

# Nebraska Department of Transportation FHWA Disadvantaged Business Enterprise (DBE) Goal Setting Methodology FY 2024–2026

August 2023  
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# NEBRASKA

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**DEPARTMENT OF TRANSPORTATION**



# Background

This document details the methodology used by the Nebraska Department of Transportation (NDOT) to establish its three-year (FY 2024–2026) overall Disadvantaged Business Enterprise (DBE) goal for contracts that contain financial assistance from the Federal Highway Administration (FHWA) of the U.S. Department of Transportation (USDOT). This goal applies to all FHWA-funded contracts issued via NDOT’s bidding process. The goal is expressed as a percentage of all federal dollars expended on NDOT projects let during this period.

NDOT established this goal in accordance with Part 26, Title 49 of the Code of Federal Regulations (49 CFR Part 26.45). NDOT evaluated the ready, willing, and able DBEs to participate in such opportunities, and other relevant evidence to determine its overall goal. NDOT proposes the following overall FHWA DBE goal for the period of October 1, 2024, through September 30, 2026 (FY 2024–2026):

- Overall goal: 4.87%
- Race Neutral portion: 1.53%
- Race Conscious portion: 3.34%

NDOT’s DBE goal is slightly lower than in previous periods and includes a higher race-conscious portion due to the effects of the COVID-19 pandemic. The COVID-19 pandemic caused significant disruption of business throughout Nebraska, including the construction industry. This disruption was more acutely felt by small firms, including DBE firms, than by larger businesses. As a result, NDOT has seen substantially reduced DBE participation over the FY 2020–2022 period compared to the prior period. DBE participation has been reduced by both the number of participating DBE firms as well as by the percentage of construction dollars awarded to DBEs.

From FY2017 through FY2019, a total of 59 DBE firms bid on NDOT-let contracts. For the FY 2020–2022 period, that number had reduced to 38 while the overall number of bidding contractors remained relatively constant at 766 and 786, respectively, during the same periods.

In terms of percentage of DBE participation, prior to the pandemic in FY 2018 and FY 2019, the race-neutral portion of NDOT’s annual DBE attainment was approximately 65% and 75%, respectively, of the total participation (see Table 1). Since the pandemic, race-neutral DBE participation has steadily declined as a percentage of overall DBE participation dropping to 32% of DBE participation achieved through race-neutral means in FY 2022. NDOT has tried to encourage more DBE participation through race-conscious contracting and achieved race-conscious participation of 2.89% in FY 2021 and 3.13% in FY 2022.

**Table 1 – Past DBE Participation**

Fiscal Year	DBE Participation %	Race Neutral %	Race Conscious %
2018	6.85%	4.44%	2.41%
2019	8.96%	6.66%	2.30%
2020	4.81%	2.4%	2.38%
2021	4.92%	2.04%	2.89%
2022	4.60%	1.47%	3.13%

NDOT published the proposed goal on June 28, 2023, and comments were solicited from known DBEs, subrecipient organizations, and local industry associations. Public meetings were held virtually

and in person to include a live question-and-answer session for attendees. NDOT considered comments received carefully. NDOT will continue to engage in conversations with the industry about the methodology, overall goal, and potential options to encourage DBE participation to meet or exceed the race-neutral goal over the next three federal fiscal years.

NDOT’s goal setting methodology and calculations used in arriving at the proposed goal, including adjustments, are detailed below.

## FHWA DBE Goal Setting Calculation Method

NDOT used the two-step goal setting methodology specified in 49 CFR 26.45(c). The two-step process is as follows:

1. Develop a base figure for the relative availability of DBEs in NDOT’s local market area.
2. Adjust the base figure, as needed, to arrive at the overall goal.

### Step 1 - Determine a Base Figure

#### (a) Definition of “Local Market Area”

As defined by the *USDOT Goal Setting Tips*, the local market area is the area in which the substantial majority of the contractors and subcontractors doing business are located. For the FY 2020–2022 period, nearly 72% of all prime and subcontractors awarded FHWA-funded contracts were Nebraska-based firms (see Table 2). For the purpose of calculating the DBE goal, the State of Nebraska is the local market area.

**Table 2 – NDOT Local Market Area**

Description	Total Program Awards/Commitments FY 2020–2022	Amount Represented by Nebraska Firms FY 2020–2022	Nebraska Market Portion % FY 2020–2022
Number of Participating Prime Contractors	75	46	61.3%
Number of Participating Subcontractors	344	255	74.1%
Total Participating Contractors	419	301	71.8%

#### (b) Base Figure Calculation

The base figure was calculated using NDOT’s bidders list. NDOT collects DBE participation in the bidding process by requiring each prime contractor, at the time of bidding, to list each subcontractor from which the prime received a quote, whether the subcontractor’s quote was ultimately selected. In this way, NDOT has data on every bidder and quoter, whether successful or unsuccessful, on every NDOT-let project.

Further, every certified DBE in Nebraska is noted as such in AASHTOWare Project, NDOT’s project management software. The certification status of DBEs in AASHTOWare Project is updated in real time as certification-related events occur. Consequently, NDOT can compile an up-to-date bidders list that accurately reflects the current DBE status of every successful or unsuccessful bidder or quoter on NDOT-let projects at any time.

NDOT used three years’ worth of bidders list data as required at 49 CFR 26.45(c)(2). The period examined was from the start of FY 2020 (10/01/2019) through the end of FY 2022 (09/30/2022). The following information relevant to determining the base figure was derived:

- Ready, willing, and able DBEs: Number of DBEs that bid or quoted (successful and unsuccessful) on NDOT’s federally assisted prime contracts or subcontracts in the past three fiscal years: **38**.
- All ready, willing, and able firms (DBE & non-DBE): Number of all businesses that bid or quoted (successful and unsuccessful) on prime contracts or subcontracts in the past three fiscal years: **790**.

The full number of DBE bidders/quoters was then divided by the number of all bidders/quoters to derive an initial and unadjusted base figure for the relative availability of DBEs in the state of Nebraska.

$$\frac{38}{790} = 4.81\%$$

The resulting figure was **4.81%**.

Of the 38 DBE firms identified in the complete bidders list none are known to be involved in decertification proceedings. Therefore, no adjustments were needed to account for decertifications.

## Weighting

NDOT examined the possibility of performing a weighting analysis on the Step 1 Base Figure and determined that it was not feasible for the reasons that follow. NDOT almost exclusively uses federal funds for construction with only a very small amount used for professional services. Therefore, the DBE goal was not weighted based on construction vs. professional services expenditures. Additionally, detailed information is not available in a readily usable form to weight the goal based on type of construction expenditure.

NDOT’s current system of grouping and tracking construction work items provides efficiency for estimating and contracting. NDOT does not currently have any plans to modify these items to accommodate weighting for DBE goal setting.

Using the bidders list method, the base figure for the FY 2024–2026 NDOT FHWA DBE goal is **4.81%**.

## Step 2 –Adjust the Base Figure as Needed

### (a): Past DBE participation

NDOT evaluated past participation compared to the base figure developed under Step 1, to determine if an adjustment is warranted. Table 3 shows NDOTs annual FHWA DBE participation for the past five (5) federal fiscal years (FY 2018–2022).

**Table 3 – Past NDOT FHWA DBE Goal Achievement**

Fiscal Year	Overall NDOT FHWA DBE Goal %	DBE Participation %
2018	6.21	6.85
2019	6.21	8.96
2020	6.21	4.81
<b>2021</b>	<b>5.81</b>	<b>4.92median</b>

2022	5.81	4.60
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NDOT found the median overall percentage of DBE participation in the previous five-year period to be 4.92% (FY 2021). By using the median, the extreme outliers, representing atypical conditions are moderated, allowing NDOT to analyze DBE participation patterns more accurately. The difference between the five-year mean and the bidders list-derived 4.81% base figure of Step 1 was considered significant enough to warrant a Step 2 adjustment based on the demonstrated DBE capacity. Pursuant to USDOT guidance, NDOT is adjusting the Step 1 base figure by averaging with the five-year median DBE participation of 4.6%%.

$$\frac{4.81\% + 4.92\%}{2} = 4.87\%$$

This resulted in a revised **overall DBE goal of 4.87%**.

## (b): Other Data Considered

For Step 2 adjustments, USDOT guidance recommends consideration of other sources that may provide additional information on the number of ready, willing, and able DBEs in NDOT’s Local Market Area (the state of Nebraska). These sources include disparity studies; data on employment, self-employment, education, training, and union apprenticeship programs; and information from other government agencies/offices as well as non-governmental organizations. NDOT researched and contacted numerous agencies and organizations regarding the availability of data to inform the goal setting process. This research did not yield any useful information to make further adjustments to the NDOT DBE goal. The results of this research are summarized below.

### Disparity Studies and Stakeholder Input

The most recent disparity study available that is directly applicable to goal calculation is from the year 2000 and is titled “Nebraska Department of Roads Availability and Goal-Setting Study.” The study uses data from the mid-to late-1990s to calculate various figures related to DBE goal setting in Nebraska. NDOT does not believe that the information contained in this study is recent enough to justify using it for any adjustments to the base figure.

The Federal Minority Business Development Agency (MBDA) maintains a list of disparity studies, which are listed at <https://www.mbda.gov/research-and-data/research/disparity-studies>. The nearest disparity studies listed are in Colorado and in Hennepin County, Minnesota. There are no other studies listed in NDOT’s jurisdiction, and therefore none of these studies were used to make adjustments to the DBE goal.

NDOT examined data related to self-employment, education, training, and union apprenticeship programs through the relevant US Census Bureau publications, specifically the released portions of the 2022 Economic Survey and the Annual Business Survey, which are the most recent publications available. However, the data did not clearly relate to opportunities for DBEs to participate in NDOT’s program. Therefore, NDOT concluded that further Step 2 adjustments built off census survey data and estimates are not warranted.

NDOT reached out to several organizations to gather additional information that could be applied in a Step 2 adjustment. Below is a list of the organizations contacted, along with a summary of the information obtained from each:

- Nebraska Department of Economic Development: Nebraska DED has an MWBE (Minority and Women-Owned Businesses) outreach program under its Community Development Block Grant Disaster Recovery (CDBG-DR) program. DED confirmed in correspondence that as the

program matures and data on participation rates become available, that information will be reported, but that there is no data to report at this time.

- Nebraska Equal Opportunity Commission: The EOC was unable to provide any relevant information. The EOC explained in correspondence that it deals with individual complaints of discrimination, which are confidential, and that the commission deals only with the discrimination in the employer-employee relationship and does not have jurisdiction over contracts between entities (e.g., between the state and a DBE).
- City of Omaha, Department of Human Rights and Relations: The department was unable to provide relevant data regarding DBEs. In correspondence, a program administrator from the department highlighted its Small Emerging Business (SEB) program but emphasized that the program is race/gender neutral and asserted that this neutrality is mandated by Section 30 of Article 1 of the Nebraska constitution.
- University of Nebraska at Omaha, Nebraska Business Development Center: The NBDC provided a report titled “Entrepreneurship in Nebraska” that included a discussion of diversity in entrepreneur networks but did not provide data of any specificity to warrant an adjustment to the DBE goals. NBDC staff also referred NDOT to the SBA district office in Omaha, whom NDOT had already reached out to.
- Small Business Administration district office, Omaha, NE: NDOT did not receive a response to a request for information. Other organizations have confirmed that SBA does not track the needed information.
- University of Nebraska, Bureau of Business Research: The Bureau of Business Research confirmed that they do not track relevant information on DBE issues. Bureau staff stated that they reached out to other University of Nebraska entities as well and were unable to identify any relevant sources of information.
- Associated General Contractors of America, Nebraska Chapter: The AGC chapter stated they have not conducted any disparity studies and did not have any data to provide. They did offer one data point: that 10% of their members have obtained DBE certification.
- Grand Island Area Chamber of Commerce: The Chamber stated that they do not collect any relevant information on DBEs.

NDOT also contacted the following agencies and organizations but did not receive a response:

- Nebraska Department of Labor
- City of Lincoln, Commission on Human Rights
- Grand Island, Commission on Human Rights
- National Association of Women in Construction
- Nebraska Concrete Paving Association
- Greater Omaha Chamber of Commerce
- Lincoln Chamber of Commerce
- Nebraska Minority Resource Center
- Nebraska Center for Rural Affairs
- Nebraska Hispanic Chamber of Commerce
- The Empowerment Network, Entrepreneurship Collaborative

With the exception of the Nebraska Department of Labor, all of these organizations were also invited to the DBE goal setting stakeholder meetings in June 2023.

## Race Neutral and Race Conscious Participation

NDOT strives to meet the maximum feasible portion of the overall goal by using race neutral means. Race neutral DBE participation includes any time DBE participation is obtained as a prime contractor through customary competitive procurement procedures, is obtained as a subcontractor on a contract without a DBE goal or is obtained in excess of a contract or project goal. Although NDOT has not met its overall DBE goal for three of the last five fiscal years (FY 2018–2022), NDOT has still attained nearly 2% race-neutral participation during that period. Based upon this recent history, and in recognition of the Race Neutral attainment in those years, NDOT does not believe it will need to rely solely on Race Conscious measures to attain the proposed overall DBE goal for FY 2024–2026. Therefore, NDOT will work to achieve the proposed overall goal with a combination of Race Conscious and Race Neutral measures.

NDOT determined the race-neutral portion of FY 2024–2026 goal by evaluating past goal attainment, participation by DBEs as prime contractors, and past DBE participation in excess of contract goals. The median value of each dataset was used to determine the race neutral goal for the FY 2024–2026 period. Each calculation used the same timeframe of historical data used in Step 2.

