



**CHICAGO TRANSIT AUTHORITY (CTA)  
DISADVANTAGED BUSINESS ENTERPRISE (DBE) PROGRAM  
Goal Setting Methodology and Calculations**

**Federal Fiscal Years (FFY) 2025, 2026 & 2027  
(October 1, 2024 through September 30, 2027)  
Submittal Date TBD**

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**CTA's DBE Program**

The CTA is fully committed to operating a robust Disadvantaged Business Enterprise (DBE) Program and strives for the contractors on its projects to reflect the communities that it serves. The CTA views the goals it sets as the floor for DBE participation and expects contractors to reach beyond those goals to exceed them.

CTA plays an active role and takes proactive steps to increase DBE participation by implementing programs that maximize opportunities for DBEs and support their growth and success. Each year, CTA hosts multiple programs and events to reach out to DBEs and connect them with prime contractors, offer technical and capacity building support, and provide valuable information about contract opportunities. At outreach events, CTA presents on upcoming contracting opportunities early in the contracting process to ensure DBEs are made aware and prepare to take advantage of the available opportunities. Potential prime contractors also attend these outreach events to network with DBEs and invite them to be part of their team before responding to a procurement solicitation. The CTA also hosts networking events after a prime contract is awarded in order to connect primes with DBEs interested in available subcontracting opportunities on a CTA project. A comprehensive description of the CTA's outreach programs is included in this methodology.

To continue to grow the number of available DBE firms, especially in areas with few or no certified DBEs, the CTA incorporates DBE certification information in all of its outreach programming and encourages all firms to register as a vendor with the CTA, apply for DBE certification, and apply for an expansion of NAICS codes.

The CTA also assesses each contract for a DBE goal before the opportunity is advertised. The overall DBE goal established through this methodology is based on the cost projections and DBE availability at this time. CTA will review final cost estimates and DBE availability ahead of advertising individual contracts to assess a DBE goal. The CTA also uses its race-neutral Small Business Enterprise (SBE) program to create opportunities where certified small businesses compete among themselves for prime contracting opportunities.

**GOAL OVERVIEW**

Pursuant to the U.S. Department of Transportation (DOT) rules and regulations provided in 49 CFR Part 26 (DBE Regulations), the CTA proposes an overall DBE goal that is applicable to the CTA's DOT-assisted contracting opportunities for FFY 2025 through 2027. For those federal fiscal years, the CTA projects to spend a total of \$2,051,852,589 of Federal Transit

Administration (FTA) funds (see Table 1 for the breakdown of anticipated FTA funds by work category). The proposed overall goal for DBE participation is 21% or \$430,889,044 of the projected FTA funds that will be subject to DBE participation requirements as demonstrated by the calculation shown below. Please note that CTA uses the total amount of the anticipated projects even though the total will not be funded through federal dollars. Since all of the funding sources for a particular project are not all known at the time of this goal methodology and since the DBE Regulations will apply to the entire project because CTA will be using federal funding, CTA includes the total dollar amount of each project in its calculation.

**21% (Projected DBE goal) x \$2,051,852,589 (Total CTA federally funded capital budget excluding transit vehicle purchases) = \$430,889,044.**

## **USDOT-ASSISTED CONTRACTING PROGRAM FOR FFY 2022 - 2024**

The CTA has adopted a comprehensive capital improvement plan that will provide faster, more comfortable, and more reliable transportation services for our customers throughout the service area, which supports the CTA's overall mission to deliver quality, affordable transit services that link people, jobs and communities. This plan is supported by the Illinois's capital program and the Investment in Infrastructure and Jobs Act (IIJA). Based on the projected capital projects below, we have identified subcontracting opportunities in order to calculate our DBE goal for FFY 2025 - 2027. As part of the methodology, CTA reviewed similar past projects to forecast opportunities for firms to compete at the prime and subcontracting level; those opportunities are reflected in our Step One calculation.

