

# The DeKalb-Sycamore Area Transportation Study: A Metropolitan Planning Organization



## Disadvantaged Business Enterprise Program

for

**FY 2011**

**July 1, 2010 to June 30, 2011**

DeKalb-Sycamore Area Transportation Study  
City of DeKalb Engineering Department  
223 South Fourth Street, Suite B  
DeKalb, IL 60115  
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**Disadvantaged Business Enterprise Program**  
**DeKalb-Sycamore Area Transportation Study**  
**(DSATS)**  
**and The City of DeKalb, Illinois**

**FY 2011**

**Prepared For:** DeKalb-Sycamore Area Transportation Study

**In Cooperation With:** Illinois Department of Transportation  
Federal Highway Administration  
Federal Transit Administration

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## **DeKalb-Sycamore Area Transportation Study**

### ***Policy Committee***

#### **City of DeKalb (4 votes)**

Mayor Kris Povlsen, *Committee Vice Chair*  
Alderman Ron Naylor  
Mark Biernacki, City Manager  
(position to be filled)

#### **City of Sycamore (1 vote)**

Mayor Ken Mundy, *Committee Chair*

#### **DeKalb County (1 vote)**

Pat Lavigne, County Board Member  
Ray Bockman, DeKalb County Administrator (Alt.)

#### **Northern Illinois University (1 vote)**

Dr. John Peters, President  
Ken Zehnder, Director of State and Local  
Relations (Alt.)

#### **Illinois Dept. of Transportation (1 vote)**

George Ryan, Deputy Director of Highways  
Lou Paukovitz, District 3 Planner (Alt.)

#### **Town of Cortland (Non-voting)**

Mayor Bob Seyller  
Walter Magdziarz, Town Administrator (Alt.)

### ***Technical Advisory Committee***

#### **City of Sycamore (1 vote)**

Bill Nicklas, City Manager  
John Laskowski, City Engineer

#### **DeKalb County (1 vote)**

Bill Lorence, County Engineer  
Paul Miller, County Planning Director  
Ray Bockman, County Administrator

#### **Town of Cortland**

Walter Magdziarz, Town Administrator

#### **City of DeKalb (1 vote)**

Joel Maurer, City Engineer  
Mark Biernacki, City Manager

#### **Northern Illinois University (1 vote)**

Bob Albanese, Assoc. Vice President –  
Finance & Facilities  
Ken Pugh, Director –Management Materials Dept.

#### **DeKalb Taylor Municipal Airport**

Tom Cleveland – Airport Manager

#### **NIU Student Association (1 vote)**

Robert Sorsby, SA President  
Joshua Venaas, Director of Mass Transit

#### **Voluntary Action Center (1 vote)**

Tom Zucker, Executive Director, *Committee Chair*  
Ellen Rogers, Assistant Director

#### **Kishwaukee College/IL WorkNet Center (1 vote)**

Elaine Cozort, IWNC Coordinator  
Evelina Cichy, Dean, Adult and Continuing Education

#### **Illinois Dept. of Transportation – District 3 (1 vote)**

Lou Paukovitz, District Planner

#### **Illinois Dept. of Transportation – Planning & Programming**

Curtis Jones, Acting Bureau Chief

#### **Illinois Dept. of Transportation – Public Transportation**

Dave Spacek, Program Manager

#### **Federal Highway Administration**

John Donovan, Transportation Planning Specialist

### ***DSATS Staff***

Joel Maurer, *City of DeKalb Engineer / MPO Director*  
Brian Dickson, *MPO Coordinator / Transportation Planner*  
Steve Maney, *MPO Intern*

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## Definitions of Terms

The terms used in this program have the meanings defined in 49 CFR 26.5.

### IDOT DBE Program Policy Statement

The City of DeKalb, as the fiscal agent and staff provider for the DeKalb-Sycamore Area Transportation Study (DSATS), the Metropolitan Planning Organization (MPO) for the greater DeKalb region, has established a Disadvantaged Business Enterprise (DBE) program in accordance with regulations of the US Department of Transportation (DOT), 49 CFR Part 26. The City anticipates that it will receive Federal financial assistance from the Department of Transportation through the Illinois Department of Transportation (IDOT), and as a condition of receiving this assistance, the City, as the agent for the MPO, has signed an assurance that it will comply with 49 CFR Part 26.