### Amount by Which NDOT Exceeded its Overall Goal in the Past

The DBE participation rate for each year was compared to that year’s overall DBE goal to determine if the goal had been exceeded and, if so, by how much. The findings were as follows:

**Table 4 – Amount by which NDOT Exceeded its Overall Goal in the Past**

Fiscal Year	DBE Participation %	Overall Goal %	Exceeded %
2018	6.85	6.21	0.64
2019	8.96	6.21	2.75
2020	4.81	6.21	(-1.40)
<b>2021</b>	<b>4.92</b>	<b>5.81</b>	<b>(-0.89) median</b>
2022	4.60	5.81	(-1.21)

The median rate by which NDOT exceeded the overall DBE goals in this five-year period was negative (-0.89%), most likely due to the effects of the COVID-19 pandemic. As a result, NDOT has commensurately lowered the Race Neutral portion of the proposed overall goal for FY 2024–2026.

### Past Participation by DBE Prime Contractors

NDOT determined the median participation rate of DBE firms awarded prime contracts. The findings were as follows:

**Table 5 – Past Participation by DBE Prime Contractors**

Fiscal Year	DBE Participation %	DBE as Prime %
2018	6.85	1.30
2019	8.96	2.55

2020	4.81	0.32 median
<b>2021</b>	4.92	0.24
2022	4.60	0.24

The five-year median for participation of DBE firms as prime contractors was 0.32%. NDOT has included this amount in the projected Race Neutral portion of the proposed overall goal for FY 2024–2026.

### Past Race Neutral Participation by DBE Subcontractors

NDOT determined the median rate of Race Neutral participation of DBE firms in subcontracts. The findings were as follows:

**Table 6 – Past Race Neutral Participation by DBE Subcontractors**

Fiscal Year	DBE Participation %	Race Neutral Subcontracts %
2018	6.85	3.14
2019	8.96	4.10
<b>2020</b>	<b>4.81</b>	<b>2.10 median</b>
2021	4.92	1.80
2022	4.60	1.22

The five-year median for participation of DBE firms in Race Neutral subcontracting was 2.10%. NDOT has included this amount in the projected Race Neutral portion of the proposed overall goal for FY 2024–2026.

### Conclusion – Race Neutral and Race Conscious Participation

The race-neutral portion of NDOT’s FY 2024–2026 goal includes the sum of the following:

- FY 2018–2022 median of the amount NDOT met its overall goal (0.89%)
- FY 2018–2022 participation by DBE as prime contractors 0.32%
- FY 2018–2022 Race Neutral participation by DBE subcontractors 2.10%

$$(0.89) + 0.32 + 2.10 = 1.53\%$$

The resulting figure is **1.53%**. NDOT believes this is an attainable Race Neutral portion of the proposed overall goal for FY 2024–2026 and confirms the commitment by NDOT to achieve the greatest possible portion of the overall goal through Race Neutral measures.

The remainder of the overall goal would be achieved by Race-Conscious measures:

$$4.87\% - 1.53\% = 3.34\%$$

The resulting figure is 3.34% for the NDOT Race-Conscious goal.

## NDOT Efforts to Increase DBE Participation

In Fall 2022 NDOT launched the DBE Business Development Program (BDP) using federally allocated Supportive Services (SS) funds. The BDP/SS provides targeted training and technical assistance to DBE construction firms so they may develop and improve both their capability and capacity to successfully compete for and execute contracts on highway and other infrastructure projects; so they may achieve sustained profitability in areas outside of their traditional DBE participation; and so they may reduce or eliminate noncompliant performance, delays in project completion, and delays in progress payments. The program includes instructional sessions as well as one-on-one coaching and assistance in developing a business plan. Information about the program, including contacts to enroll, is posted on NDOT's Civil Rights webpage.

As of May 2023, NDOT has enrolled seven firms in the BDP/SS program. Two of the seven firms have progressed to Level 2 of the program. NDOT believes that the BDP/SS will, over time, result in greater Race Neutral participation as DBE firms in the program are strengthened and better able to compete in the marketplace outside of the DBE Program.

## Consultation and Solicitation of DBE Participation

NDOT conducted stakeholder meetings on June 28, 2023, at the NDOT Headquarters in Lincoln and on June 29, 2023, at the NDOT Operations Center in Omaha. The purpose of these meetings was to present information about NDOT's overall DBE program, including supportive services, and to present the FY 2024–2026 DBE goals for FHWA and Federal Transit Administration (FTA) funding. Both meetings were also accessible via Webex video conferencing.

A stakeholder database was created and utilized to send meeting invitations. The database included all DBEs on NDOT's certified list, Nebraska Municipal Planning Organizations, FTA subrecipients, contractor organizations, chambers of commerce, and other business and community groups with a potential interest. The full stakeholder database is included as Attachment A. Outreach efforts for the meetings included sending a letter and email invitation with an informational flyer to those on the stakeholder database. Subsequent reminder and thank you emails were sent, and social media posts were launched on NDOT's Facebook and Twitter pages. All outreach materials are included in Attachment B.

In Lincoln, there were 9 attendees in-person and 9 attendees on Webex. In Omaha, there were 7 attendees in-person and 6 attendees on Webex. The meetings culminated in a Q&A discussion, during which NDOT received various questions from participants about the current state of DBE participation, the efforts being made to increase their involvement, and the advantages of DBE participation in the program. Participants inquired about the recently lowered proposed goal, including questions about its basis, whether it applies to consulting contracts, and the possibility of using DBEs as second-tier subs. Attendees also sought clarification on the Small Business Administration's size standard. A full summary of this Q&A discussion, including NDOT responses to all questions, are included in Attachment C along with the attendees list and presentation.

Following the second meeting, a thank you email was sent to those in the stakeholder database, as well as any new email addresses collected from meeting attendees. The email contained a link to a follow-up survey which received 2 responses. Additionally, 3 comments were collected via email. In this feedback, participants expressed gratitude for the state's inclusive engagement efforts and suggested that NDOT expand the DBE definition to include businesses located in a Nebraska Enterprise Zone. Another participant offered feedback on NDOT's website, suggested using partner organizations to spread information and encourage participation, and expressed continued interest in

related events. Lastly, a participant expressed an intent to pursue DBE certification and requested assistance with the application process. All email comments and survey responses are included as Attachment D.

NDOT did not revise the FY 2024–2026 DBE goal as a result of input received from stakeholders. However, the interaction at these meetings proved valuable in establishing new partnerships and acquiring strategies and resources for future outreach, engagement, and participation efforts. With the constructive feedback received, NDOT is reviewing website content to identify changes to better serve stakeholders. Though the goals remained unchanged, the insights gleaned will help NDOT continue to establish meaningful connections, foster open communication, and conduct more effective goal-setting activities in the future.

## Monitoring of the DBE Goal

NDOT is committed to monitoring DBE participation for all federal-aid projects to ensure the overall goal is being met. NDOT will monitor DBE participation and progress toward goal achievement as described within the approved NDOT FHWA DBE Program Plan and will make adjustments as necessary throughout the performance period.

## ATTACHMENTS

ATTACHMENT A

ATTACHMENT B

ATTACHMENT C

ATTACHMENT D

## Stakeholder Database

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## Stakeholder Database

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N/A	DAWSON BRUNSWICK	PRESIDENT	COLUMBUS AREA CHAMBER OF COMMERCE	753 33RD AVE	COLUMBUS	NE	68601	DBRUNSWICK@COLUMBUSCHAMBER.ORG
N/A	DELIA JANGULA-CASTRO	BILINGUAL LOAN OFFICER/BUSINESS MENTOR	NEF	330 N OAKLAND AVE	OAKLAND	NE	68045	DELIAJ@NEBBIZ.ORG
N/A	DOUG GORACKE	DIRECTOR	ECONOMIC DEVELOPMENT FOR THE CITY OF TECUMSEH	122 S 4TH ST	TECUMSEH	NE	68450	DG55833@WINDSTREAM.NET
N/A	ELIZABETH VALLA	DIRECTOR	SCRIBNER ECONOMIC DEVELOPMENT OFFICE	530 MAIN ST	SCRIBNER	NE	68057	ECONDEV@SCRIBNER-NE.GOV
N/A	ERICA PALLAS	PRESIDENT	MILFORD, NE CHAMBER OF COMMERCE	PO BOX 174	MILFORD	NE	68405	MILFORDNECHAMBER@GMAIL.COM <MILFORDNECHAMBER@GMAIL.COM>;
N/A	ERIN FILIPS	DIRECTOR ECONOMIC	CROFTON ECONOMIC DEVELOPMENT	1210 W 2ND ST	CROFTON	NE	68730	ERINCITYOFCROFTON@GMAIL.COM
N/A	FRANK ALLEN	SENIOR DIRECTOR OF REACH	GREATER OMAHA CHAMBER OF COMMERCE	808 CONAGRA DR, STE 400	OMAHA	NE	68102	FALLEN@OMAHACHAMBER.ORG
N/A	FRANK DOLINCHECK	REPRESENTATIVE	NORTH CENTRAL STATES REGIONAL COUNCIL OF CARPENTERS	10761 VIRGINIA PLAZA	PAPILLION	NE	68128	
N/A	GABRIELLE MICHNA	EXECUTIVE DIRECTOR	CHADRON NEBRASKA CHAMBER OF COMMERCE	706 W 3RD ST	CHADRON	NE	69337	DIRECTOR@CHADRON.COM
N/A	GARY PERSON	PRESIDENT/CEO	NORTH PLATTE AREA CHAMBER OF COMMERCE AND DEVELOPMENT CORP	502 S DEWEY ST	NORTH PLATTE	NE	69101	GARY@NPAREA.COM
N/A	GENE KNAPP	DISTRICT DIRECTOR	SCORE NEBRASKA DISTRICT	919 BAYBERRY DR	BELLEVUE	NE	68005	GENEKNAPP@HOTMAIL.COM
N/A	JACKIE ROPERS	CONTACT	SARGENT, NE CHAMBER OF COMMERCE	106 N 2ND ST	SARGENT	NE	68874	LROPERS@NCTC.NET
N/A	JAKE GABLE	CHAIRMAN OF THE BOARD	COLUMBUS AREA CHAMBER OF COMMERCE	753 33RD AVE	COLUMBUS	NE	68601	
N/A	JAKE LAWVER	PRESIDENT	ST PAUL, NE CHAMBER OF COMMERCE	619 HOWARD AVE	ST PAUL	NE	68873	CHAMBER@STPAULNECHAMBER.ORG
N/A	JEFF BREUNIG	LOAN OFFICER	COMMUNITY DEVELOPMENT RESOURCES	912 N 70TH ST	LINCOLN	NE	68505	JBREUNIG@CDR-NEBRASKA.ORG
N/A	JESSICA CAMPOS	DIRECTOR	REAP (RURAL ENTERPRISE ASSISTANCE PROJECT)- WOMEN BUSINESS CENTER	3180 W HWY 34, RM 200	GRAND ISLAND	NE	68802	WBC@CFRA.ORG
N/A	JILL KALLHOFF	PRESIDENT	NELIGH, NE CHAMBER OF COMMERCE	105 E 2ND ST	NELIGH	NE	68756	EDAD@NELIGH.ORG
N/A	JIM REIFF	EXECUTIVE DIRECTOR	NEBRASKA ENTERPRISE FUND (NEF)	330 N OAKLAND AVE	OAKLAND	NE	68045	JIMR@NEBBIZ.ORG
N/A	JOE WOLFGRAM	PRESIDENT	SCRIBNER, NE CHAMBER OF COMMERCE	PO BOX 25	SCRIBNER	NE	68057	WIFF37@YAHOO.COM