Capital projects included among the FFY 2025 - 2027 work categories:

- 103<sup>rd</sup> Bus Garage – Roof Replacement
- 98<sup>th</sup>, Midway, and Rosemont Yards – Diesel Locomotive Storage Shed
- All Stations Accessibility Program (ASAP) – O’Hare Line – Belmont and Irving Park Stations
- ASAP – Congress Line Pulaski
- ASAP – Lake Line Oak Park and Ridgeland Stations
- Bus Overhaul
- Bus Router MP070 Replacements (equipment only)
- Camera and Video Program (Equipment only. Installation is under a different contract)
- Electric Bus Program (eBus) – 95<sup>th</sup> Initial Buildout
- eBus – 103<sup>rd</sup> Garage Initial Installation
- eBus – Chicago and 103<sup>rd</sup> Full Buildout
- eBus – Route 66 Phase 2
- Public Address System Overhaul
- Rail Car Overhaul
- Rail Station Communication Overhaul
- Ravenswood Line – Western Station – Improvements
- Red Line Extension (RLE) Mainline Design-Build
- RLE 120<sup>th</sup> Rail Shop and Maintenance Yard
- Skokie Shops Placeholder
- South Mainline – 43<sup>rd</sup> Station – Improvements
- Traction Power Upgrades – 95<sup>th</sup> Substation and Kedvale, Nagle, Franklin & Sacramento DC Breaker Replacement

The CTA is committed to maximizing DBE opportunities on all of its procurements and regularly reviews contracts for race-neutral and small business participation. As part of these efforts, the CTA has established a policy to assess DBE goals at the task-order level for blanket, or task-order-based, contracts. Examples of these contracts are the Construction Management, General Engineering Consultant, and MIDCON contracts.

## **GOAL METHODOLOGY**

Pursuant to Section 26.45(b), the overall goal must be based upon demonstrable evidence of the relative availability of DBEs in the CTA's geographic and product markets. Accordingly, the CTA proposes an overall goal for DBE participation that is consistent with the CTA's historical spending patterns and with the amount of DBE participation the CTA expects to achieve in its local market. The following sections, and the accompanying tables, explain the process that was followed to calculate the 21% proposed overall DBE goal for FFY 2025-2027.

The CTA used its Bidders List in order to identify businesses, both DBE and non-DBE, ready, willing, and able to do business with CTA. Since we encourage all vendors, whether they would like to participate as a prime or subcontractor, to register with us, the Bidders List provides a useful list of firms interested in doing business with CTA. The CTA decided not to use the 2019 disparity study due to the effect of the COVID-19 pandemic had on market conditions.

## **STEP ONE: BASE FIGURE CALCULATION**

Section 26.45(c) requires the measurement of ready, willing, and able businesses in the CTA's local market, using the best available evidence to derive a fair and accurate base figure that represents the percentage of DBEs. One of the methods recommended in the DBE Regulations for determining the base figure involves accessing information from a Bidders List (§26.45(c)(2)). The following describes the base figure calculation based on these sources.

The CTA determined the number of ready, willing, and able DBEs in our local market by identifying the DBE businesses registered on CTA's Bidders List including their North American Industry Classification System (NAICS) codes. The CTA identified the relevant NAICS codes to apply to the FFY 2025-2027 capital projects by reviewing the anticipated CTA projects funded by the CTA's current (FFY 2022-2024) federally funded capital budget. Utilizing the Bidders List CTA also identified available DBE and non-DBE firms in its local market with those same NAICS codes. This allowed CTA to determine available firms that could serve as potential vendors. The number representing all DBEs and the number representing all firms were then used to determine the percentage of ready, willing, and able "DBE firms to all firms" ratio for each NAICS code category (see Table 2).

As recommended in the DOT's "Tips for Goal-Setting", the CTA weighted the percentages by dividing the Budget Amount for each NAICS category by the total projected FTA funds, as shown in column E. The weighted percentage was then multiplied by the percentage derived from the "DBE firms to all firms" ratio and multiplied by 100 for each NAICS code category (column F). The resulting value for each NAICS code category was totaled to determine the overall base figure for the CTA's 3-year DBE utilization of 16.25%. The base figure calculation weighs the relative availability of DBE contractors against the relative budget amount of contracting opportunities available for the total pool of contractors in CTA's Bidders List. The Step One calculation for the FFY 2025-2027 overall goal yielded a

Base Figure of 16.25%.