The policy of the City of DeKalb and DSATS regarding DBE's, as defined in Part 26, includes the following:

1. To ensure equal opportunity to receive and participate in DOT-assisted contracts;
2. To ensure nondiscrimination in the award and administration of DOT assisted contracts;
3. To create a level playing field on which DBE's can compete fairly for DOT assisted contracts;
4. To ensure that the DBE Program is narrowly tailored in accordance with applicable law;
5. To ensure that only firms that fully meet 49 CFR Part 26 eligibility standards are permitted to participate as DBE's;
6. To help remove barriers to the participation of DBE's in DOT assisted contracts; and
7. To assist the development of firms that can compete successfully in the market place outside the DBE Program.

The Assistant City of DeKalb Manager is the official DBE Liaison Officer (DBELO), who shall ensure compliance with all legal obligations incurred by the City and DSATS in regards to its DBE program as set forth in the financial assistance agreements with the Department of Transportation. The DSATS Coordinator shall be the official contact person for the DSATS / City of DeKalb DBE program and shall coordinate all activities involving its DBE program, as overseen by the DBE Liaison Officer.

Once the policy statement is signed, DSATS will disseminate this policy statement to its Board and staff members within the organization, individuals on the MPO mailing list, and will be placed on the MPO website. DSATS will also distribute this statement to all DBE and non-DBE businesses that perform work for us on DOT-assisted contracts, and to all DBE and non-DBE firms via advertisement and mailings to designated organizations.

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Joel Maurer, DSATS Director

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Date

### **Nondiscrimination**

DSATS and the City of DeKalb will never exclude any person from participation in, deny any person the benefits of, or otherwise discriminate against anyone in connection with the award and performance of any contract covered by 49 CFR part 26 on the basis of race, color, sex, or national origin.

In administering its DBE program, DSATS and the City of DeKalb will not, directly or through contractual or other arrangements, use criteria or methods of administration that have the effect of defeating or substantially impairing accomplishment of the objectives of the DBE program with respect to individuals of a particular race, color, sex, or national origin.

### **Federal Financial Assistance Agreement Assurance (§26.13)**

DSATS and the City of DeKalb have signed the following assurance, applicable to all DOT-assisted contracts and their administration:

“DSATS officials and the City of DeKalb shall not discriminate on the basis of race, color, national origin, or sex in the award and performance of any DOT-assisted contract or in the administration of its DBE Program or the requirements of 49 CFR part 26. DSATS officials and the City of DeKalb shall take all necessary and reasonable steps under 49 CFR part 26 to ensure nondiscrimination in the award and administration of DOT-assisted contracts. The DSATS / City of DeKalb DBE Program, as required by 49 CFR part 26 and as approved by DOT, is incorporated by reference in this agreement. Implementation of this program is a legal obligation, and failure to carry out its terms shall be treated as a violation of this agreement. Upon notification to DSATS of its failure to carry out its approved program, DOT may impose sanctions as provided for under part 26 and may, in appropriate cases, refer the matter for enforcement under 18 U.S.C. 1001 and/or the Program Fraud Civil Remedies Act of 1986 (31 U.S.C. 3801 et seq.).” [Note – this language is to be used verbatim, as it is stated in §26.13(a).]

This language will appear in financial assistance agreements with subrecipients.

### **Quotas**

DSATS officials and the City of DeKalb will not use quotas in the administration of this DBE program.

### **DBE Liaison Officer**

The Assistant City of DeKalb Manager, as the designated DBE Liaison Officer (DBELO), and the DSATS Coordinator, as the designated DBE Coordinator (DBEC) are responsible for developing and implementing all aspects of the DBE program and ensuring that DSATS and the City of DeKalb comply with all provisions of 49 CFR part 26, in coordination with other appropriate officials. Implementation of the DBE program is accorded the same priority as compliance with all other legal obligations incurred by DSATS and the City of DeKalb in its financial assistance agreements with DOT.