## Stakeholder Database

NAICS	NAME	TITLE	ORGANIZATION	ADDRESS	CITY	STATE	ZIP	EMAIL
N/A	JOHN MCVAY	DIRECTOR	GREATER BELLEVUE AREA CHAMBER OF COMMERCE	1036 BRUIN BLVD	BELLEVUE	NE	68005	BELLEVUE@BELLEVUENEBRASKA.COM
N/A	JOHN THOMASON	PRESIDENT	GARDEN COUNTY, NE CHAMBER OF COMMERCE	PO BOX 256	OSHKOSH	NE	69154	KRISTY@JACKNERUDREALTY.COM
N/A	JONATHAN JANK	PRESIDENT AND CEO	SEWARD COUNTY CHAMBER AND DEVELOPMENT PARTNERSHIP	616 BRADFORD	SEWARD	NE	68434	JONATHAN@CULTIVATESEWARDCOUNTY.COM
N/A	JUAN MONTOYA	EXECUTIVE DIRECTOR - STAFF/ADVANCE FUND CDFI DIRECTOR	MIDLANDS LATINO COMMUNITY DEVELOPMENT CORPORATION (MLCDC)	4923 S 24TH ST, STE 201	OMAHA	NE	68107	INFO@MIDLANDSLATINOCDC.ORG
N/A	JULIE MCKINEY	PRESIDENT	MITCHELL, NE CHAMBER OF COMMERCE	PO BOX 72	MITCHELL	NE	69375	JULIE@MCKINEYMFG.COM
N/A	JUSTISE RHODEN		AURORA, NE CHAMBER OF COMMERCE AND DEVELOPMENT CORPORATION	1604 L ST	AURORA	NE	68818	HELLO@AURORANEBRASKA.COM
N/A	KAREN GIBLER	PRESIDENT	SARPY, NE CHAMBER OF COMMERCE	1243 GOLDEN GATE DR	SARPY COUNTY	NE	68046	PRESIDENT@SARPYCHAMBER.ORG
N/A	KARINA PEREZ	EXECUTIVE DIRECTOR	CENTRO HISPANO COMUNITARIO DE NEBRASKA	3214 25TH ST, STE 1	COLUMBUS	NE	68601	KARINA@CENTROHISPANOS.COM
N/A	KAROL GONZALEZ RIVERA	DIRECTOR	CATHOLIC CHARITIES MICROBUSINESS & ASSET DEVELOPMENT PROGRAM	3300 N 60TH ST	OMAHA	NE	61804	KAROLG@CCOMAHA.ORG
N/A	KATHERINE LOPEZ	COMMUNICATIONS DIRECTOR	CENTRO HISPANO COMUNITARIO DE NEBRASKA	3214 25TH ST, STE 1	COLUMBUS	NE	\$68,601	KAT@CENTROHISPANOS.COM
N/A	KATIE GARWOOD	PRESIDENT	EUSTIS CHAMBER OF COMMERCE	PO BOX 372	EUSTIS	NE	69028	info@eustischamber.com
N/A	KILEY PHELPS	NBDC OMAHA DIRECTOR	NEBRASKA BUSINESS DEVELOPMENT CENTER	6708 PINE ST, 200 MAMMEL HALL	OMAHA	NE	68182	KCPHELPS@UNOMAHA.EDU
N/A	KIM PRESTON	DIRECTOR	REAP (RURAL ENTERPRISE ASSISTANCE PROJECT)	PO BOX 136	LYONS	NE	68038	KIMP@CFRA.ORG
N/A	KRIS SHRADER	PRESIDENT	ELMWOOD MURDOCK MERCHANTS ASSOCIATION (EMMA)	PO BOX 258	ELMWOOD	NE	68407	EMMALEADSTHEWAY@GMAIL.COM
N/A	KYLE KLEIN	PRESIDENT	RED CLOUD, NE AREA CHAMBER OF COMMERCE	413 N WEBSTER	RED CLOUD	NE	68970	VISITREDCLOUDNE@GMAIL.COM
N/A	LANA SHAW	PRESIDENT	OGALLALA/KEITH COUNTY CHAMBER OF COMMERCE	119 E 2ND ST	OGALLALA	NE	69153	INFO@EXPLOREKEITHCOUNTY.COM
N/A	LAURA TILSON	PRESIDENT	ELWOOD, NE CHAMBER OF COMMERCE	PO BOX 92	ELWOOD	NE	68937	ELWOODCHAMBER@HOTMAIL.COM
N/A	LISA RHYNALDS	PRESIDENT	THE VILLAGE OF OXFORD CHAMBER OF COMMERCE	326 OGDEN ST	OXFORD	NE	68967	
N/A	LISA TEDESCO	DEPUTY DISTRICT DIRECTOR	SMALL BUSINESS ADMINISTRATION- NEBRASKA DISTRICT OFFICE	10675 BEDFORD AVE, STE 100	OMAHA	NE	68134	MELISSA.TEDESCO@SBA.GOV
N/A	LOGAN LEE	BUSINESS SPECIALIST	CATHOLIC CHARITIES MICROBUSINESS & ASSET DEVELOPMENT PROGRAM	3300 N 60TH ST	OMAHA	NE	68104	LOGANL@CCOMAHA.ORG
N/A	LOREN KUCERA	NBDC WAYNE DIRECTOR	NEBRASKA BUSINESS DEVELOPMENT CENTER	WAYNE STATE COLLEGE 1111 MAIN ST, GARDNER HALL 101	WAYNE	NE	68787	LOKUCER1@WSC.EDU
N/A	LORI SCHRADER	LOAN SPECIALIST	CENTER FOR RURAL AFFAIRS- NORTHEAST REGION	PO BOX 136	LYONS	NE	68038	LORIS@CFRA.ORG
N/A	LUKE VIRGIL	EXECUTIVE DIRECTOR	WAYNE ECONOMIC DEVELOPMENT CHAMBER	108 W THIRD ST	WAYNE	NE	68787	LVIRGIL@WAYNEWORKS.ORG
N/A	MADONNA MOGUL	EXECUTIVE DIRECTOR	YORK, NE CHAMBER OF COMMERCE	603 N LINCOLN AVE	YORK	NE	68467	MADONNAM@YORKCHAMBER.ORG
N/A	MARCOS HERNANDEZ	IMMEDIATE PAST-CHAIR/EXECUTIVE DIRECTOR - BOARD OF DIRECTORS	MIDLANDS LATINO COMMUNITY DEVELOPMENT CORPORATION (MLCDC)	4923 S 24TH ST, STE 201	OMAHA	NE	68107	INFO@MIDLANDSLATINOCDC.ORG

Stakeholder Database

NAICS	NAME	TITLE	ORGANIZATION	ADDRESS	CITY	STATE	ZIP	EMAIL
N/A	MEGHANN BURESH	CONSULTANT	NEBRASKA BUSINESS DEVELOPMENT CENTER - NORFOLK PTAC	609 W NORFOLK AVE	NORFOLK	NE	68701	MBURESH@UNOMAHA.EDU
N/A	MICHAEL B. MARONEY	PRESIDENT	OMAHA ECONOMIC DEVELOPMENT CORPORATION	2221 N 24TH ST	OMAHA	NE	68110	INFO@OEDC.INFO
N/A	MICHELLE ANDAHL	PRESIDENT & CEO	GREATER BELLEVUE AREA CHAMBER OF COMMERCE	1036 BRUIN BLVD	BELLEVUE	NE	68005	PRESIDENT@BELLEVUENEBRASKA.COM
N/A	MONA WEATHERWAX	VILLAGE CLERK/ TREASURER	NIOBRARA, NEBRASKA VILLAGE BOARD	25414 PARK AVE ST	NIOBRARA	NE		NIOCC@GPCOM.NET
N/A	MORAINÉ DAVIS-MAGNUSON	NBDC NORTH PLATTE & SCOTTSBLUFF DIRECTOR	NEBRASKA BUSINESS DEVELOPMENT CENTER	MID-PLAINS COMMUNITY COLLEGE, 1101 HALLIGAN DR 108A	NORTH PLATTE	NE	69101	MDAVIS-MAGNUSON@UNOMAHA.EDU
N/A	NICOLE SEDLACEK	ECONOMIC DEVELOPMENT MANAGER	NEBRASKA PUBLIC POWER DISTRICT	PO BOX 499	COLUMBUS	NE	68602	NJSEDLA@NPPD.COM
N/A	ODEE INGERSOLL	NBDC KEARNEY DIRECTOR	NEBRASKA BUSINESS DEVELOPMENT CENTER	UNIVERSITY OF NEBRASKA AT KEARNEY, 1917 W 24TH ST, RM 125 E	KEARNEY	NE	68849	INGERSOLLO@UNK.EDU
N/A	PAUL HEATH	PRESIDENT	CRETE CHAMBER OF COMMERCE	2905 BETTEN DR	CRETE	NE	68333	PAUL@HEATHSPORTS.COM
N/A	QUENTIN FARLEY	CONSULTANT	NEBRASKA BUSINESS DEVELOPMENT CENTER - LINCOLN PTAC	285 S 68TH ST PL	LINCOLN	NE	\$68,588	QFARLEY@UNOMAHA.EDU
N/A	RICK HARALDSON	CHAIR OF THE BOARD	BEATRICE, NE CHAMBER OF COMMERCE	218 N 5TH ST	BEATRICE	NE	68310	RHARALDSON@BCHHC.ORG
N/A	RICK SCHNEIDER	PRESIDENT	BUTLER COUNTY CHAMBER OF COMMERCE	457 D ST	DAVID CITY	NE	68632	DIRECTOR@DAVIDCITYCHAMBER.COM
N/A	RYAN DETTMAN	PRESIDENT	CENTRAL CITY AREA CHAMBER OF COMMERCE	1532 17TH AVE	CENTRAL CITY	NE	68826	CCAREACHAMBER@GMAIL.COM
N/A	SANDRA BARRERA	EXTENSION EDUCATOR - RURAL PROSPERITY NEBRASKA	UNL EXTENSION-HALL COUNTY OFFICE	3180 W HWY 34	GRAND ISLAND	NE	68801	SANDRA.BARRERA@UNL.EDU
N/A	STEPHANIE GRAFEL	EXECUTIVE DIRECTOR	BROKEN BOW CHAMBER OF COMMERCE	424 S 8TH AVE, STE 4	BROKEN BOW	NE	68822	EXECDIRECTOR@BROKENBOW-NE.COM
N/A	SUSAN NORRIS	DIRECTOR	PLAINVIEW ECONOMIC DEVELOPMENT DIRECTOR	PO BOX 757	PLAINVIEW	NE	68769	DIRECTOR@PCEDNE.COM
N/A	SUSAN UNZICKER	CHAMBER EXECUTIVE DIRECTOR	ALLIANCE, NE CHAMBER OF COMMERCE	305 BOX BUTTE AVE	ALLIANCE	NE	69301	CHAMBER@ALLIANCECHAMBER.COM
N/A	TERRI BACH	CHAMBER PRESIDENT	ALMA, NE CHAMBER OF COMMERCE	PO BOX 52	ALMA	NE	68920	ALMANECHAMBEROFCOMMERCE@GMAIL.COM
N/A	TIM REXIUS	BOARD CHAIRPERSON	RALSTON, NE AREA CHAMBER OF COMMERCE	5505 MILLER AVE	RALSTON	NE	68127	INFO@RALSTONAREACHAMBER.ORG
N/A	TIM SLADEK	PRESIDENT	COZAD AREA CHAMBER OF COMMERCE	135 W 8TH ST	COZAD	NE	69130	COZADCHAMBER@COZADTEL.NET
N/A	TINA BITEGHE BINDONG	EXECUTIVE DIRECTOR	WEST POINT, NE CHAMBER OF COMMERCE	200 ANNA STALP AVE	WEST POINT	NE	68788	INFO@WESTPOINTCHAMBER.COM
N/A	TOSHIA JONES	CHAMBER PRESIDENT-CEO	CHEYENNE COUNTY, NE CHAMBER OF COMMERCE	740 ILLINOIS ST	SIDNEY	NE	69162	DIRECTOR@CHEYENNECOUNTYCHAMBER.COM
N/A	TRENT SHOEMAKER	CHAIRMAN OF THE BOARD	O'NEILL, NE CHAMBER OF COMMERCE	125 S 4TH ST	O'NEILL	NE	68763	LAURI@ONEILLCHAMBER.COM
N/A	TRENT SVEHLA	PRESIDENT	WAVERLY, NE CHAMBER OF COMMERCE	PO BOX 331	WAVERLY	NE	68462	WAVERLYNECHAMBER@GMAIL.COM
N/A	TREVOR HUDSON	EXECUTIVE DIRECTOR	WEST O (WESTERN DOUGLAS COUNTY) CHAMBER OF COMMERCE	20801 ELKHORN DR	ELKHORN	NE	68022	INFO@WESTOCHAMBER.ORG
N/A	VERONICA DOGA	DIRECTOR	NEBRASKA BUSINESS DEVELOPMENT CENTER - OMAHA PTAC	6708 PINE ST, 200 MAMMEL HALL	OMAHA	NE	68182	VDOGA@UNOMAHA.EDU
N/A	VERONICA REYES SPINDOLA	NORTHEAST REGION SPECIALIST	REAP (RURAL ENTERPRISE ASSISTANCE PROJECT) - LATINO BUSINESS CENTER	PO BOX 343	COLUMBUS	NE	68602	VERONICAS@CFRA.ORG

