	2	HAWAII	\$332,953.60		0.22%
	Native Americans	1	KAUAI	\$66,224.00		0.04%
	Native Americans	8	MAUI	\$2,548,930.40		1.70%
	Native Americans	11	OAHU	\$2,915,422.12		1.95%
	Asian-Pacific Americans	2	HAWAII	\$89,600.00		0.06%
	Asian-Pacific Americans	1	KAUAI	\$4,000.00		0.00%
	Asian-Pacific Americans	13	OAHU	\$982,902.02		0.66%
	Other	2	OAHU	\$31,416.80		0.02%
	Non-Minority (Women-owned)	1	OAHU	\$4,922.00		0.00%
	TOTAL:	41		\$6,976,370.94		4.67%

2014					\$90,581,154.59	
	Hispanic Americans	4	HAWAII	\$989,760.00		1.09%
	Native Americans	2	KAUAI	\$298,680.00		0.33%
	Native Americans	16	MAUI	\$660,811.37		0.73%
	Native Americans	4	OAHU	\$334,323.20		0.37%
	Non-Minority (Women-owned)	1	OAHU	\$159,446.00		0.18%
	Asian-Pacific Americans	9	HAWAII	\$498,465.94		0.55%
	Non-Minority (Women-owned)	1	OAHU	\$33,040.00		0.04%
	TOTAL:	37		\$2,974,526.51		3.28%
2015					\$172,378,040.79	
	Black Americans	1	OAHU	\$48,400.00		0.03%
	Hispanic Americans	3	OAHU	\$286,560.00		0.17%
	Hispanic Americans	1	KAUAI	\$20,000.00		0.01%
	Hispanic Americans	1	HAWAII	\$611,040.00		0.35%
	Native Americans	1	KAUAI	\$2,400.00		0.00%
	Native Americans	16	MAUI	\$1,923,530.40		1.12%
	Native Americans (Women Owned)	11	OAHU	\$3,305,026.22		1.92%
	Native Americans	8	OAHU	\$565,532.00		0.33%
	Asian-Pacific Americans	2	HAWAII	\$58,041.60		0.03%
	Asian-Pacific Americans	1	KAUAI	\$8,000.00		0.00%
	Asian-Pacific Americans	2	MAUI	\$120,000.00		0.07%
	Asian-Pacific Americans	12	OAHU	\$3,112,550.80		1.81%
	Asian-Pacific Americans (Women owned)	8	OAHU	\$799,846.88		0.46%
	Non-Minority (Women-owned)	1	OAHU	\$24,936.00		0.01%
	TOTAL:	68		\$10,885,863.90		6.32%
2016					\$59,494,787.08	
	Black Americans	1	OAHU	\$551,200.00		0.93%
	Hispanic Americans	4	OAHU	\$137,008.96		0.23%
	Native Americans	6	MAUI	\$524,710.40		0.88%

	Native Americans	11	OAHU	\$1,692,493.60		2.84%
	Native Americans (Women Owned)	8	OAHU	\$878,386.72		1.48%
	Non-Minority (Women-owned)	1	KAUAI	\$865,920.00		1.46%
	Non-Minority (Women-owned)	1	OAHU	\$292,611.60		0.49%
	Asian-Pacific Americans (Women owned)	3	OAHU	\$198,510.50		0.33%
	Asian-Pacific Americans	5	OAHU	\$167,046.40		0.28%
	TOTAL	40		\$5,307,888.18		8.92%

To determine if a majority of DBEs work exclusively on the island where their businesses are located, HDOT conducted a side-by-side comparison of the number of Federal aid projects that were awarded during the Federal fiscal year, with the number of DBEs that were awarded contracts during the same year. The table below breaks down this comparison by island.



While there may be exceptions to the premise that DBEs only work on projects on their respective islands, it appears for the most part that this assumption is true. For example, in 2016 there were no projects that were initiated on the Big Island of Hawaii, and there was no participation reported for Hawaii island DBEs. Further, the highest percentage of DBEs are located on Oahu, and therefore, Oahu DBEs were the most utilized during this time period. In 2013 and 2014, participation by Oahu DBEs was relatively low because there were more contracts awarded for projects on the neighbor islands such as on Maui.

HDOT further analyzed the type of work that DBEs customarily perform on highway-related projects and found that there are few, if any DBEs located on the neighbor islands, and most are located on the island of Oahu. The table below nearly 50% of the work categories identified have no DBEs on the neighbor islands to perform that type of work.

SCOPE OF WORK:	HAWAII	KAUAI	MAUI	OAHU
Arborist				1
Architects				11
Archaeologist				1
Asphalt Paving				3
Concrete	2		1	11
Drilling	1	1		1
Electrical	1		3	3
Environmental	1			2
Equipment Rental				1
General Contractor	1	2		4
Landscaping	2	1	1	5
Plumbing	1			
Reinforcing Steel				2
Striping/Paving	2			4
Surveying			1	2
Site Preparation	2			5
Traffic Control				1
Trucking	2			13

Therefore, based on the available data collected on business location relative to project vicinity, HDOT concludes that geographic challenges may account for the low participation rate experienced during the relevant period and proposes to adjust the base figure utilizing past participation.