The DBEC, Brian Dickson, can be reached at:

City of DeKalb Engineering Department  
DeKalb Municipal Annex  
223 South Fourth Street, Ste. B  
DeKalb, IL 60115  
Phone: (815) 748-2367  
Fax: (815) 748-2025  
Email: [brian.dickson@cityofdekalb.com](mailto:brian.dickson@cityofdekalb.com)  
Website: <http://www.cityofdekalb.com/DSATS/dsats.htm>

### **Duties and responsibilities of the DBELO and DBEC:**

The DBELO and DBEC are responsible for developing and monitoring the DBE program in so far as required by FHWA and FTA project solicitations, in coordination with other appropriate officials. Duties and responsibilities include the following:

1. Gather and report statistical and other information as required by DOT;
2. Review third party contracts and purchase requisitions for compliance with this program;
3. Apply pertinent agency guidelines to set overall annual goals;
4. Ensure that bid notices and requests for proposals are available to DBE's in a timely manner;
5. Identify contracts and procurements so that DBE goals are included in solicitations (both race-neutral methods and contract specific goals) and monitor results;
6. Analyze DSATS' progress toward goal attainment and identify ways to improve progress;
7. DBEC participation in pre-bid meetings, if applicable;
8. Advise the CAO / governing body on DBE matters and achievement;
9. Participate with the legal counsel and project director to determine consultant compliance with good faith efforts;
10. DBEC retraining as to follow current DBE requirements; and
11. Verify that firms applying for a project are currently eligible as a DBE to do business with DOT.

### **DBE Directory**

IDOT maintains a Disadvantaged Business Enterprises Directory (Directory) identifying all firms eligible to participate as DBEs on federally-funded highway and aeronautics projects. The Directory lists the firm's name, address (physical location and e-mail), phone number and type of work the firm has been certified to perform as a DBE. The Directory is provided on IDOT's web site (continually updated) and available in printed form (updated on a bi-annual basis - January and July - addendums are printed on an as-needed basis) by calling (217) 782-5490. IDOT's web site address is <http://www.dot.state.il.us>.

While IDOT maintains a list of all DBE's in the State, DSATS maintains its own list of IDOT eligible DBEs that are in DeKalb and nearby Counties. The list is updated annually, and DSATS staff uses the IDOT list to locate and record the DSATS DBE listing. The list of these DBE's can be found in the appendix and on the DSATS website: <http://www.dsats.org/>.

## **Business Development Programs**

DSATS does not have a Business Development Program.

## **Required Contract Clauses**

DSATS staff shall ensure that the following clauses are placed in **every DOT-assisted contract and subcontract**:

“The contractor or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The contractor shall carry out applicable requirements of 49 CFR part 26 in the award and administration of DOT assisted contracts. Failure by the contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as the recipient deems appropriate.”

## **Monitoring and Enforcement Mechanisms**

DSATS will bring to the attention of IDOT any false, fraudulent, or dishonest conduct in connection with the IDOT DBE program, so that IDOT can take the steps provided in 26.109. DSATS member organizations are also encouraged to take their own similar actions when false, fraudulent, or dishonest conduct in connection with regulations set forth in individual contracts, are identified, as allowed by the rules and regulations identified within the individual contracts.

## **Sanctions for Non-Compliance**

Any contract approved between a DSATS member organization and a contractor, which uses federal transportation funds provided by the FHWA or FTA, shall include all language regarding sanctions for non-compliance which have been identified in the funding contract between the DSATS member organization and the federal funding agency.

## **Overall Goals**

### **DBE FY11 Goals**

Currently, there is one DBE within DeKalb County. As DSATS investigated, staff found one trucking company that is certified, and their certification is set though October 2010. As there is only one DBE in the immediate area, staff searched the IL UCP directory to identify DBE firms in the surrounding counties. Staff compiled a list of DBE's within Boone, DeKalb, DuPage, Kane, Kendall, Lake, LaSalle, McHenry, Ogle, Will, and Winnebago Counties that could be contracted with if their experiences were applicable for future DSATS projects. When possible, it is our goal to use DBE's within the counties surrounding DeKalb County; but when there are no applicable firms in the area, DSATS officials and staff will look outward to identify applicable firms in the Chicago Metropolitan region and other areas within Illinois.