## Stakeholder Database

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N/A	WILLIE HAMILTON	EXECUTIVE DIRECTOR	BLACK MEN UNITED	4200 N 30TH ST	OMAHA	NE	68111	WILL@BLACKMENUNITED.ORG
N/A	YESENIA PECK	PRESIDENT	NEBRASKA HISPANIC CHAMBER OF COMMERCE	7914 W DODGE RD, STE 474	OMAHA	NE	68114	CONTACT@NEBRASKAHISPANICCHAMBER.ORG
N/A	ZACHARY WEST	EXECUTIVE DIRECTOR	RAVENNA, NE CHAMBER OF COMMERCE	318 GRAND AVE	RAVENNA	NE	68869	CHAMBER@MYRAVENNA.COM
N/A	ZANE LIMBACH	PRESIDENT	VALENTINE, NE CHAMBER OF COMMERCE	365 N MAIN ST	VALENTINE	NE	69201	VALENTINECC66@GMAIL.COM
N/A			ALBION, NE CHAMBER OF COMMERCE	420 W MARKET ST	ALBION	NE	68620	ALBIONCHAMBER@CITYOFALBION-NE.COM
N/A			ARTHUR, NE CHAMBER OF COMMERCE	103 N HWY 61	ARTHUR	NE	69121	
N/A			AUBURN NE CHAMBER OF COMMERCE	1101 J ST	AUBURN	NE	68305	AUBURNCHAMBEROFCOMMERCE@GMAIL.COM
N/A			BERTRAND AREA CHAMBER OF COMMERCE	PO BOX 215	BERTRAND	NE	68927	BERTRANDAREACHAMBER@YAHOO.COM
N/A			BURWELL CHAMBER OF COMMERCE	404 GRAND AVE	BURWELL	NE	68823	BURWELLINFO@NCTC.NET
N/A			CAMBRIDGE NE CHAMBER OF COMMERCE	722 PATTERSON ST	CAMBRIDGE	NE	69022	CAMBRIDGECHAMBER1@GMAIL.COM
N/A			CRAWFORD CHAMBER OF COMMERCE	PO BOX 145	CRAWFORD	NE	69339	
N/A			CURTIS CHAMBER OF COMMERCE	PO BOX 6	CURTIS	NE	69025	ALEE@CURTIS-NE.COM
N/A			DAWSON AREA DEVELOPMENT	1501 PLUM CREEK PARKWAY, STE 2B	LEXINGTON	NE	68850	DAWSONAREADIRECTOR@GMAIL.COM
N/A			NEBRASKA CITY CHAMBER OF COMMERCE	806 1ST AVE	NEBRASKA CITY	NE	68410	AMYA@NEBRASKACITY.COM
N/A			NORTH BEND, NE CHAMBER OF COMMERCE	PO BOX 361	NORTH BEND	NE	68649	NORTHBENDCHAMBER@GMAIL.COM
N/A			OAKLAND, NE CHAMBER OF COMMERCE	401 N OAKLAND AVE	OAKLAND	NE	68045	
N/A			ORLEANS CHAMBER OF COMMERCE	301 E MAPLE ST	ORLEANS	NE	68966	
N/A			OSCEOLA, NEBRASKA CHAMBER OF COMMERCE	PO BOX 136	OSCEOLA	NE	68651	clerk@cityofosceola.net
N/A			PAWNEE CITY, NE CHAMBER OF COMMERCE	PO BOX 6	PAWNEE CITY	NE	68420	PAWNEECITYASSISTEDLIVING@GMAIL.COM
N/A			PERU, NE CHAMBER OF COMMERCE	PO BOX 246	PERU	NE	68421	cityclerkcityofperu@gmail.com
N/A			PONCA NEBRASKA CHAMBER OF COMMERCE	PO BOX 465	PONCA	NE	68770	
N/A		LINCOLN CHAPTER # 39	SCORE LINCOLN	2124 Y ST	LINCOLN	NE	\$68,503	INFOLINCOLN@SCOREVOLUNTEER.ORG
N/A		GREATER OMAHA CHAPTER # 40	SCORE OMAHA	10675 BEDFORD AVE, STE 100	OMAHA	NE	68134	SCORE@SCOREOMAHA.ORG
N/A			SHELBY CHAMBER OF COMMERCE	PO BOX 27	SHELBY	NE	68662	
N/A			SUTHERLAND CHAMBER OF COMMERCE	PO BOX 81	SUTHERLAND	NE	69165	
N/A			SYRACUSE, NE CHAMBER OF COMMERCE	320 5TH ST, STE 201	SYRACUSE	NE	68446	CHAMBER@GOSYRACUSENE.COM
N/A			VERDIGRE, NE CHAMBER OF COMMERCE	301 MAIN ST	VERDIGRE	NE	68783	
N/A			WAHOO, NE CHAMBER OF COMMERCE	640 N BROADWAY	WAHOO	NE	68066	
N/A			WAVERLY ECONOMIC DEVELOPMENT	PO BOX 427	WAVERLY	NE	68462	
N/A			WILBUR, NE CHAMBER OF COMMERCE	101 W 3RD ST A	WILBUR	NE	68465	WILBER@DIODECOM.NET
N/A			YUTAN NEBRASKA CHAMBER OF COMMERCE	PO BOX 215	YUTAN	NE	68073	
488210	TINA BECKWITH	OWNER	BECKWITH RAILWAY SERVICES, LLC	725 S 10TH ST	PLATTSMOUTH	NE	68408	tina@beckwithrail.com
561720			BJ'S FLEET WASH, LLC	PO BOX 4702	OMAHA	NE	68114	info@bjsfleetwash.com
541370	ABHAY NIGAM		SYNERGY SYSTEMS & SERVICES, INC	11155 DOLFIELD BLVD, STE 114	OWINGS MILLS	MD	21117	COMPLIANCE@SSS-INC.COM
236220	ALLISON SCHMITT	PRESIDENT & CEO	DI BUILD, LLC	7055 CLARE RD	LENEXA	KS	66226	ASCHMITT@DIBUILD.COM

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NAICS	NAME	TITLE	ORGANIZATION	ADDRESS	CITY	STATE	ZIP	EMAIL
448110	ANITA LEOPOLD		FLYING LEAP, INC	2854 NORTH HILLS DRIVE	ATLANTA	GA	30305	ANITA_L@BELLSOUTH.NET
444180	ANNA PENA-ROBERTS		GIL'S SALES COMPANY DBA GSC LIGHTING & SUPPLY	16506 CORNERSTONE DR	BELTON	MO	64012	ANNAROBERTS4GSC@SBCGLOBAL.NET
237110	ANNE DUFFIELD	PRESIDENT	MID STATES REBAR AND SUPPLY, INC	3221 73RD ST	ATKINS	IA	52206	ANNE@MIDSTATESREBARSUPPLY.COM
424690	ANTHONY NDAH		ATLANTIC PETROLEUM & MINERAL RESOURCES, INC	1445 N LOOP W, STE 242	HOUSTON	TX	77008	INFO@ATLANTICPETRO.COM
611710	ANTHONY SINGLETON		EDUCATORS 4 EDUCATION	527 PRIMOS AVE	FOLCROFT	PA	19032	ASINGLETON@EDUCATORS4EDUCATION.ORG
541611	BELINDA HARGROVE		TRANSSOLUTIONS ,LLC	14600 TRINITY BOULEVARD, STE 200	FORT WORTH	TX	76155	BHARGROVE@TRANSSOLUTIONS.COM
238290	BRANDON HENRY		GLOBAL CONVEYOR INSTALLATION, INC	3909 BOWFIN TRAIL	KISSIMMEE	FL	34746	B.HENRY26@YAHOO.COM
423610	CARL LACHMANSINGH		CARLO LACHMANSINGH SALES, INC	4801 4TH AVE S	MINNEAPOLIS	MN	55419	CARLO@CARLOELECTRICAL.COM
541330	CARLOS BANCHIK		INNOVA TECHNOLOGIES, INC	1432 S JONES BLVD	LAS VEGAS	NV	89146	MBBOHALL@INNOVANV.COM
237310	CARRIE GUIER	OWNER	KOPPEL FABRICATION, INC	10262 HWY 127	SWEET SPRINGS	MO	65351	CARRIE@KOPPELFAB.COM
238910	CARVORGGIO BROWN	OWNER	EXCLUSIVE JANITORIAL & FINAL CLEANING SERV LLC DBA CB CONST	6097 VILE DE SANTE DR	OMAHA	NE	68104	CYBROWN71@YAHOO.COM
238120	CASEL SATTAR		GUYTEC STEEL, INC	1106 WYCKOFF AVE	RIDGEWOOD	NY	11385	BOB@GUYTECSTEEL.COM
722515	CATHERINE TUNE		CATCO BUSINESS CONSULTING, LLC (DBA COFFEE SHACK)	3300 CAPITAL CR SW, STE 24	TALLAHASSEE	FL	32310	CATCOBUSINESSCONSULTING@HOTMAIL.COM
236115	CHARLES AGUIRRE		AGUIRRE PROJECT RESOURCES, LLC	2955 WOOD LAKE TRL	GRAND PRAIRIE	TX	75054	CHARLES.A@APR3D.COM
237310	CHERYL SMENT		INTERSTATE SEALANT & CONCRETE, INC	S40 W24211 ROCKWOOD WAY	WAUKESHA	WI	53189	CSMENT@INTERSTATESEALANT.COM
238290	CHRISTINE NORTON & ROBIN BAUGHMAN		VIC THOMPSON COMPANY (DBA VTC)	3751 NEW YORK AVE, STE 140	ARLINGTON	TX	76014	DTALBERT@VTC.US.COM
541330	CHRISTOPHER TUAN	FOUNDER/CREATIVE DIRECTOR	CONDUCTIVE CONCRETE TECHNOLOGIES, LLC	3314 N 152 AVE	OMAHA	NE	68116-7198	CHRISBTUAN@CONDUCTIVECONCRETETECHNOLOGIES.COM
423320	COLLEEN DONOVAN		DONOVAN ENTERPRISES, INC	PO BOX 7094	ST CLOUD	MN	56302	COLLEEN@DONOVANINC.COM
541611	CONNIE SPARKS		WADECO BUSINESS CENTER	24881 RAILROAD AVE, STE 201	NEWHALL	CA	91321	CSPARKS@WADECOBUSINESSCENTER.COM
541430	CYNTHIA JONES PARKS		JONES WORLEY DESIGN, INC	723 PIEDMONT AVENUE NE	ATLANTA	GA	30308	CJONESPARKS@JONESWORLEY.COM
611430	CYNTHIA SCOTT	PRESIDENT OF BUSINESS DEVELOPMENT	UNITED REGION TRANSIT SERVICES, LLC	1014 THATCHER AVE	ST LOUIS	MO	63153	CSCOTT@URTS.SUPPORT
238210	DARRELL COLEMAN	FOUNDER	MUSTANG ELECTRIC, INC	13805 MARINDA CIR	OMAHA	NE	68144-2453	DCOLEMAN@MUSTANG-ELECTRIC.COM
722513	DARRELL SEARCY		CHANDLER & CAMPBELLE INVESTMENT GROUP, LLC	310 VIZCAYA DR	PALM BEACH GARDENS	FL	33418	DARRELL@CHANDLERCAMPBELLE.COM
423320	DEBRA ROCKWAY		ALL SOURCE CONSTRUCTION & SAFETY SUPPLY	PO BOX 30898	PORTLAND	OR	97294	ORDERS@ASUPPLY.NET
238310	DEE ST CYR	PRESIDENT	BEAR WOMAN ENTERPRISES, LLC	790 UMATILLA ST, STE 200	DENVER	CO	80204	DEE@BEARWOMANENTERPRISES.COM

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518210	DELE OJELABI		COMCENTIA, LLC	1025 W GLEN OAKS LN	MEQUON	WI	530092	INFO@COMCENTIA.COM
425120	DEMMI NUNN		ADELINA INTERNATIONAL, LLC	1914 ALTA VISTA DR	BAKERSFIELD	CA	93305	ADELINAINTL@GMAIL.COM
541320	EARL HARRISON	PRESIDENT	HG CONSULT, INC	7733 N WALLACE AVE	KANSAS CITY	MO	64158	EHARRISON@HGCONS.COM
237310	EDDIE BALES	VP - OPERATIONS	CONTRACTOR SERVICES, INC	1320 E 8TH ST, PO BOX 1306	NORTH PLATTE	NE	69103-1306	EDDIE@CSITRAFFIC.COM
561621	EDWARD ODOM		EJO VENTURES	PO BOX 1551	GOODLETTSVILLE	TN	37070	SALES@EJOVENTURES.NET
541430	EMILY ELMORE	FOUNDER/CREATIVE DIRECTOR	SINGLE WING, LLC (DBA SINGLE WING CREATIVE)	115 W 18TH ST, STE 302	KANSAS CITY	MO	64108	EMILY@SINGLEWINGCREATIVE.COM
237310	EMMA JEAN FREEMAN		JF CONSTRUCTION MANAGEMENT GROUP	301 S HARWOOD ST, STE 207	DALLAS	TX	75201	MSJFREEMAN1@GMAIL.COM
315210	GREGG DIMERY		FENWAY ENTERPRISES CONSULTING AND INNOVATIVE SOLUTIONS, LLC	200 N BRYANT AVE, STE 161	EDMOND	OK	73034	CUSTOMERSUPPORT@FENWAYENTERPRISES.COM
323111	IRA JR JACKSON		JAYCO ENTERPRISES, INC (DBA PERFECT IMAGE)	503 COMMERCE PARK DR, STE D	MARIETTA	GA	30060	IRA@PERFECTIMAGEPRINTING.COM
423990	JAMI JONES		LONGHOUSE INVENTORY SOLUTIONS, LLC	2301 EL ANDERSON BLVD, PO BOX 1212	CLAREMORE	OK	74018	JAMI@LISSTORE.COM
423390	JEFFREY TERRY		1ST RESOURCE SOLUTIONS, LLC	1916 W WILNO DR	MARION	IN	46952	DSANDERS@1STRESOURCESOLUTIONS.COM
237310	JENNIFER DIAMOND		PROTECH COATINGS, INC	1949 W 2300 S	SALT LAKE CITY	UT	84119	LICENSING@PROTECHCOATINGS.NET
238320	JOHN FILARETOU		STRUCTURAL COATINGS, INC	3140 LINDEN PL	CANFIELD	OH	44406	INFO@STRUCTURALCOATINGSINC.NET
541219	JONNA CONTACOS-SAWYER		HR CONSULTANTS, INC	160 JARI DR, STE 180	JOHNSTOWN	PA	15904	JONNA@HRCONSULTS.COM
541340	JOSE MESA		DIGITAL BUILDING SERVICES, LLC	11290 SW 30TH ST	MIAMI	FL	33165	JMESA@DBUILDS.COM
541990	JOSEPH SMITH JR.		GIA GROUP, LLC	1301 2ND AVENUE SOUTH, STE A340	MINNEAPOLIS	MN	55403	CLIENTS@GIALLCSERVICES.COM
424990	JULIA ESPEY		COURTLAND, LLC (DBA COURTLAND CONSTRUCTION SUPPLIES)	830 TOWER DR, STE 150	MEDINA	MN	55340	JULIAESPEY@COURTLANDLLC.NET
541320	JULIA MONTROY	PRESIDENT	DTLS, INC	1624 TOWER GROVE AVE, STE 1N	ST LOUIS	MO	63110-2206	JULIA@DTLS-STUDIO.COM
484110	JULIE DELP	OWNER	NATIONWIDE AUTO TRANSPORT, INC	6400 CORNHUSKER HWY, STE 150	LINCOLN	NE	68507-3190	JULIE@NWAT.COM
522320	JUSTIN CLAYBORNE		PURESKY, LLC	1132 FIRST AVE, UNIT 4D	NEW YORK	NY	10065	JUSTIN@INTERNATIONALCARDSOLUTIONS.COM
236118	JUSTIN MOORE	PROJECT MANAGER	SPENCER MANAGEMENT, LLC	2821 CALDWELL, PO BOX 111623	OMAHA	NE	68111-5623	JMOORE@SPENCERMANAGEMENT.ORG
236220	KAREN A WATSON	FOUNDER	K WATSON GROUP, LLC	117 N 32ND AVE, STE 201	OMAHA	NE	68131	KAREN@KWATSONGROUP.COM
541611	KAREN SCOTT		INSPIRED STRATEGIES, LLC	3809 ELMWOOD AVENUE	LOUISVILLE	KY	40207	KAREN@INSPIREDSTRATEGIESLLC.COM
236210	KENNETH MCCRALEY		MCC INDUSTRIES, INC (DBA KMS)	3848 SNELLING AVE S	MINNEAPOLIS	MN	55406	KEN@KMSCLEAN.COM
541613	KIM SIPPOLA		THE QUOTIENT GROUP, LLC	N1374 TUCKAWAY CT	GREENVILLE	WI	54942	KIM@THEQUOTIENTGROUP.COM

