

---

APPENDIX B – GOAL SETTING CONSIDERATIONS

---

The Department uses the following activities to determine the opportunities available on a given contract on which DBE Firms could participate.

ACTIVITIES / WORK ITEMS	COMMENTS
<ul style="list-style-type: none"> <li>■ Engineering – Professional Services</li> </ul>	
<ul style="list-style-type: none"> <li>■ Clearing and Grubbing</li> </ul>	High DBE utilization work item
<ul style="list-style-type: none"> <li>■ Excavation – Grading – Hauling</li> </ul>	Cost of the materials make up a portion of the item cost in the engineers estimate
<ul style="list-style-type: none"> <li>■ Stone</li> </ul>	The hauling potential in these items makes up a small portion of the overall cost of this item.
<ul style="list-style-type: none"> <li>■ Drainage</li> </ul>	Cost of the materials make up a portion of the item cost in the engineers estimate
<ul style="list-style-type: none"> <li>■ Incidental Concrete</li> </ul>	Cost of the materials make up approximately 50% of the item cost in the engineers estimate
<ul style="list-style-type: none"> <li>■ ITS – Electrical</li> </ul>	
<ul style="list-style-type: none"> <li>■ Paving</li> </ul>	The hauling potential in these items makes up a small portion of the overall cost of this item.
<ul style="list-style-type: none"> <li>■ Reinforcing Steel</li> </ul>	Cost of the materials make up a large portion of the item cost in the engineer’s estimate
<ul style="list-style-type: none"> <li>■ Guardrail</li> </ul>	High DBE utilization work item
<ul style="list-style-type: none"> <li>■ Fencing</li> </ul>	High DBE utilization work item
<ul style="list-style-type: none"> <li>■ Signage</li> </ul>	
<ul style="list-style-type: none"> <li>■ Work Zone Signs</li> </ul>	
<ul style="list-style-type: none"> <li>■ Pavement Markings</li> </ul>	High DBE utilization work item
<ul style="list-style-type: none"> <li>■ Utility Construction</li> </ul>	
<ul style="list-style-type: none"> <li>■ Erosion Control</li> </ul>	High DBE utilization work item
<ul style="list-style-type: none"> <li>■ Concrete Structures – bridges, box culverts</li> </ul>	

Source: Ken Weeden and Associates, Inc., “Executive Summary Disadvantaged Business Enterprise (DBE) Program Annual Goals For: Division of Aviation, Division of Public Transportation, Division of Highways” (2005): 1

## OTHER GOAL SETTING CONSIDERATIONS

- 1) Diversity (Mix) of Work Items – Are there a large number of work items identified as available on the DBE Interest Report? Are the percentages for each of these high and/or spread out even throughout the total available %?
- 2) RRR Impacts to Contractor Availability – Is there a railroad involved with the project or on the project limits? Railroad insurance requirements can have a major impact on the number of subcontractors available to do work on the project. This can be significant on small projects, such as bridge projects or short projects. On longer projects with a limited number of RRR track crossings may have little impact to the availability of subcontractors.
- 3) Project Location – Is the project in a region that will draw from a large list of ready, willing and able DBE contractors?
- 4) Project Construction Requirements –
  - Project Access – Is the project easy to access from major facilities? Projects that are isolated or are not near major highways may restrict the attractiveness to DBE's from other parts of the state.
  - Staged Construction – Projects with multiple construction stages may not offer good opportunities to subcontractors, as they will create difficult resource scheduling requirements.
  - Night Work – Subcontractors may not find projects that require night work attractive
  - Time Restrictions – Projects with multiple construction time restrictions may not offer good opportunities to subcontractors, as they will create difficult resource scheduling requirements. There will be down times, such as morning, lunch and afternoon peaks.
  - Road Closure – This type of project offers total flexibility and safety from traffic to the contractor. DBE subcontractors may find these projects very attractive.
  - Under Traffic – If a project must be built under traffic, it may not be a good choice for subcontractors because of safety, scheduling and project work progress issues.
  - New Location – This type of project offers total flexibility and safety from the traffic to the contractor. DBE subcontractors may find these projects very attractive.
  - Hauling Impacts – Does the project appear to have a strong possibility towards off-road hauling? What types of materials are being hauled? Asphalt or PCC materials may reduce the availability of DBE subcontractors. Is the hauling a very small part of the contract value?
- 5) Mentor / Protégé Program – The intent of this program is to encourage prime contractors to help teach DBE subcontractors new disciplines in highway construction. In order to help them make the program, the goal may be reduced 1 or 2 points to give prime contractors more opportunity to attract and utilize DBE's interested in the Protégé role.
- 6) Specialty Items of Work – Projects such as Intelligent Transportation Systems (ITS), electronic, microsurfacing, HIP paving, etc. may restrict the number of available DBE's.
- 7) Limited Project Scope – Is the project very limited in its opportunities or work items? Examples include: Lump sum pay items, Specialty items such as ITS, small number of pay items such as guardrail only project, and resurfacing.
- 8) Impact of Project Lettings (Number and Size) – There may be several issues that can impact the availability of DBE's to meet our contract goals. Are there a large number of projects being let at one time? Have there been consecutive large lettings? Are there multiple lettings in a month? Has there been a large dollar volume awarded to DBE's in the project area? Is the Division the project is located in having a great deal of local contract lettings?

- 9) Consider trucking and hauling work as a factor in increasing the contract goal, as trucking and hauling is only a fraction of the percentage shown on the DBE Interest Report.

Source: Roberto Canales, PE "Project Goal Setting Guidance" (October 10, 2004)