In DeKalb County there are a total of 6,516 firms in all sectors. Of those firms 2,133 or 32% are female-owned. This data is taken from the 2002 Survey of Business Owners on the U.S. Census Bureau website. However, the number of firms owned by African-Americans was suppressed due to unmet publication standards. The Census Bureau sets the standards. For example, the data would not be published if the firm count was less than three or the relative standard error of the sales and receipts is 50 percent or more. The data is not split into the type of business. We have contacted various resources within DeKalb County to identify which firms are female and minority owned, but to date we have been unable to find listings of such organizations.

The total number of potential contractors in DeKalb County is 6,516. As we have no potential contractors in our immediate vicinity, we are well below 1%, but our goal will remain achieving 1% goal for DBE's in the area. In FY10 and previously there was 0% participation in the DBE program in DeKalb County. While there have been no DBEs in DeKalb County added to the IL UCP list, it is possible that DSATS may include companies outside of the county area. While there are numerous DBEs in the Chicago area, it is difficult to obtain quotes and hire these firms. DBE participation will continue to be pursued inside and outside of DeKalb County.

### **DBE Participation**

DSATS has no previous DBE participation. As a small MPO, there have been relatively few projects in which the DBE regulations have applied, and when there has been, it has either been IDOT projects, where IDOT officials ensure compliance to their own DBE program, or the projects have been specialized in nature where the availability of DBE's to perform the project have been extremely limited or non-existent. In all cases, applicable DBE firms have been sent copies of the RFP's and Bids to allow them to apply for these projects and to date no DBE has bid on any projects sponsored by DSATS or the City of DeKalb.

### **Community Organizations**

These agencies serve the DeKalb County area and provide social services to populations in need. Where possible, DSATS staff will use these organizations to identify possible female and minority owned businesses within the DSATS area.

- 4-C (Community Coordinated Child Care)
- DeKalb County Juvenile Court Service
- DeKalb County Community Services
- University of Illinois Extension Office
- CCI-Liheap
- Safe Passage
- Illinois Employment & Training Center/Kishwaukee College
- Illinois Department of Human Services
- DeKalb County Community Foundation
- Women's Resource Center
- Mental Health Board
- Family Service Agency/Center for Counseling
- City of DeKalb
- DeKalb County Health Department
- Family Service Agency/ Senior Service Center

- RAMP
- Healthy Families Illinois
- Ben Gordon Center  
DCP/Safe
- Rosecrance Health  
Network
- CASA
- Opportunity House
- Hope Haven
- DeKalb County Youth  
Service Bureau
- Salvation Army
- City of DeKalb
- DeKalb Township
- NIU Psychological  
Services
- NIU Center for Counseling
- We Care Pregnancy  
Center
- DeKalb County Housing  
Authority
- Voluntary Action Center
- Prevent Child Abuse  
Illinois
- Head Start
- National Alliance for the  
Mentally Ill
- Children's Home and Aid  
Society
- Sycamore Police  
Department

### **Public Participation**

Notices are released through a listserv maintained by the Networking for Families agency. Networking for Families is made up of non-profit and social services providers in the DeKalb area. Many of these agencies provide service and focus on the needs of women and minorities. Please find attached a list of the members of this organization.

Notices are also sent to the Federation of Women Contractors, when applicable, a state-wide organization that is committed to the advancement of women in the construction industry.

Federation of Women Contractors  
5650 South Archer Avenue  
Chicago, IL 60638  
(312) 360-1122

Public notices are published in the *Daily Chronicle*, which is the main newspaper for the area. This is the paper that has the largest circulation and reaches the most citizens. The city does not usually publish notices in the *Northern Star* unless the project would be applicable to the readers of the Northern Star.

VAC will also release a letter to local contractor groups illustrating the goal and soliciting for public comment.

### **Contract Goals for Infrastructure Construction or Products**

DSATS member organizations will use contract goals to meet any portion of the overall DBE goals, which DSATS does not project being able to meet using race-neutral means. Contract goals are established so that, over the period to which the overall goal applies, they will cumulatively result in meeting any portion of our overall DBE goals that are not projected to be met through the use of race-neutral means.

DSATS will establish contract goals only on those DOT-assisted contracts that have subcontracting possibilities. DSATS need not establish a contract goal on every such

contract, and the size of contract goals will be adapted to the circumstances of each such contract (e.g., type and location of work, availability of DBE's to perform the particular type of work.)