## Stakeholder Database

NAICS	NAME	TITLE	ORGANIZATION	ADDRESS	CITY	STATE	ZIP	EMAIL
425120	KYLIE GANA		RESILIENT LOGISTICS, LLC	2133 W PANAMA RD	MARTELL	NE	68404	KYLIEG@RESILIENTLOGISTICSLLC.COM
484220	LAURA WIEDEWITSCH	OWNER	LAURA A WIEDEWITSCH TRUCKING, LLC	19500 SD HWY 79, PO BOX 106	VALE	SD	57788-0106	WIED28@YAHOO.COM
541330	LAWRENCE T BUTLER	OWNER	LAWRENCE T BUTLER, PROFESSIONAL ENGINEERING, LLC	4809 NW RADIAL HWY	OMAHA	NE	68104	LAWRENCE@LTBUTLER.COM
221310	LUIS LEON	OWNER, PRINCIPAL ENGINEER	LT LEON ASSOCIATES, INC	500 E LOCUST ST, STE 400	DES MOINES	IA	50309	LLEON@LTLEON.COM
236220	MARK SANTO	PRESIDENT	MARK VII ENTERPRISES, INC	4028 HAMILTON ST	OMAHA	NE	68131	MARK@MARKVIENTERPRISES.COM
488119	MARY LYNCH		MARY A LYNCH	5719 OVERRIDGE DR	ARLINGTON	TX	76017	MALYNCH316@AOL.COM
237310	MARYNELL POPST	PRESIDENT	REECE CONSTRUCTION CO, INC	PO BOX 3227	SALINA	KS	67402-3227	MPOPST@REECECONSTRUCTION.COM
541370	MELISSA DIRR GENGLER	PRESIDENT	HISTORIC RESOURCES GROUP, INC	2840 CALVERT ST	LINCOLN	NE	68502	MELISSA@HRG-NEBRASKA.COM
423320	MELISSA THIEL		AMERICAN CONSTRUCTION SUPPLIES, INC	2373 60TH AVE	OSCEOLA	WI	54020	AMERICANCONSTRUCTIONSUPPLIES@GMAIL.COM
517111	MICHAEL ANDERSON		ANDERSON TECHNICAL SOLUTIONS, LLC	6422 BRIDGECREST DR	LITHIA	FL	33547	MPA@ATS04.COM
238210	MICHAEL YU		KELEUSMATIC TECHNOLOGIES, INC	8362 PINES BLVD, STE 131	PEMBROKE PINES	FL	33024	INFO@KELEUSMATIC.COM
488510	MICHELLE DEFRONZO		IMEX CARGO	1R NEWBURY ST	PEABODY	MA	01960	GROUP@IMEXCARGO.COM
541611	MICHELLE WEATHERSBY		LENS CONSULTING FIRM, LLC	2108 STAR SAPPHIRE DR	RALEIGH	NC	27610	INFO@LENSCONSULTINGFIRM.COM
541618	MONICA NEWHOUSE		NEWHOUSE & ASSOCIATES, LLC	14152 JAMIE DR	CARMEL	IN	46033	MONICA@NEWHOUSE.ASSOCIATES
488190	QUINCY BRANCH		LESLIE SAUNDERS INSURANCE AGENCY, INC	1535 N DALE MABRY, STE 101	LUTZ	FL	33548	INFO@BBC-INS.COM
541614	RAQUEL FLOYD		ROCK SOLID PROJECT SOLUTIONS, INC	500 S RANCHO RD, STE 7	LAS VEGAS	NV	89106	INFO@ROCK-SOLID-SOLUTIONS.COM
541430	REBECCA ASKEW	CEO	CIRCUIT MEDIA, LLC	560 CHEROKEE ST	DENVER	CO	80204	RASKEW@CIRCUITMEDIA.COM
237310	REBECCA OBERLE		JAMICO, INC	23902 PACIFIC ST, PO BOX 118	WATERLOO	NE	68069	REBA@JAMICO.NET
541618	ROBBIE SARLES		RLS & ASSOCIATES, INC	3131 S DIXIE DRIVE, STE 545	DAYTON	OH	45439	RLS@RLSANDASSOC.COM
485999	RONALD BURNS		GLOBAL PARKING SYSTEMS, LLC	6600 PLAZA DR STE 307	NEW ORLEANS	LA	70127	VBURNS@PARKGLOBAL.NET
484220	SEBASTIAN LORENZO	OWNER	SPL TRUCKING 26 LLC	3937 GOLD ST	OMAHA	NE	68105	SEBAS.LORENZO77@GMAIL.COM
541618	SHELIA A HUDSON	PRINCIPAL & CEO	HUDSON & ASSOCIATES, LLC	2229 PINE ST	ST LOUIS	MO	63103	SHUDSON@HUDSON-ASSOCIATESLLC.COM
238340	SHERRY HILL		TERRAZZO USA & ASSOCIATES, INC	426 S MCLLOUD RD	MCLLOUD	OK	74851	KIM@TERRAZZOUSA.COM
488119	SHIRLEY ROBERTS		AVIATION ALLIANCE, INC	PO BOX 799	COLLEYVILLE	TX	76034	SAR@AVIATIONALLIANCEINC.COM
518210	STEPHEN MARTINEZ		MARTINEZ GEOSPATIAL, INC	2915 WATERS RD, STE 100	EAGAN	MN	55121	JOHN@MTZGEO.COM
541330	SUE KNAPP		KFH GROUP	7200 WISCONSIN AVE, STE 320	BETHESDA	MD	20814	SKNAPP@KFHGROUP.COM

## Stakeholder Database

NAICS	NAME	TITLE	ORGANIZATION	ADDRESS	CITY	STATE	ZIP	EMAIL
488190	SUMMER MARR	PRINCIPAL	MARR ARNOLD PLANNING, LLC	1328 CALIFORNIA AVE	AMES	IA	50014	SUMMER@MARRARNOLDPLANNING.COM
524291	TAWANDA HUFF		ABSOLUTE STAFFING & CONSULTING SOLUTIONS, LLC	532 BALTIMORE BLVD, STE 305	WESTMINSTER	MD	21157	AWADE@ASCS1.COM
423510	TOM BROWN		BROWNCO MANUFACTURING AND SALES, LLC	1525 N 105TH E AVE	TULSA	OK	74116	TOM@BROWNCOMFG.COM
237310	TOM MEDHI	PRESIDENT	ASSOCIATED ENGINEERING, INC	2705 NORTH MAIN ST	ELKHORN	NE	68022-3348	LMEDHI@AEPC-CLS.COM
423310	TRACEY MEENTS		BASELINE SUPPLY, LLC	65 TURNBERRY DR	MONROE TOWNSHIP	NJ	08831	BASELINESUPPLY@GMAIL.COM
238390	TRACI MICUCCI		EASTERN BRIDGE WORKS	401 SALT POINT TPKE	POUGHKEEPSIE	NY	12603	EASTERNBRIDGEWORKSDBE@GMAIL.COM
237990	VALLARIE HOLM		TIEDT NURSERY, LTD	2419 E BREMER AVE	WAVERLY	IA	50677	VHOLM.TNURSERY@GMAIL.COM
541219	VERNAE JONES-SEALS		ONESOURCE CONSULTING, LLC	6900 VIRGINIA MANOR RD, STE 111	BELTSVILLE	MD	20705	INFO@ONESOURCESBC.COM
423610	WILBUR A (GUS) STUART II		CENTREX ELECTRICAL SUPPLY, INC	3900 WASHINGTON BLVD	ST. LOUIS	MO	63108	GUSS@CENTREXELECTRIC.COM
237310	WILLIAM SHREWSBERRY		SHREWSBERRY & ASSOCIATES, LLC	7321 SHADLAND STATION, STE 160	INDIANAPOLIS	IN	46256	CERTIFICATIONS@SHREWSUSA.COM
237310			A PLUS CONTRACTING, LLC	705 S MALTBY AVE, PO BOX 131	SUTTON	NE	68979-0131	NAOTREJO@GMAIL.COM
237310			ALL ROAD BARRICADES, INC	5700 BALLARD AVE, PO BOX 29196	LINCOLN	NE	68529-9196	TAMMY@ALLROADSINC.COM
237110			ASPHALT PATCH MASTER, LLC	705 S MALTBY AVE	SUTTON	NE	68979	PATCHMASTER402@GMAIL.COM
237110			CAN DO CONSTRUCTION, LLC	2223 S 38TH ST	LINCOLN	NE	68506-6024	CANDOCONSTRUCTIONIII@YAHOO.COM
238910			CEDERBURG COMPANIES DBA RAHM SERVICES	8332 S 62ND ST	LINCOLN	NE	68516	CEDERBURG6@GMAIL.COM
332312			CONSTRUCTION ANCHORS, INC	13900 E 350 HWY	KANSAS CITY	MO	64138	LAURA@CONSTRUCTIONANCHORS.COM
237310			DANIELLE'S APPROACH, LLC	311 W NORFOLK AVE, STE 200	NORFOLK	NE	68701	DJKUBES@GMAIL.COM
237310			DORMARK CONSTRUCTION CO	3310 SW BROOKSIDE DR	GRIMES	IA	50111	ADMIN@DORMARK.COM
518210			DOSS TECHNICAL SERVICES	1010 S JOLIET ST, STE 105	AURORA	CO	80012	INFO@DOSSTECHNICAL.COM
237310			FORD CONSTRUCTION COMPANY LLC	2311 N 56TH ST	LINCOLN	NE	68504	FCC68504@GMAIL.COM
236118			FUTURE CONSTRUCTION SPECIALTIES, LLC	3113 S 19TH ST, PO BOX 8575	OMAHA	NE	68108-0575	TCFUTURECS@COX.NET
484110			GONZALEZ TRANSPORT LLC	4223 SEWARD ST	OMAHA	NE	68111-3948	GONZALEZTRANSPORTNE@GMAIL.COM
541211			HAYES & ASSOCIATES, LLC	1015 N 98TH ST, STE 200	OMAHA	NE	68114-2357	INFO@HAYES-CPA.COM
237110			I & A CONSTRUCTION LLP	1416 PIERCE ST	SIoux CITY	IA	51105	IANDACONSTRUCTION2013@GMAIL.COM
315210			IMAGE CONCEPTS	3820 SACRAMENTO DR	LA MESA	CA	91941	PONDDIEGO@AOL.COM