## **STEP TWO: ADJUSTING THE BASE FIGURE**

Past participation is the most reliable factor the CTA can use in the Step Two adjustment due to the similarity of the CTA's federally-funded capital spending in FFY 2016-2018, FFY 2019-2021, and FFY 2022-2023, and forecasted federally-funded capital spending in FFY 2025-2027 and accurately reflects the DBE participation the CTA can expect to attain in FFY 2025-2027.

Once the base figure of 16% was calculated, the CTA determined it was slightly inconsistent with the historical attainment and the realities of the market in the Cook County Area. As a result, the CTA adjusted the base figure pursuant to Section 26.45(d)(1)(i) of the DBE Regulations, which provides that the base figure can be adjusted by using the current capacity of DBEs to perform work on the recipient's DOT-assisted program by measuring the volume of work performed by DBEs in recent years.

The CTA utilized its DBE goal and actual attainment percentages filed with the FTA between FFY 2016-2018, FFY 2019-2021, and FFY 2022-2023 to calculate the figures in each category to determine a median rate of DBE participation for those federal fiscal years (see Table 3A-3D). Although typically the attainment for the last 3 FFYs is used, CTA determined that FFY 2021 and 2023 were outliers as the timing of contracts decreased our DBE attainment to only 8% and 13%, respectively. As evidenced in Tables 3A, 3B, and 3C, CTA attainment is higher in years with similar contracting opportunities. This information was taken into consideration because it is a likely indicator of participation on future projects, since the types of goods and services contracted by the CTA remain fairly consistent over time. Instead of using the median attainment of the last three FFYs, CTA used the median attainment over the last three triennial periods (see Table 3D) since they were more consistent with the CTA's attainment with the level of anticipated federal funding. According to the calculations, the CTA attained an average DBE participation rate of 37.20% and a median rate of 34.98% for FFY 2016-2018, an average DBE participation rate of 21.47% and a median rate of 26.97% for FFY 2019-2021, and an average DBE participation rate of 21.36% and a median rate of 21.36% for FFY 2022-2023. The average DBE attainment across the three triennial periods is 21.63% and the median participation is 21.26%.

Another factor that contributed to increasing the final goal above the base figure is that CTA has already established a DBE goal for the Red Line Extension (RLE) Mainline Design-Build contract. This contract makes up the majority of the anticipated dollars in this methodology and the CTA set DBE goals of 25% for the design and 22% for the construction. Given the current cost estimates, this accounts for over 72% of the projected DBE dollars for a 21% goal. While the remaining projects vary in scope, many include design, construction, and construction management contracts, which have historically included strong DBE participation.

**Therefore, the CTA adjusts the DBE goal for FFY 2025-2027 to 21%.**

## **FINAL STEP: ESTABLISHING THE OVERALL GOAL**

The CTA has calculated a weighted base figure of 16% which is historically lower than normal. We are confident in our ability to meet a higher DBE goal, and based on historical data, the CTA has had a median DBE attainment of 21.26% for the past three triennial periods, which will be the basis for our FFY 2025-2027 Triennial DBE Goal of 21%.

**ANNUAL OVERALL DBE PERCENTAGE GOAL = 21% OF TOTAL ESTIMATED  
FEDERALLY-FUNDED CAPITAL BUDGET**

**UTILIZATION OF RACE-NEUTRAL (RN) AND RACE-CONSCIOUS (RC) METHODS**

The goal of CTA's DBE Program is to be primarily a race-neutral initiative that incorporates race-conscious elements, as needed. DOT's DBE Regulations (49 CFR 26.51) require the CTA to meet the maximum feasible portion of the overall goal by using race-neutral means of facilitating DBE participation. The race-neutral measure or program is one that can be used to assist all businesses. For purposes of this submittal, the definition of Race-Neutral includes gender.