Past Participation

The following table reflects the DBE participation from FFY 2012 to 2016. The median participation was 4.67%, which is significantly lower than the Base Figure of 53.43%. If the traditional methodology of averaging the Base Figure with the median participation is used, the adjusted Base Figure would be 29.05 % ($53.43\% + 4.67\%/2 = 29.05\%$).

FFY	Total Award Dollars	Total DBE Dollars	% of Total Dollars to DBE	Total DBE RC Dollars	RC %	Total DBE RN Dollars	RN %
2012	\$102,414,745.57	\$ 2,547,090.00	2.49%			\$2,547,090.00	2.49%
2013	\$149,498,312.48	\$ 6,976,370.94	4.67%	\$ 6,896,370.94	4.61%	\$ 80,000.00	0.05%
2014	\$ 90,581,154.59	\$ 2,974,526.51	3.28%	\$ 2,815,080.51	3.11%	\$ 159,446.00	0.18%
2015	\$172,378,040.79	\$10,885,863.90	6.32%	\$10,435,566.30	6.05%	\$ 450,297.60	0.26%
2016	\$ 59,494,787.08	\$ 5,307,888.18	8.92%	\$ 4,962,106.08	8.34%	\$ 345,782.10	0.58%

Race Conscious and Race Neutral Breakdown

HDOT has determined that the adjusted Base Figure is 29.05%. According to the table of DBE participation above, the median race-neutral participation over the last five Federal fiscal years is 0.26%. As such, HDOT believes that it can achieve at least 0.26% DBE participation utilizing race-neutral measures on future HDOT contracting. The race conscious/race neutral split therefore, is estimated to be 28.79% race conscious and .26% race neutral.

Implementation of Race Neutral Measures

HDOT understands the importance of meeting its overall goal as much as practicable, through race neutral measures. HDOT is committed to providing opportunities to maximize DBE participation through a robust DBE supportive services program, networking events, and by collaborating with resource partners such as the Small Business Administration to increase participation through race neutral means.

Public Participation and Outreach Activities

The HDOT held two meetings to engage in the consultation process on two different versions of the proposed DBE goal and methodology for Federal fiscal year 2017 to 2019. The first meeting was held on May 11, 2016 to discuss the proposed goal methodology of 29.55%. There were approximately 10 DBEs in attendance, and the consensus was to keep the goal at 53.43% rather than lowering the goal with a Step 2 adjustment. The DBEs argued that the 53.43% is an aspirational goal, not a mandatory one. Therefore, the goal should be kept at the higher percentage to encourage DBE participation.

The second meeting was held on August 22, 2017, to discuss this proposed goal of 29.05% and methodology, which includes a Step 2 adjustment utilizing past participation. There were approximately 45 individuals in attendance, which included DBE owners, non-DBEs, prime contractors, and other stakeholders. Subsequent to an explanation by HDOT on the identification of geographic barriers which warrant a Step 2 adjustment to establish a more realistic goal, there were no objections to the goal adjustment from 53.43% to 29.05%. There were comments related to other barriers faced by DBEs such as union affiliation, however, HDOT does not believe this would impact the current goal and/or methodology.

The following outreach activities were conducted during the period from May 2016 to September 2017. It should be noted that the goal and methodology were shared with the participants, however, there were no comments or feedback to report.

May 20, 2016 Networking Event – DBEs and other small business owners were provided the opportunity to meet with prime contractors and state/federal procurement specialists. The proposed goal and methodology which was discussed at the May 11, 2016 public meeting was shared with the approximately 30 participants at the networking event.

June 13, 2016 Labor Compliance Workshop – This workshop was conducted by the U.S. Department of Labor and focused on compliance with Davis Bacon wages, certified payroll requirements, and other federal labor requirements. The goal and methodology were shared with the approximately 25 participants.

June 29, 2016 Contracting Basics Workshop – HDOT partnered with the U.S. Small Business Administration and the Minority Business Development Agency, Honolulu Office to conduct a workshop on state and federal contracting for small businesses. There were approximately 15 participants and the goal and methodology were discussed at the workshop.

August 6, 2016 Small Business Fair – HDOT participated in the fair as both an exhibitor and in a workshop on government contracting. During the workshop, the DBE goal and methodology were shared with approximately 45 participants.

August 18, 2016 Small Business Summit & Networking – The Small Business Summit was co-sponsored by HDOT, the Small Business Administration and Minority Business Development Agency. The purpose of the workshop was to provide past participants of a Small Business Development Series with an update on the changes to the SBA's small business programs. The proposed goal and methodology were shared with the audience. There was also a networking event following the summit in which participants met with prime contractors, small business resource partners, and contracting specialists from state, federal and local government. There were approximately 60 participants.

August 29, 2016 Contracting Workshop – This workshop was co-sponsored by HDOT, Small Business Administration, and the Minority Business Development Agency. The goal and methodology were shared with approximately 10 participants.

June 15, 2017 Networking Event – HDOT co-sponsored this networking event. The goal and methodology were shared with the 40 participants.

September 12, 2017 Meet and Greet for Design-Build Project – This Meet and Greet was tailored to a specific design-build project to allow the prime proposers to meet with potential DBE subcontractors. The goal and methodology with the Step 2 adjustment were shared with approximately 30 participants.