## Stakeholder Database

NAICS	NAME	TITLE	ORGANIZATION	ADDRESS	CITY	STATE	ZIP	EMAIL
237310			IRON WORKS, INC	212 S 6TH ST, PO BOX 77	NEBRASKA CITY	NE	68410	OFFICE@IRONWORKSREBAR.COM
237310			J RICHARDSON CONSTRUCTION CO, INC	22025 W 183RD ST	OLATHE	KS	66062	TR.JRICHARDSON25@GMAIL.COM
423320			JAMES ENTERPRISE, INC	25660 S 12TH ST	MARTELL	NE	68404	JAMESENTERPRISEINC04@GMAIL.COM
237210			JAPP BROTHERS GRADING, LLC	19163 CO RD 28	KENNARD	NE	68034	JBG@JAPPBROS.COM
238910			KEY CONTRACTING	2301 S ST	LINCOLN	NE	68503-3045	KEYCONTRACTINGNE@GMAIL.COM
236210			KIRK BARNES CONSTRUCTION, INC	1007 JENNY ST, PO BOX 656	VALENTINE	NE	69201-0656	CC@KBCCONST.COM
237310			KOLBE STRIPING, INC (DBA KSI)	550 TOPEKA WAY	CASTLE ROCK	CO	80109	RECEPTIONIST@KOLBESTRIPING.COM
722513			KRACKY MCGEE'S SNACK SHACK (DBA OF GPMM, INC)	4501 ABBOTT DR, STE 1425	OMAHA	NE	68110	PAM@GPMMGROUP.COM
236220			LMG CONSTRUCTION SERVICES, LLC	3011 ROANOKE RD	KANSAS CITY	MO	64108	LMG@LMGBUILDS.COM
115112			LOVCI CONSTRUCTION & FABRICATION LLC	4605 VALLEY VIEW DR	COLUMBUS	NE	68601-8063	CODIE@LOVCICONSTRUCTION.COM
238990			MAC'S FENCE, INC	6037 SPEAKER RD	KANSAS CITY	KS	66204	CBELL@MACSFENCE.COM
237310			MTZ CONSTRUCTION, LLC	330 SW 20TH ST	LINCOLN	NE	68522-1013	JORDAN.MTZLLC@GMAIL.COM
237310			NAVARRO LAWN & LANDSCAPE, INC	8535 MADISON ST	RALSTON	NE	68127-4124	JOHN.NAVARRONLL@GMAIL.COM
237130			NAVJOY CONSULTING SERVICES, INC	301 COMMERCIAL RD, STE B	GOLDEN	CO	80401	COMMUNICATION@NAVJOYINC.COM
423320			PACKER, INC	901 E 11TH ST	WOOD RIVER	NE	68883	DPACKER688@AOL.COM
541320			PATTI BANKS ASSOCIATES, LLC DBA VIREO	929 WALNUT, STE 700	KANSAS CITY	MO	64106	INFO@BEVIREO.COM
541611			PROJECT SOLUTIONS, INC	505 KANSAS CITY ST	RAPID CITY	SD	57701	INFO@PROJECTSOLUTIONSINC.COM
237310		PRESIDENT	RFB CONSTRUCTION CO, INC	565 E 520TH AVE	PITTSBURG	KS	66762-6829	DAB@RFBCONSTRUCTIONCO.COM
561720			RTG BUILDING SERVICES, INC	8317 GRANT ST	OMAHA	NE	68134-6122	FRED@RTGBUILDINGSERVICES.COM
236210			SAUL RAMOS CONSTRUCTION, INC	105 E RAILRD	SHELTON	NE	68876	RAMOSCONSTRUCTION@LIVE.COM
237310			SCM CONSTRUCTION, LLC	100 US HIGHWAY 36	CHILLICOTHE	MO	64601	SCMBISHOP@GMAIL.COM
722513			SIMPLY SCRUMPTIOUS (DBA GPMM, INC)	4501 ABBOTT DR, STE 1425	OMAHA	NE	68110	PAMELA.BRIERE@YAHOO.COM
423320			STANFORD MADLOCK TRUCKING, INC	6120 ARBOR RD	LINCOLN	NE	68517	MADLOCKTRUCKING@WINDSTREAM.NET
237310			TARIN LLC	PO BOX 254	LYMAN	NE	69352-0254	TARINTRUCK@YAHOO.COM
541310			TRAILS WEST ARCHITECTURE, LLC	818 S BELTLINE HWY E, STE C	SCOTTSBLUF F	NE	69361	MEGAN@TRAILSWARCH.COM
541611			TRANSITPLUS, INC	2800 E RIDGE RD	ELIZABETH	CO	80107	SUZANNE.TRANSITPLUS@GMAIL.COM
327320			WAHOO CONCRETE PRODUCTS, CO	1505 N HWY 77, PO BOX 143	WAHOO	NE	68066	SUSAN@WAHOOCONCRETE.COM

## Stakeholder Database

NAICS	NAME	TITLE	ORGANIZATION	ADDRESS	CITY	STATE	ZIP	EMAIL
111421			WDJB, INC	19825 S 204TH ST	GRETNA	NE	68028	WAYNE@WDJBINC.COM
561720			WHAYNE & SONS ENTERPRISES, INC	10515 E 40TH AVE	DENVER	CO	80239	WE@WHAYNEENTERPRISES.COM
561730			WORK TO PLAY, LLC	7004 N 51ST ST	OMAHA	NE	68152	WRK2PLAY@COX.NET
541910			ZANN & ASSOCIATES, INC	7752 E 4TH AVE, UNIT 1C	DENVER	CO	80230	INFO@ZANNINC.COM
N/A	BRAD KULWICKI	BUSINESS DEVELOPMENT CONSULTANT II	NEBRASKA DEPARTMENT OF ECONOMIC DEVELOPMENT	245 FALLBROOK BLVD, STE 002	LINCOLN	NE	68521	BRADLEY.KULWICKI@NEBRASKA.GOV
N/A	BRUCE GRUPE	EXECUTIVE DIRECTOR	NEBRASKA CONCRETE PAVING ASSOCIATION	5700 SEWARD AVE, STE B	LINCOLN	NE	\$68,507	BGRUPE@NEBRCONC.ORG
N/A	JASON BALL	PRESIDENT	LINCOLN CHAMBER OF COMMERCE	PO BOX 95128	LINCOLN	NE	\$68,508	JBALL@LCOC.COM
N/A	JENNIFER HARRIS	CHAPTER PRESIDENT	NATIONAL ASSOCIATION OF WOMEN IN CONSTRUCTION, OMAHA CHAPTER					JENNIFER.HARRIS@JEDUNN.COM
N/A	KATIE WILSON	EXECUTIVE DIRECTOR	ASSOCIATED GENERAL CONTRACTORS OF AMERICA, NEBRASKA CHAPTER	7435 O ST, STE 110	LINCOLN	NE	58510	KWILSON@AGCNE.ORG
N/A	MARIA ARRIAGA	EXECUTIVE DIRECTOR	NEBRASKA LATINO AMERICAN COMMISSION	SIXTH FLOOR, STATE CAPITOL, PO BOX 94965	LINCOLN	NE	68509-4965	MARIA.ARRIAGA@NEBRASKA.GOV
N/A	MARK ALLEN	BOARD CHAIR	GRAND ISLAND AREA CHAMBER OF COMMERCE	309 W 2ND ST	GRAND ISLAND	NE	68801	MARK@ALLENCAPGROUP.COM
N/A	NES VANCE	OUTREACH SUPPORT ASSOCIATE	UNIVERSITY OF NEBRASKA – LINCOLN, BUREAU OF BUSINESS RESEARCH	730 N 14TH ST, HLH 523	LINCOLN	NE	\$68,588	NESRIN.COMEZ-VANCE@UNL.EDU
N/A	NISHA AVEY	SMALL BUSINESS ASSISTANCE MANAGER	NEBRASKA DEPARTMENT OF ECONOMIC DEVELOPMENT	245 FALLBROOK BLVD, STE 002	LINCOLN	NE	68521	NISHA.AVEY@NEBRASKA.GOV
N/A	PAULA GARDNER	EXECUTIVE DIRECTOR	NEBRASKA EQUAL OPPORTUNITY COMMISSION - LINCOLN (MAIN) OFFICE	1526 K STREET, STE 310	LINCOLN	NE	68508	PAULA.GARDNER@NEBRASKA.GOV
N/A	RICK FEIS	BUSINESS DEVELOPMENT CONSULTANT II	NEBRASKA DEPARTMENT OF ECONOMIC DEVELOPMENT	245 FALLBROOK BLVD, STE 002	LINCOLN	NE	68521	RICK.FEIS@NEBRASKA.GOV
N/A	SARA HOUSTON	DIRECTOR	CITY OF LINCOLN, COMMISSION ON HUMAN RIGHTS	555 S 10TH ST, STE 304	LINCOLN	NE	68508	LCHR@LINCOLN.NE.GOV
N/A	SCOTT SHAFER	ADMINISTRATIVE PROGRAMS OFFICER	NEBRASKA COMMISSION ON INDIAN AFFAIRS	STATE CAPITOL BUILDING, 6TH FLOOR, EAST	LINCOLN	NE	68509-4981	SCOTT.W.SHAFER@NEBRASKA.GOV
N/A			CENTRAL NEBRASKA HUMAN RIGHTS COALITION					CNHRC1@GMAIL.COM
N/A			NEBRASKA MINORITY RESOURCE CENTER	332 N MAIN ST	GORDON	NE	69343	INFO@NMRC-INC.ORG
N/A	WAYNE FEDORA	DIVISION ADMINISTRATOR NEBRASKA	FEDERAL HIGHWAY ADMINISTRATION	100 CENTENNIAL MALL NORTH, ROOM 220	LINCOLN	NE	\$68,508	R.Wayne.Fedora@dot.gov
N/A	ALLAN ZAFFT	MPO PROGRAM MANAGER	GRAND ISLAND AREA METROPOLITAN PLANNING ORGANIZATION	100 E 1ST STREET	GRAND ISLAND	NE	68801	ALLANZ@GRAND-ISLAND.COM
N/A	AUSTIN ROWSER	PRESIDENT	NEBRASKA CHAPTER OF THE AMERICAN PUBLIC WORKS ASSOCIATION					AUSTIN.ROWSER@CITYOFOMAHA.ORG
N/A	CARLOS MORALES	TRANSPORTATION AND DATA MANAGER	METROPOLITAN AREA PLANNING AGENCY (MAPA)	2222 CUMING STREET	OMAHA	NE	68102	CMORALES@MAPACOG.ORG
N/A	DAVE ZELNIO	MARKETING COMMUNICATIONS MANAGER	NEBRASKA TRUCKING ASSOCIATION	1701 K ST	LINCOLN	NE	\$68,508	DAVE@NEBTRUCKING.COM

Stakeholder Database

NAICS	NAME	TITLE	ORGANIZATION	ADDRESS	CITY	STATE	ZIP	EMAIL
N/A	EDEN BUTLER	EXECUTIVE DIRECTOR	GROW NEBRASKA WOMEN'S BUSINESS CENTER	421 W TALMADGE STREET, STE 1	KEARNEY	NE	68845	EDEN@GNWBC.org
N/A	ERICA WASSINGER	COFOUNDER, GENERAL PARTNER	PROVEN VENTURES	1004 FARNAM STREET, STE 400	OMAHA	NE	68102	ERICA@PROVEN.VENTURES
N/A	FELICIA BELTRAN	CIVIL RIGHTS SPECIALIST	FEDERAL HIGHWAY ADMINISTRATION	1200 NEW JERSEY AVE, SE	WASHINGTON	DC	\$20,590	FELICIA.BELTRAN@DOT.GOV
N/A	GRANT ANDERSON	COMMUNITY & ECONOMIC DEVELOPMENT MANAGER	METROPOLITAN AREA PLANNING AGENCY (MAPA)	2222 CUMING STREET	OMAHA	NE	68102	GANDERSON@MAPACOG.ORG
N/A	J.R. HOUSER	PRESIDENT	NEBRASKA ASSOCIATION OF COUNTY ENGINEERS, COUNTY HIGHWAY SUPERINTENDENTS & COUNTY SURVEYORS					NACE_NEBRASKA@YAHOO.COM
N/A	JEFF MULDER	PROMOTION DIRECTOR	NEBRASKA CONCRETE AND AGGREGATES ASSOCIATION	5700 SEWARD AVE, STE B	LINCOLN	NE	\$68,507	JEFF@NEBRCONCAGG.COM
N/A	JOSEFINA LOZA	CEO AND FOUNDER	LOZAFINA	7905 L ST, STE 310	OMAHA	NE	\$68,127	OFFICE@LOZAFINA.COM
N/A	KENT GRISHAM	PRESIDENT & CEO	NEBRASKA TRUCKING ASSOCIATION	1701 K ST	LINCOLN	NE	\$68,508	KENT@NEBTRUCKING.COM
N/A	LEANDER MERRICK	CHAIRMAN	BUREAU OF INDIAN AFFAIRS, OMAHA TRIBE OF NEBRASKA	PO BOX 368	MACY	NE	68039	
N/A	MICHELLE BOSTINELOS	EXECUTIVE DIRECTOR	SIOUXLAND INTERSTATE METROPOLITAN PLANNING COUNCIL	1122 PIERCE STREET	SIOUX CITY	IA	51105	SIMPCO@SIMPCO.ORG
N/A	MIKE HELGERSON	EXECUTIVE DIRECTOR	METROPOLITAN AREA PLANNING AGENCY (MAPA)	2222 CUMING STREET	OMAHA	NE	68102	MHELGERSON@MAPACOG.ORG
N/A	MOKHTEE AHMAD	REGIONAL ADMINISTRATOR (REGION 7)	FEDERAL TRANSIT ADMINISTRATION	901 LOCUST ST	KANASAS CITY	MO	\$64,106	MOKHTEE.AHMAD@DOT.GOV
N/A	NATHAN PREHEIM	GENERAL PARTNER	PROVEN VENTURES	1004 FARNAM STREET, STE 400	OMAHA	NE	68102	NATHAN@PROVEN.VENTURES
N/A	NILAH SOLOMON	SUPERINTENDENT	BUREAU OF INDIAN AFFAIRS, WINNEBAGO AGENCY	PO BOX 18	WINNEBAGO	NE	68071	
N/A	RACHEL CHRISTOPHER	TRANSPORTATION PLANNER	LINCOLN METROPOLITAN PLANNING ORGANIZATION	555 SOUTH 10TH STREET, STE 213	LINCOLN	NE	68508	RCHRISTOPHER@LINCOLN.NE.GOV
N/A	ROGER TRUDELL	CHAIRMAN	BUREAU OF INDIAN AFFAIRS, SANTEE SIOUX NATION	108 SPIRIT LAKE AVE	WEST NIOBRARA	NE	68760	
N/A	VICTORIA KITCHEYAN	CHAIRWOMAN	BUREAU OF INDIAN AFFAIRS, WINNEBAGO TRIBE OF NEBRASKA	PO BOX 687	WINNEBAGO	NE	68071	
N/A			NEBRASKA LOCAL TECHNICAL ASSISTANCE PROGRAM	650 J STREET, STE 215 A	LINCOLN	NE	68508	PSCHWAB@UNL.EDU
N/A			NORTH END TELESERVICES	1500 N 24TH ST	OMAHA	NE	68110	INFO@NORTHENDTELESERVICES.COM