**Formula for Calculating Race-Neutral and Race-Conscious Percentages**

Step #1: Determine the FFY 2016-2023 average of DBE procurements achieved without contract goals. This is the RN mean.

Step #2: Determine the FFY 2016-2023 average of DBE utilization achieved utilizing DBE contract goals. This is the RC mean.

Step #3: RN median FFY 2016-2023 = 5.64% (see Table 3c)  
RC median FFY 2016-2023 = 15.99% (see Table 3c)

As with the Step Two process, the median was used to determine the race-neutral/race conscious percentages in order to account for any outliers in the data.

Step #4: Of the overall goal of 21% DBE participation for FFY 2025-2027 as computed from Steps One and Two, the CTA seeks to achieve 5.64% by Race-Neutral means and the difference of 15.36% by Race-Conscious means. This is the percentage the CTA can confirm based on the FFY 2016-2023 achievement. The CTA used the combined FFY 2016-2023 instead of the triennial 2021-2023 since the FFY 2021 and 2023 attainments were outliers and would have given us even smaller RN and RC medians. Including a larger range of years increased the Race-Neutral goal while still being based on historical attainment.

The CTA will exert additional effort to extend outreach to potential prime contractors to ensure subcontracting opportunities are fully promoted prior to using race-conscious contract goals to achieve the projected FFY 2025-2027 overall DBE Goal.

**Outreach to Minority- and Women-Business and General Business Groups**

The following minority, women's, and general contractor support groups were contacted to discuss the CTA's DBE goal as it was being prepared.

- African American Contractors Association
- Arquitectos
- Association of Asian American Construction Enterprises (AACE)
- Austin African American Business Networking Association (AAABNA)
- Black Contractors Owners and Executives (BCOE)
- Chatham Business Association (CBA)

- Chicago Minority Supplier Development Council (CMSDC)
- Chicago Urban League (CUL)
- Contractor Advisors Business Development Inc.
- Cosmopolitan Chamber of Commerce
- Federation of Women Contractors (FWC)
- Greater Englewood Community Development Corporation (GECDC)
- Hispanic American Construction Industry Association (HACIA)
- HIRE360
- Illinois Hispanic Chamber of Commerce (IHCC)
- Latin American Chamber of Commerce
- LGBTQ Chamber of Commerce
- Minority Business Development Agency -Chicago
- National Association of Minority Contractors Chicago (NAMCC)
- National Organizing of Minority Engineers
- U.S. Minority Contractors Association (USMCA)
- Women's Business Development Center (WBDC)
- Women Construction Owners and Executives
- World Business Chicago (WBC)
- Chicago Housing Authority
- Illinois Tollway Technical Assistance Program (administered by Inner-City Underwriting Agency Inc)

In addition to meeting with the support groups listed above, CTA presented the DBE goal to the CTA's DBE Advisory Committee. The Committee is comprised of DBE firms, prime contracting and consulting firms, and technical assistance agencies.

### **Advertisements**

The CTA issued multiple notices through its social media channels including Facebook and LinkedIn and in multiple minority-focused media announcing that the Overall DBE Goal and Methodology for FFY 2025-2027 is available for inspection on the CTA's website at [www.transitchicago.com/dbe](http://www.transitchicago.com/dbe). The CTA advertised its FFY 2025-2027 notice in the following newspapers:

- Crusador News
- Chicago Chinese Magazine\*
- Citizen Newspaper
- Negocios Now\*

\*Minority newspaper

Written comments on the goal rationale should be addressed to:

Chicago Transit Authority  
Diversity Programs Department  
567 W. Lake Street  
Chicago IL, 60661

Or

[diversity@transitchicago.com](mailto:diversity@transitchicago.com)