DSATS will express contract goals as a percentage of 1.0% of the Federal share of DOT assisted contracts for infrastructure construction or products.

### **Good Faith Efforts**

DSATS participating organizations treat a bidder / offeror's compliance with good faith efforts requirements as a matter of responsiveness.

Each solicitation for which a contract goal has been established should require the apparent low bidder / offeror to submit the following minimum information within seven (7) working days from the date of the letting:

1. The names and addresses of the DBE firms that will participate in the contract;
2. A description of the work that each DBE will perform;
3. The dollar amount of the participation of each DBE firm participating;
4. Written and signed documentation of commitment to use a DBE subcontractor whose participation it submits to meet a contract goal;
5. Written and signed confirmation from the DBE that it is participating in the contract as provided in the prime contractor's commitment; and
6. If the contract goal is not met, evidence of good faith efforts.

The obligation of the bidder / offeror is to make good faith efforts. The bidder / offeror can demonstrate that it has done so either by meeting the contract goal or documenting good faith efforts.

The following personnel are responsible for determining whether a bidder / offeror who has not met the contract goal has documented sufficient good faith efforts to be regarded as responsive **when applicable with FHWA or FTA funded projects**:

- DSATS Sponsored Projects – MPO Coordinator (Brian Dickson)
- City of DeKalb Sponsored Projects – City Engineer (Joel Maurer)
- City of Sycamore Sponsored Projects – City Engineer (John Laskowski)
- DeKalb County Sponsored Projects – County Engineer (William Lorence)
- NIU Sponsored Projects - Director – Management Materials Dept. (Ken Pugh)
- IDOT Sponsored Projects – Central Bureau Staff (DBE Liaison Officer)

Staff will ensure that all information is complete and accurate and adequately documents the bidder / offeror's good faith efforts before committing to the performance of the contract by the bidder / offeror.

Actual requirements which define the demonstration of good faith efforts shall vary based on organizational contract requirements and the requirements of the federal funding agency. Below are the criteria which the Illinois Department of Transportation has implemented to verify the demonstration of good faith efforts for the Illinois DBE Program. DSATS encourages their member agencies to base their DBE contracts on a similar basis.

## **Administrative reconsideration**

Within five (5) working days of being informed by IDOT that it is not responsive because it has not documented sufficient good faith efforts, a bidder / offeror may request administrative reconsideration. The following reconsideration official will determine the result of the reconsideration: Mr. James T. Allen, Deputy Director, Office of Finance and Administration, 2300 South Dirksen Parkway, Springfield, Illinois, (217) 524-4686, e-mail address: Allenjt@nt.dot.state.il.us. The reconsideration official will not have played any role in the original determination that the bidder / offeror did not make sufficient good faith efforts.

As part of this reconsideration, the bidder / offeror will have the opportunity to provide written documentation or argument concerning the issue of whether it met the goal or made adequate good faith efforts to do so. The bidder / offeror will have the opportunity to meet in person with the reconsideration official to discuss the issue of whether it met the goal or made adequate good faith efforts to do so. IDOT will send the bidder / offeror a written decision on reconsideration, explaining the basis for finding that the bidder did or did not meet the goal or make adequate good faith efforts to do so. The result of the reconsideration process is not administratively appealable to DOT.

## **Good Faith Efforts when a DBE is replaced on a contract**

Where goal or preference points have been assigned to projects, IDOT will require a contractor to make good faith efforts to replace a DBE that is terminated or has otherwise failed to complete its work on a contract with another certified DBE, to the extent needed to meet the contract goal. IDOT will require the prime consultant to notify the DBE Liaison Officer immediately of the DBE's inability or unwillingness to perform and provide reasonable documentation.

In this situation, IDOT will require the prime consultant to obtain our prior approval of the substitute DBE and to provide copies of new or amended subcontracts, or documentation of good faith efforts. If the consultant fails or refuses to comply in the time specified, our office or the office of the prime consultant will issue an order stopping all or part of payment/work until satisfactory action has been taken. If the consultant still fails to comply, the contracting officer may issue a termination for default proceeding.

## **Compliance**

If the contractor fails or refuses to comply in the time specified, IDOT will issue an order stopping all or part of payment/work until satisfactory action has been taken. If the contractor still fails to comply, the contracting officer may issue a termination for default proceeding. Otherwise, contractual liquidated damages provisions will be applied.