# Attachment B

## Presentation and Q&A Discussion Summary

# Disadvantaged Business Enterprise Goal Setting Stakeholder Meeting

June 28 & 29, 2023

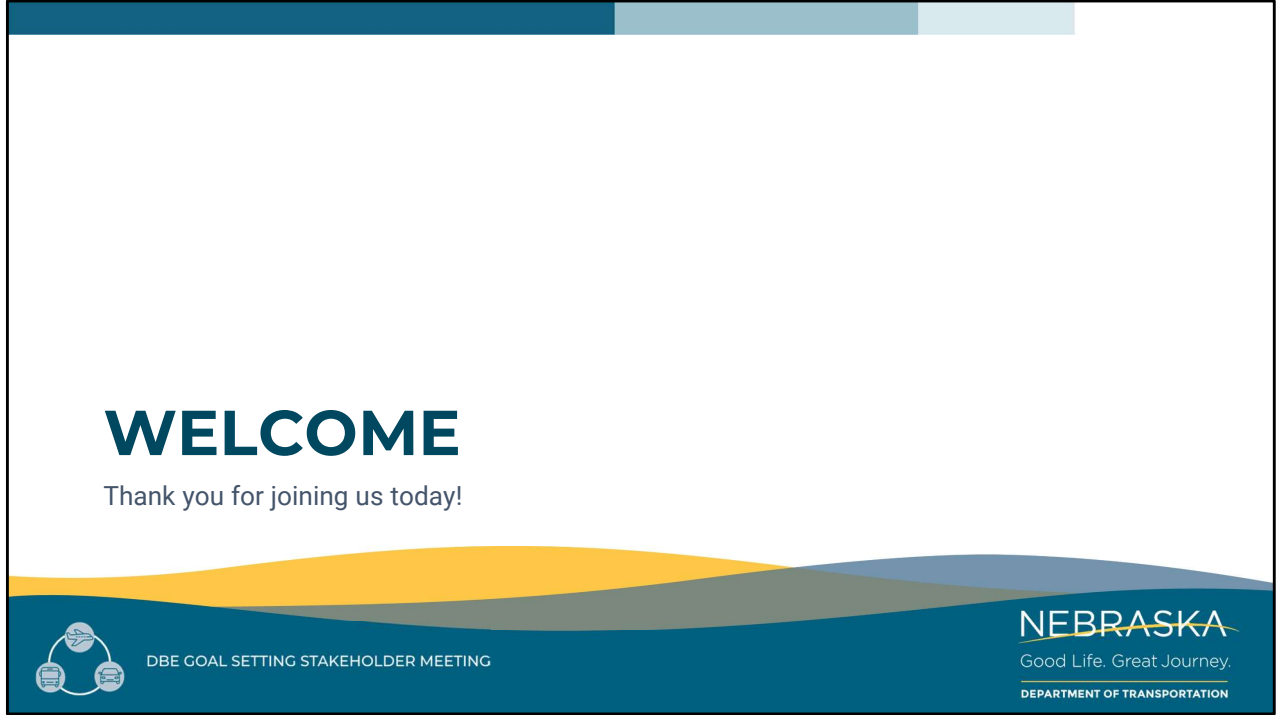


DBE GOAL SETTING STAKEHOLDER MEETING

NEBRASKA

Good Life. Great Journey.

DEPARTMENT OF TRANSPORTATION



Speaker: NDOT – Kimberly

Hello! Welcome to NDOT’s meeting to discuss our disadvantaged business enterprise program (also known as DBE). Thank you for joining us.

## INTRODUCTIONS - NDOT



**Kimberly Baker**  
*Diversity, Equity, and  
Inclusion Manager*



**Amy Starr**  
*Program Management  
Engineer*



**Jodi Gibson**  
*Local Assistance  
Division Manager*



**Kari Ruse**  
*Transit Programs  
Specialist*



DBE GOAL SETTING STAKEHOLDER MEETING



Speaker: NDOT – Kimberly

First, I'd like to introduce our NDOT staff here today.

I'm Kimberly Baker, NDOT's Diversity, Equity, and Inclusion Manager. I also serve as NDOT's DBE Liaison Officer.

The other NDOT staff with me today are:

- Amy Starr, Program Management Engineer
- Jodi Gibson, Local Assistance Division Manager
- And Kari Ruse, Transit Programs Specialist.

# INTRODUCTIONS - FHWA



**Felicia Beltran**

*Federal Highway Administration (FHWA)  
Civil Rights Specialist*



DBE GOAL SETTING STAKEHOLDER MEETING



Speaker: NDOT – Kimberly

Joining us from the Federal Highway Administration is Felicia Beltran, Civil Rights Specialist. You'll hear more from her later!

## INTRODUCTIONS – HDR



**Lisa Richardson**



**Bre TenHulzen**



**Julie Molacek**



DBE GOAL SETTING STAKEHOLDER MEETING



Speaker: NDOT – Kimberly

HDR team members assisting us with this meeting are Lisa Richardson, Bre TenHulzen and Julie Molacek.

# LOGISTICS

- For those of you in person, please sign-in at the welcome table if you haven't already
- Staff will be available after this presentation to discuss your questions and comments
- A survey will be emailed to you later this week



DBE GOAL SETTING STAKEHOLDER MEETING

**NEBRASKA**  
Good Life. Great Journey.  
DEPARTMENT OF TRANSPORTATION

Speaker: NDOT – Kimberly

Before we dive into the meeting, I'd like to cover a few logistical items:

- For those of you here in person, please be sure to sign in at the welcome table if you haven't already
- Staff will be available after this presentation to discuss your questions and comments
- Also, a survey will be emailed to you later this week.

**THIS MEETING IS  
BEING RECORDED**



DBE GOAL SETTING STAKEHOLDER MEETING

**NEBRASKA**

Good Life. Great Journey.

DEPARTMENT OF TRANSPORTATION

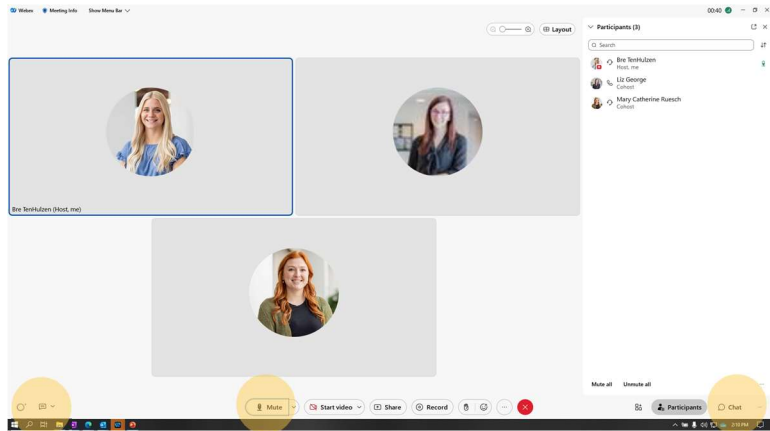
Speaker: NDOT – Kimberly

Just so everyone is aware, this meeting is being recorded via Webex.

# LOGISTICS

- Today's technology:  
Webex
  - Mute
  - Raise hand function
  - Chat box

Chat **Julie Molacek** if you have any technical difficulties!



DBE GOAL SETTING STAKEHOLDER MEETING

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DEPARTMENT OF TRANSPORTATION

Speaker: NDOT – Kimberly

The technology we're using today is Webex, and we want to go over a few important features for our virtual participants:

- First is the mute button, highlighted in yellow on the screen. Everyone attending virtually was automatically muted upon entrance and will remain muted throughout the meeting.
- Next is the chat function. During the Q&A session, virtual participants may send questions in the chat box, and Julie Molacek will read them out loud.
- Julie is going to send a message to the chat right now - please make sure you can see it! You can chat her directly if you are having any technical difficulties by scrolling to her

name or typing it in the dropdown box.

- If you would like to turn on closed captions, please hit the button in the bottom left corner of your screen. This will turn on captions for your personal device only.

Again, feel free to reach out to Julie Molacek if you're having issues hearing or seeing this presentation, or any other technical difficulties.

## MEETING OVERVIEW & PURPOSE

- NDOT develops a goal for DBE participation in our program every three years. To support this process, stakeholder engagement is conducted with:
  - DBE contractors
  - General contractor groups
  - Community organizations
  - Other officials who might have knowledge about disadvantaged and non-disadvantaged businesses

**PURPOSE:** Promote DBE program, obtain information relevant to the goal setting process, identify ways to improve the program



DBE GOAL SETTING STAKEHOLDER MEETING

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DEPARTMENT OF TRANSPORTATION

Speaker: NDOT – Kimberly

With that, let's get started on the reason you're all here today. NDOT develops a goal for DBE participation in our program every three years. To support this process, stakeholder engagement is conducted with:

- DBE contractors
- General contractor groups
- Community organizations
- And other officials who might have knowledge about disadvantaged and non-disadvantaged businesses

The purpose of this meeting is to promote our DBE program and get feedback that will inform our goal-setting process. We also hope to identify ways we can improve our DBE program to help you succeed on NDOT projects

# STAKEHOLDER ENGAGEMENT

- Stakeholder engagement allows:
  - Access to diverse perspectives, enriching the goal-setting process
  - Increased transparency and trust-building
  - Informed decision-making through valuable input and insights
- Through this process, NDOT will be able to:
  - Gather relevant information to inform the goal-setting process
  - Address disparities and promote equity
  - Enhance program effectiveness by aligning DBE goals and outreach with community needs



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: NDOT – Kimberly

Meetings like this allow NDOT to:

- Hear diverse perspectives that enrich the goal-setting process
- Foster increased transparency and trust-building between NDOT and stakeholders
- And promote informed decision-making through DBE participant insight.

Through this process, NDOT will be able to:

- Gather relevant information to inform the goal-setting process
- Address disparities and promote equity
- And enhance program effectiveness by aligning DBE goals and outreach with community needs.

# AGENDA

- DBE Program Overview
- DBE Goal Setting Procedures
- Current & Future Goals
- Protections & Support
- Q&A Discussion



DBE GOAL SETTING STAKEHOLDER MEETING

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DEPARTMENT OF TRANSPORTATION

Speaker: NDOT – Kimberly

Here's our agenda for today:

- We'll start with an overview of the US DOT and NDOT's DBE programs.
- We will discuss how we set goals for the program and present our current and future goals.
- We'll cover some of the protections and support that our program provides DBEs.
- And finally, we'll have an opportunity for questions and discussion at the end of the meeting.

## Q&A SESSION

- The Q&A session at the end of the meeting will seek insight on:
  - How can encourage more participation to increase the availability of ready, willing and able DBEs in Nebraska?
  - What are the effects of discrimination on opportunities for DBEs?
  - What efforts can NDOT make to further establish a level playing field for DBEs to participate in transportation projects in Nebraska?



DBE GOAL SETTING STAKEHOLDER MEETING

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DEPARTMENT OF TRANSPORTATION

Speaker: NDOT – Kimberly

During the Q&A session, we hope to get feedback from you on the following questions:

- How can we encourage more participation to increase the availability of ready, willing and able DBEs in Nebraska?
- What are the effects of discrimination on opportunities for DBEs?
- What efforts can NDOT make to further establish a level playing field for DBEs to participate in transportation projects in Nebraska?

# DBE PROGRAM OVERVIEW



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: NDOT - Kimberly

At this time, I will turn it over to Felicia with the Federal Highway Administration to introduce the US DOT's DBE program which guides and informs our program here at NDOT.

# USDOT DBE PROGRAM OVERVIEW



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: Felicia

Thank you all for your attendance today, we are grateful you are here whether it is in person or virtual.

Your participation in this event means a lot to us and adds great value to the NDOT DBE program.

The following US DOT video does a great job explaining the DBE Program, goal setting and more importantly how your voice matters.

As you enjoy viewing the video, please think about your role in the DBE program and any suggestions, barriers to participation, or questions and comments we need to hear in establishing NDOT's DBE participation goals.

Again, thank you for being here, we look forward to hearing your ideas to ensure that everyone has the capability to build capital, expand their business networks, and attain new skills and experiences through USDOT contract opportunities.

# NDOT DBE PROGRAM OVERVIEW

- Formula funds estimated to be administered by NDOT during FY 2024-2026:
- NDOT Business Opportunities for DBEs



**\$1.2 billion**

for Federal Highway Administration (FHWA) – related work



**\$25 million**

for Federal Transit Administration (FTA) – related work

- Highway construction
  - Asset management projects – overlays, culvert and bridge repairs, etc.
  - Traffic control, pavement repair, erosion control, suppliers, haulers, etc.
- Building construction/remodeling
  - Maintenance yards
  - Transit facilities
- Professional services
- Goods and services related to transit operations



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: NDOT – Amy

Thanks, Felicia! Hello everyone, I'm Amy Starr, and I will be talking about our DBE program in Nebraska.

NDOT's program offers substantial business opportunities for DBE firms – over the next 3 years, NDOT will administer nearly 1.2 billion dollars of funding from the Federal Highway Administration along with nearly 25 million dollars from the Federal Transit Administration.

Business opportunities with NDOT include:

- Highway construction, such as:

new construction, pavement repair, overlays, culvert replacement, bridge repair projects, traffic control, pavement repair, erosion control, material hauling, and more.

- Projects with building construction and remodeling for maintenance yards and transit facilities.
- Professional services such as engineering and surveying.
- And lastly, there are opportunities for providing goods and services related to transit operations.

# NEBRASKA UNIFORM CERTIFICATION PROGRAM

- Be a for-profit business performing transportation-related work for a recipient of FHWA, FTA, or FAA funds
- Be at least 51% owned and controlled by socially and economically disadvantaged individual(s)
- Disadvantaged owners must be U.S. citizens or permanent residents
- Meet Small Business Administration (SBA) size standards and do not exceed \$23.98M in gross annual receipts for DBEs being certified for FHWA- or FTA-related work

For more information or to apply, visit [NDOT's Civil Rights webpage](#).