## **DBE PROGRAM HIGHLIGHTS FFY 2022-2024**

- CTA recognizes that small businesses are seeking opportunities with other government agencies as they seek to expand their portfolios. CTA hosted 15 local and state government agencies to a panel discussion with networking. Small businesses learned certification requirements with the agencies and what opportunities are available. Small businesses began to build business relationships with agency personnel during the networking portion of the event.
- CTA continues to host procurement and educational programming virtually. Having moved the viewing and bidding of contracts to the online platform, Bonfire, CTA hosts pre-bid meetings online as well, allowing bidders the opportunity to ask questions about scopes of work and procurement of projects and get real-time answers from the appropriate CTA staff.
- CTA is committed to the growth and development of the Disadvantaged Business Enterprise (DBE) Community and its ability to compete in the general marketplace. CTA held a Mentor-Protégé Networking event. Small businesses were invited to attend and networked with prime contractors doing business with the CTA.
- CTA has successfully identified an increased number of contract opportunities with a sufficient number of SBEs available to bid. This has afforded more SBEs prime contracting opportunities, increasing their capacity and adding to their experience.
- CTA understands the sensitivity and importance of payment cycles, especially as it relates to small and disadvantaged businesses. CTA has worked across departments to standardize the invoicing process and streamline payment for small and disadvantaged businesses. This has resulted in a decrease in payment times for infrastructure invoices after submission of the official payment application from 45-60 days to 12 days.

## **DBE Outreach Participation FFY 2022-2024**

### **Educational**

- Held quarterly “Driving Small Businesses the Distance” workshops. This program consists of a series of introductory, “how to” courses for businesses that are newer to CTA’s procurement. The courses include Certification, Contracts, and Compliance.
- CTA continues to hold the annual Small Business Educational Series. The SBE Series is now a 9-week educational program to assist established small and disadvantaged businesses in doing business with CTA. The intimate group of 15-25 firms meets virtually for 2+ hours every week. A different module is covered and led by leading industry experts. These modules include: estimating, budgeting, business development, safety and quality controls, technology and more.
- Launched the Building Small Businesses (BSB) Program. BSB is a financial capacity building and wrap around service program to assist small businesses secure funding to successfully bid, win or operate on CTA contracts. The program includes an orientation workshop along with 1:1 assessments and consultations to navigate the process of preparing, applying for and securing funding. To date, the BSB program has assisted 30 firms secure over \$13 million in funding.

### **Procurement**



- Held multiple Meet & Greets. Meet and Greets are a way for CTA to connect Primes and DBEs to build the necessary relationships to partner on contracts. Some Meet and Greets include:
  - MIDCON - CTA's mid-level construction job ordering contracts (JOC)
  - NAPA Meet The Contractor
  - CAI Meet The Contractor
  - Meet The Short-Listed Primes for Red Line Extension Project
- Held several Pre-bid and Pre-proposal meetings. CTA encourages both prime and sub-contractor/consultants to attend pre-bid and pre-proposal meetings. Here, firms are able to learn firsthand about the specifics of the contract opportunity, meet the CTA user group, connect with interested prime contractors and present questions for clarity. Some pre-bid and pre-proposals include:
  - General Engineering and Construction IV (GEC IV)
  - Design and Furnish Complete Video Recording System for 5000 and 3200 Series Rail Cars
  - Janitorial Services
  - Rail Car Extermination
  - Consulting Services To Provide Real Estate Appraisal and Appraisal Services
  - Landscape Maintenance (SBE)
  - Furnish Labor, Materials, Tools, Equipment and Related Items Necessary to Provide Asbestos Abatement and, Mold Remediation
  - Provide Pipe Insulation Repair and Installation As Required for a Period of Up to 36 Months from Date of Contract Execution
  - Furnish and deliver sheet steel of various sizes and thickness as required for a period of up to thirty-six (36) months from date of contract execution.
  - Printing of Various Informational Signage, Maps, Banners, and Decals as Required for a Period of Up to 36 Months from Date of Contract Execution
  - 11 Walking Scrubber Units - Compact Scrubbers for cleaning between garage fixtures and small spaces.