## **Counting DBE Participation**

DSATS will count DBE participation toward overall and contract goals as provided in 49 CFR part 26.55.

## **Prompt Payment**

*The prime consultant or subgrantee agrees to pay each subconsultant under this prime contract for satisfactory performance of its contract no later than 30 days from the receipt of each payment the prime consultant or subgrantee receives from a DSATS member organization. The prime consultant or subgrantee agrees further to return retainage payments to each subconsultant within 30 days after the subconsultant's work is satisfactorily completed. Any delay or postponement of payment from the above referenced time frame may occur only for good cause following written approval of DSATS. This clause applies to both DBE and non-DBE subconsultant's.*

### **Certification**

DSATS will accept as accurate and current the certification status of all DBE firms listed on the State of Illinois's Uniform Certification Program / Department of Transportation website.

IDOT will use the certification standards of Subpart D of part 26 and the certification procedures of Subpart E of part 26 to determine the eligibility of firms to participate as DBE's in DOT-assisted contracts. To be certified as a DBE, a firm must meet all certification eligibility standards. IDOT will make its certification decisions based on the facts as a whole.

Illinois DBE certification application forms, documentation, and other materials may be found at the following websites:

- IDOT - Office of Business & Workforce Diversity:  
<http://www.dot.state.il.us/sbe/sbeprw.html>
- US-DOT – Office of Small & Disadvantaged Businesses:  
<http://www.osdbu.dot.gov/DBEProgram/index.cfm>
- Illinois Unified Certification Program: <http://www.dot.state.il.us/ucp/ucp.html>

### **Certification Appeals**

In the event IDOT proposes to remove a DBE's certification, it will follow procedures consistent with 49 CFR part 26.87. If IDOT denies a firm's application or decertifies it, the firm may not reapply for certification within a 12-month period. DSATS officials or member agencies have no authority to remove a DBE's certification.

### **Information Collecting and Reporting**

#### **Bidders List**

DSATS does not maintain its own bidders list. In order to permit DBE firms to have maximum opportunities throughout the region, to support the development of one unified list, and to eliminate redundancy in application filing requirements, the MPO encourages all applicants to become DBE certified with Illinois's Uniform Certification Program. The website provides all forms and describes procedures:  
<http://www.dot.state.il.us/sbe/sbeprw.html>.

#### **Monitoring Payments to DBE's**

DSATS member organizations sponsoring projects using federal transportation funds will require prime consultants to maintain records and documents of payments to DBE's for

three years following the performance of the contract. These records will be made available for inspection upon request by any authorized representative of DSATS, IDOT, and/or Federal DOT representatives. This reporting requirement also extends to any certified DBE subconsultant.

DSATS staff will keep a running tally of actual payments to DBE firms for work committed to them at the time of contract award.

### **Reporting to DOT**

DSATS will report DBE participation as follows:

- DSATS Staff agrees to submit annually a DBE Goals Plan to the FTA.

### **Confidentiality**

DSATS staff and member organizations will safeguard from disclosure to third parties information that may reasonably be regarded as confidential business information, consistent with federal, state, and local law. In all cases, the Illinois Freedom of Information Act is applicable and must be followed. Any exemption to disclosure requirements must be identified in writing, and must cite to the applicable section of the Act. Notwithstanding any contrary provisions of state or local law, DSATS will not release personal financial information submitted in response to the personal net worth requirement to a third party (other than DOT) without the written consent of the submitter.

### **Attachments**

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## **Appendix 1. Glossary of Terms**