#### Assist Agencies

- Partnered with Assist Agencies. CTA, as members or partners, hosted, co-hosted or presented contract opportunities, certification details or other resources to assist their memberships and business networks in successfully doing business with CTA. Some events include:
  - IL MBDA Symposium: What's In The Infrastructure Bill
  - IL MBDA Clean Energy Summit
  - WBDC Midwest Business Conference
  - HACIA Transportation Discussion
  - CMSDC Procurement Event
  - FWC Women Rock Networking Event
  - HACIA Certification Workshops
  - IHCC February Breakfast
  - Red Line Extension Roadshows (Membership Meetings)
    - USMCA
    - NAMCC
    - BCOE
    - HACIA
    - WCOE
    - And others

### Governmental Agencies

- Attended and participated at other local and Federal agency procurement events and programming. CTA engages with other agencies to stay on top of industry trends and regulations. Governmental engagement also provides opportunities to promote CTA Diversity Programs and connect with new and existing CTA vendors. Some events include:
  - City of Chicago Construction Summit
  - MWRD Diversity Summit
  - Cook County: Pathways To Cook County Summit
  - CPD & CTA: We Are Family! Doing Business With Sister Agencies

The CTA will continue to expand its outreach efforts to inform DBEs and potential DBEs about opportunities in order to ensure and achieve its overall DBE goals.

**Table 1: Funding by Work Category**

Work Category	Estimated Dollar Value	Percent of Federal Funding by Work Category
Construction	\$1,759,235,623	85.74%
Supplies	\$225,616,966	11.00%
Professional Services	\$67,000,000	3.27%
<b>Total</b>	<b>\$2,051,852,589</b>	<b>100.0%</b>

**Table 2: Base Figure Calculation**

NAICS Codes	Other NAICS Codes Included	Category	# of DBE Firms Certified on Bidders List	# of Overall Firms in NAICS Code Bidders List	DBE Firms/Firms Ratio	Budget Amount	Weighted (Budget Amount/Overall Contract Value)	Weighted x DBE Firms Ratio
23621	238910;	Sitework	35	128	27%	\$ 50,176,608.05	2.45%	0.67%
236220	238290; 333923; 423860; 237120;	Commercial & Institution Building & Construction	82	372	22%	\$ 97,583,958.46	4.76%	1.05%
23711		Water & Sewer	11	53	21%	\$ 14,482,125.85	0.71%	0.15%
237310		Highway, Street, and Bridge Construction	31	102	30%	\$ 20,561,011.00	1.00%	0.30%
238110	23731; 238120; 238190; 325510; 325520; 327320; 423510; 327390;	Concrete	96	371	26%	\$ 52,865,455.63	2.58%	0.67%
238120	332312; 238150; 238190; 238130; 332323; 332321; 423390; 238290; 423310; 326199; 337127; 325520; 331313; 332311; 332322; 332439; 333413;	Metal, Wood, Plastics & Composites	89	349	26%	\$ 469,094,135.09	22.86%	5.83%
238140	423320; 327991;	Masonry	30	122	25%	\$ 18,012,557.45	0.88%	0.22%
238160	423330; 444180; 332322; 221122; 237130; 238290; 423610;	Roofing	25	101	25%	\$ 17,381,989.31	0.85%	0.21%
238210	423510; 423690; 335999; 334514;	Electrical Contractors & Equipment	110	865	13%	\$ 494,986,002.12	24.12%	3.07%
238220	423720; 423730; 423740; 327120;	Plumbing, HVAC	48	346	14%	\$ 22,450,993.36	1.09%	0.15%
238310	238170; 238320; 424950; 238390; 238140; 238330; 238340; 423320; 444180; 238350;	Finishes	153	754	20%	\$ 30,205,076.97	1.47%	0.30%
238990	339950; 562910; 424950; 561720;	Specialty Trade Contractors	88	447	20%	\$ 11,938,734.98	0.58%	0.11%
336390		Bike Racks	15	287	5%	\$ 4,197.33	0.00%	0.00%
42341	33431; 423690;	Audio & Video	3	96	3%	\$ 24,351,084.58	1.19%	0.04%
423860	423120; 336510	Rail Borne Vehicle equipment	26	511	5%	\$ 8,000,000.00	0.39%	0.02%
484110	336510; 423610; 423860; 423690; 423730;	Rail Car Parts	49	751	7%	\$ 130,567,945.00	6.36%	0.42%
488490		Truck Drivers	2	18	11%	\$ 185,309.68	0.01%	0.00%
541310		Architectural Services	30	148	20%	\$ 16,672,400.00	0.81%	0.16%
541330	237990;	Engineering Services	109	467	23%	\$ 209,177,706.07	10.19%	2.38%
541618	541370;	Professional Services (DoR, CM, PM)	142	695	20%	\$ 2,088,845.15	0.10%	0.02%
561730	424930;	Landscaping	12	47	26%	\$ 1,432,015.68	0.07%	0.02%
561990	532490;	Traffic Control	22	104	21%	\$ 4,076,726.26	0.20%	0.04%
562111	562212;	Waste Collection	0	0	0%	\$ 236,529.30	0.01%	0.00%
811111	423610; 238210; 423860; 811121; 811122; 423120; 423830; 484220; 332323; 332312; 332618;	Bus Parts and Labor	129	1101	12%	\$ 75,349,020.51	3.67%	0.43%
N/A		Allowances/Contingencies	0	0	0%	\$ 279,972,161.00	13.64%	0.00%
<b>Base Figure:</b>						<b>Total Contract Value</b>	<b>Total Budget Subcontract %</b>	<b>Base Figure</b>
						\$ 2,051,852,588.83	100.00%	16.25%

**Table 3A: 2016-2018 FFY DBE Attainment**

Fiscal Year	DBE Goal	DBE Attainment	Race-Conscious	Race-Neutral
2016	26%	51%	10%	41%
2017	26%	25%	22%	3%
2018	26%	35%	24%	11%
<b>Total</b>		<b>111.61%</b>	<b>56.77%</b>	<b>54.83%</b>
<b>Mean</b>		<b>37.20%</b>	<b>18.92%</b>	<b>18.28%</b>
<b>Median</b>		<b>34.98%</b>	<b>22.14%</b>	<b>10.52%</b>

**Table 3B: 2019-2021 FFY DBE Attainment**

Fiscal Year	DBE Goal	DBE Attainment	Race-Conscious	Race-Neutral
2019	26%	29%	23%	7%
2020	26%	27%	20%	7%
2021	26%	8%	7%	1%
<b>Total</b>		<b>64.41%</b>	<b>49.10%</b>	<b>15.30%</b>
<b>Mean</b>		<b>21.47%</b>	<b>16.37%</b>	<b>5.10%</b>
<b>Median</b>		<b>26.97%</b>	<b>19.71%</b>	<b>6.62%</b>

**Table 3C: 2022-2023 FFY DBE Attainment**

Fiscal Year	DBE Goal	DBE Attainment	Race-Conscious	Race-Neutral
2022	26%	31%	20%	11%
2023	26%	12%	10%	2%
<b>Total</b>		<b>42.72%</b>	<b>29.97%</b>	<b>12.75%</b>
<b>Mean</b>		<b>21.36%</b>	<b>14.98%</b>	<b>6.38%</b>
<b>Median</b>		<b>21.36%</b>	<b>14.98%</b>	<b>6.38%</b>

**Table 3D: DBE Attainment Summary**

Fiscal Year	DBE Goal	DBE Attainment	Race-Conscious	Race-Neutral
2016-2018	26%	31%	21%	10%
2019-2021	26%	21%	16%	5%
2022-2023	26%	13%	11%	2%
<b>Total</b>		<b>64.88%</b>	<b>47.96%</b>	<b>16.93%</b>
<b>Mean</b>		<b>21.63%</b>	<b>15.99%</b>	<b>5.64%</b>
<b>Median</b>		<b>21.26%</b>	<b>16.35%</b>	<b>4.90%</b>