**CAO:** Chief Administrative Officer

**DBE:** Disadvantaged Business Enterprise

**DBEC:** Disadvantaged Business Enterprise Coordinator

**DBELO:** Disadvantaged Business Enterprise Liaison Officer

**DOT:** U.S. Department of Transportation

**DSATS:** DeKalb-Sycamore Area Transportation Study.

**EEO:** Equal Employment Opportunity

**FHWA:** Federal Highway Administration

**FTA:** Federal Transit Administration

**IDOT:** Illinois Department of Transportation

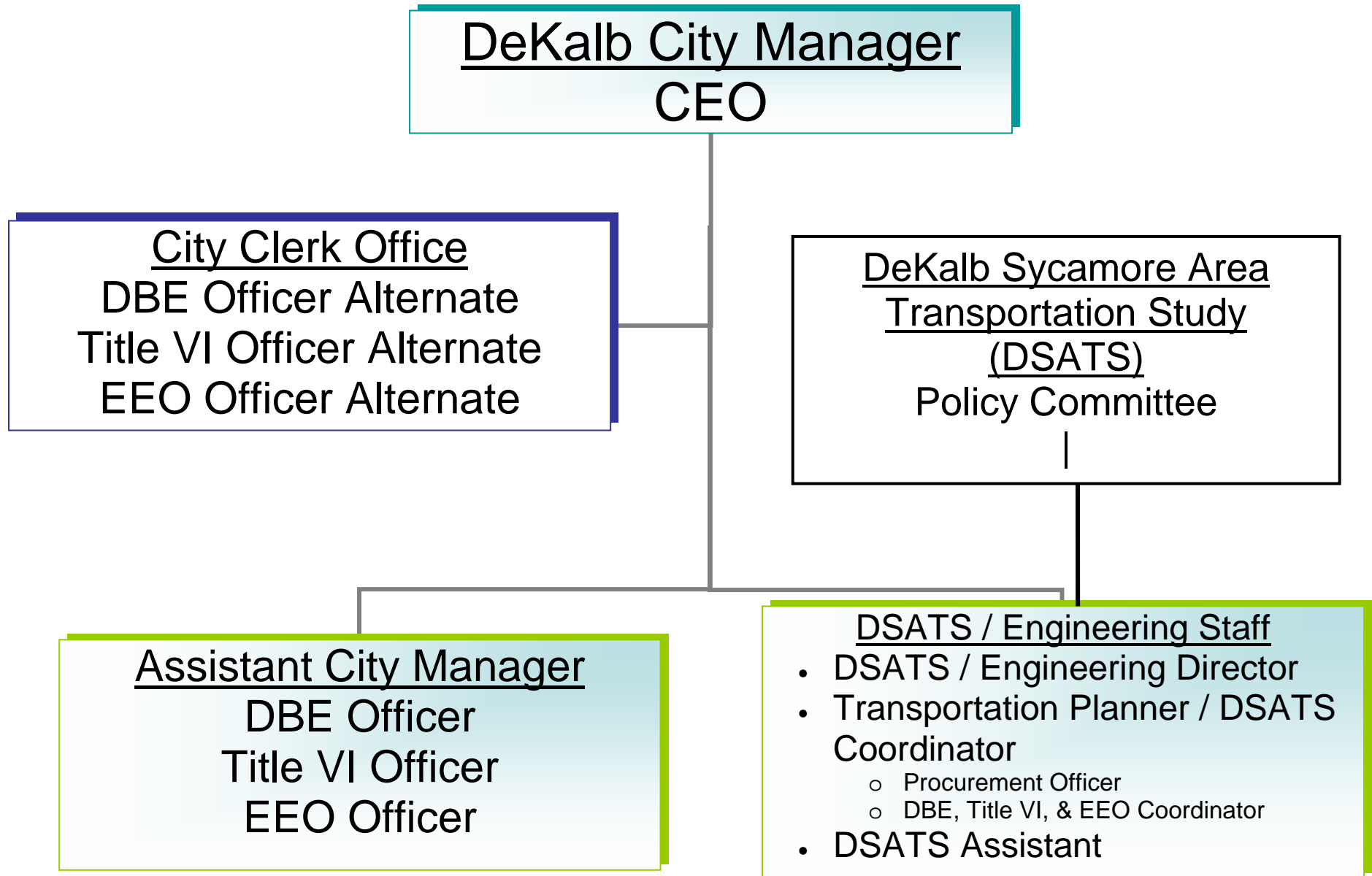
**MPO:** Metropolitan Planning Organization

**NIU:** Northern Illinois University

**UCP:** Uniform Certification Program

**Urbanized Area:** An area with a population of 50,000 or more as designated by the U.S. Census Bureau.

Appendix 2. City of DeKalb / DSATS DBE Organizational Chart





**Appendix 3. DSATS Regional DBE Contractor Listing (as of June 14, 2010)**

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