DBE GOAL SETTING STAKEHOLDER MEETING



Speaker: NDOT – Amy

As a recipient of federal transportation dollars, NDOT must comply with US DOT regulations for the DBE program.

One element of that is NDOT's Uniform Certification Program. NDOT certifies all DBE firms in the state. This means there is one application and certification process to qualify as a DBE for federal transportation contracts whether those contracts are issued by NDOT or local governments.

Firms wishing to be certified must meet the federal eligibility requirements for business size and ownership:

- They must be at least 51% owned and controlled by socially and economically disadvantaged individuals
- Disadvantaged owners must be U.S. citizens or permanent residents
- They must meet Small Business Administration size standards for their NAICS codes
- And finally, for DBEs being certified for FHWA or FTA-related work, gross annual receipts cannot exceed 23.98 million dollars

Additional information and the application are available on NDOT's Civil Rights webpage.

# DBE GOAL SETTING PROCESS



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: NDOT - Amy

Now I will turn it over to Lisa to talk about the DBE goal setting process.

## IMPORTANCE OF DBE GOALS

- These goals help NDOT to achieve its mission of promoting a safe, reliable, affordable, and efficient transportation system while also **supporting the growth and development** of DBEs



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: HDR – Lisa

Thank you, Amy.

Every three years, NDOT establishes goals for DBE participation for both the highway and transit programs.

Establishing these goals helps NDOT to achieve its mission of promoting a safe, reliable, affordable, and efficient transportation system while also **supporting the growth and development** of DBEs.

## DBE GOAL-SETTING PROCESS

- FHWA and FTA provide funding to NDOT for transportation projects
- NDOT's DBE program establishes annual DBE participation goals in collaboration with FHWA and FTA
  - Goals are established triennially and are based on multiple factors, including the availability of DBEs to perform work in specific industries and locations as well as past participation by DBEs
  - Each year, NDOT reviews the triennial goal to evaluate progress toward achieving it



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: HDR - Lisa

NDOT's DBE program establishes DBE participation goals in collaboration with FHWA and FTA.

These goals are established triennially, or every three years, and are based on multiple factors, including:

- The availability of DBEs to perform work in specific industries and locations, as well as past participation by DBEs
- Each year, NDOT reviews actual DBE participation against the current goal to evaluate progress toward achieving it.

## DBE GOAL-SETTING PROCESS

- Race-neutral means – encourage participation of all small businesses, not limited to DBEs
  - Provide business opportunities/contracts of a sufficiently small size that small businesses can successfully compete, win and perform the work.
- Race-conscious means – setting goals for DBE participation on individual contracts
  - Contract opportunities considered individually to determine potential applicability of a DBE goal



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: HDR - Lisa

It's NDOT's desire to achieve its goal for DBE participation by race-neutral means – this is any time a DBE wins a prime contract through the normal competitive procurement process or is awarded a subcontract on a prime contract that does NOT have a DBE contract goal.

To facilitate race-neutral participation, NDOT tries to provide at least 25% of business opportunities and contracts of a sufficiently small size that small businesses can successfully compete, win and perform the work.

To encourage additional DBE participation on construction projects, NDOT sets goals for DBE participation on some contracts – this is known as race-conscious contracting. These project goals encourage prime contractors to use DBEs for some of the work.

NDOT individually considers contract opportunities to determine the potential for a DBE goal – this includes consideration of the amount and type of work and whether there are DBEs certified in the state who can handle the work.

# CURRENT & FUTURE GOALS



DBE GOAL SETTING STAKEHOLDER MEETING

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DEPARTMENT OF TRANSPORTATION

Speaker: HDR – Lisa

Now I'll go over NDOT's current and proposed goals.

## CURRENT PARTICIPATION GOALS

NDOT's goals for fiscal years 2021-2023 are:



**5.81%** for FHWA



**0.53%** for FTA

The goals are expressed as a percentage of all federal dollars expended on NDOT and sub-recipient contracts (i.e., cities, counties, transit agencies, etc.) during the specific period



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Speaker: HDR – Lisa

NDOT's DBE participation goals for fiscal years 2021 through 2023 are 5.81% for FHWA funding and 0.53% for FTA funding. The goals are expressed as a percentage of all federal dollars expended on contracts by NDOT and sub-recipients, such as cities, counties, and transit agencies during the specific period.

In the years immediately prior to the pandemic NDOT was seeing high enough DBE participation on construction contracts to meet their triennial FHWA DBE goals; however, since the pandemic the number of firms bidding on NDOT contracts has reduced by about 35%.

## FY2024-2026 PARTICIPATION GOALS - FHWA

NDOT'S proposed FHWA goal for fiscal years 2024-2026 is **4.93%**

- This translates to approximately **\$59,000,000** in transportation work for DBE firms on a triennial basis.
- In Nebraska, FHWA funding is generally used for professional services and construction activities.



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: HDR – Lisa

Due to the effects of the pandemic, NDOT's proposed FHWA goal for fiscal years **2024-2026 is 4.93%**, which is slightly lower than the previous goal.

This translates to approximately **59 million dollars** in transportation work for DBE firms over the next 3 years  
In Nebraska, FHWA funding is generally used for professional services and construction activities.

## FY2024-2026 PARTICIPATION GOALS - FTA

NDOT's proposed FTA goal for fiscal years 2024-2026 goal is **0.57%**

- This translates to approximately **\$150,000** in work for DBE firms on a triennial basis
- In Nebraska, FTA funding is generally used for professional services and smaller goods and services purchases rather than construction.



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: HDR – Lisa

NDOT's proposed FTA goal for fiscal years **2024-2026 is 0.57%**, which is slightly higher than the previous goal. This translates to approximately **\$150,000** in work for DBE firms over the next 3 years

In Nebraska, transit providers who receive FTA funding are spread across the state, and there are a limited number of service-oriented DBE firms outside of the Lincoln and Omaha metro areas. Because of this, the FTA goal has historically been met with DBE participation on professional services contracts such as engineering.

The FHWA and FTA goals are developed based on the availability of DBE firms to perform the types of contracting opportunities that are expected in the coming years.

# PROTECTIONS & SUPPORT



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Speaker: HDR – Lisa

In addition to certifying DBE firms and developing goals, NDOT also provides protection and support for DBEs.

## PROTECTIONS

- NDOT's DBE program also includes a range of protections to ensure DBEs are treated fairly once they win contracts, including:
  - NDOT monitors payments to make sure all subs are being paid on time by the prime contractor
  - NDOT monitors worksites to make sure work that was committed to DBEs during contracting is performed by DBEs
  - NDOT also has a process that allows DBEs to report any violations or discrimination experienced in the contracting process



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: HDR - Lisa

NDOT's program includes a range of protections to ensure DBEs are treated fairly once they win contracts. Some of these include:

- Monitoring payments to make sure all subs are being paid on time by the prime contractor
- And monitoring worksites to make sure that the work committed to DBEs during contracting is actually performed by DBEs.

NDOT also has a process that allows DBEs to report any violations or discrimination they have experienced in the contracting process

# SUPPORTIVE SERVICES

NDOT has a free program to assist DBEs:

- Broaden business knowledge
- Strengthen their financial literacy
- Develop skills and abilities in the areas of business and construction management
- Create a business plan
- Program includes instructional sessions as well as one-on-one consulting



DBE GOAL SETTING STAKEHOLDER MEETING



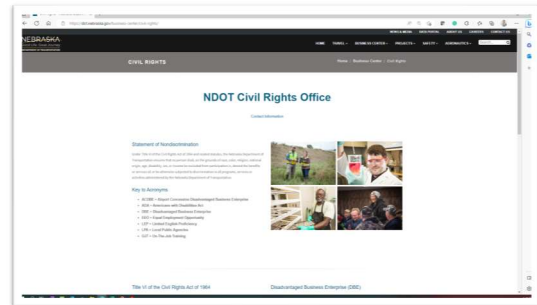
Speaker: HDR – Lisa

NDOT also provides supportive services free of charge to help DBE firms and those wishing to become certified as a DBE. This program provides financial and business management training and assistance to help DBEs develop their businesses. The Supportive Services Program includes instructional sessions as well as one-on-one coaching. The program is free and helps DBEs to:

- Broaden their business knowledge
- Strengthen their financial literacy
- Develop skills and abilities in business and construction management
- And ultimately, it helps them to create a business plan.

## MORE INFORMATION

- The Civil Rights webpage provides information on:
  - Becoming a certified DBE
  - DBE participation requirements on NDOT contracts
  - NDOT business opportunities
    - Construction bidding
    - Professional services



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: HDR – Lisa

That concludes our presentation. For more information on NDOT's DBE program, please go to the NDOT Civil Rights webpage where you can find information on:

- Becoming a certified DBE
- DBE participation requirements on NDOT contracts
- And NDOT business opportunities for construction projects and professional services

# Q&A DISCUSSION

Send questions in the chat or raise your hand and we'll unmute you!



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: HDR – Lisa

Now we will start our Q&A discussion. Those of you in person can raise your hand, and Bre will come around with a microphone for you to ask your question. For our virtual participants, please send your questions in the chat box, and Julie Molacek will read them out loud.

## FEEDBACK

- Please respond to the **survey** sent to your email!
- Written comments can be submitted to:

NDOT  
Civil Rights Office  
P.O. Box 94759  
Lincoln, NE 68509  
[ndot.hcro-dbe@nebraska.gov](mailto:ndot.hcro-dbe@nebraska.gov)



DBE GOAL SETTING STAKEHOLDER MEETING

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Speaker: NDOT – Kimberly

Thank you for your participation today. Your feedback is valuable to us.

Please respond to the post-meeting survey which will be sent to your email soon!

Written comments can be mailed or emailed to the NDOT's Civil Rights Office at the addresses listed on the screen.

# THANK YOU!



DBE GOAL SETTING STAKEHOLDER MEETING

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NDOT – Kimberly

Thank you again for your time!

## Q&A Discussion Summary

### DBE Participation in the State

- Participants were interested in how many DBEs are currently certified in the state of Nebraska (local and out-of-state companies), how many of them are active, and what is being done (or can be done) to help increase participation.
  - NDOT noted that there are currently 153 certified DBEs in the state (a complete list is available on the website). Of those, 103 are out-of-state firms, 23 are firms based in the Omaha metro, and 27 firms are located throughout the rest of the state. There are 38 certified DBEs that are currently active – that list is not available online, but NDOT can provide it.
  - NDOT noted that they put the DBE supportive services in place to help support the growth of existing DBEs and to help encourage them to continue to expand their abilities to connect with available projects and complete more work. NDOT is looking for input and ideas on how they can help increase participation in the DBE program.

### Benefits of Participation in the Program

- Participants asked about the method for getting DBEs more work and what the incentive of participating in the program is (since this is not a set-aside program, granting a competitive advantage when bidding).
  - NDOT noted that if competing for a prime contract, the DBE would be competing just like any other company and would need to submit the low bid. However, they are trying to provide smaller contracts that would be more attractive for DBEs and smaller companies to bid on. Their goal is to have 25% of their contracts be less than \$1M.
  - To ensure a percentage of the work to DBEs, NDOT requires prime contractors to follow project-specific DBE goals. The prime contractor is required to indicate within their bid how they will contract with the DBEs, as well as how much work and what types of work the DBE will complete to meet this goal. If the prime does not meet these project goals, the prime faces consequences and needs to explain why it was not met.
  - The benefit of becoming a certified DBE is that they are eligible to be sub-contractors that would help primes meet their DBE goals, and they would be able to utilize the DBE supportive services, free of charge. The goal of these supportive services is to help the DBE become involved in NDOT projects and start building them up to potentially become more competitive as a prime contractor. The supportive services program helps DBEs follow good practices to become competitive. A DBE can submit an application to go through the supportive services curriculum. There's a brochure on the NDOT civil rights website that explains the different levels and the process to apply.
  - There is a list of pre-qualified contractors available on the website and a plan list available to a DBE that is interested in seeing which primes have pulled plans for projects. NDOT also noted that the office is available to help walk people through the application form and answer any questions that come up.

## DBE Goal

- There were several questions about the DBE goal, including what led to the decrease of the proposed DBE goal, if the percentage is based on a job or dollars spent per year, if the goal changes based on the funding source, if the goals apply to consulting contracts, and who the goal applies to.
  - NDOT noted that the lower goal is currently just the proposed goal. These meetings are being used as a way to get input from the industry to gauge whether the goal should be lower, higher, or if it's on target. NDOT proposed lowering the goal this year due to several of certified DBE firms going out of business during the pandemic, so there are fewer eligible DBEs available to complete the work. NDOT is trying to set a goal that is challenging but also attainable due to capacity.
  - A goal is assigned per project, but NDOT monitors the program overall to see if they're on target to meet the yearly goal. They also look at each individual project, including the project location and the line items in the project, to see if there are DBEs capable of completing the work.
  - NDOT intends to meet the 4.93% over three years, over all of their projects. Some individual project goals may be higher or lower based on specific line items and if discretionary funds are received for a specific project.
  - The DBE goal applies to any federal projects let by NDOT – including any local projects that have federal participation. It is a combined race-neutral/race-conscious goal for both the prime and sub. There is no specific goal for subcontracting on a project. NDOT does not prescribe how the contractor has to meet that goal. Right now, NDOT is capturing when a DBE is used on a consulting contract, but there are not currently race-conscious goals established on consulting contracts.
- There was also a question asking if a DBE can be used as a second-tier sub to fulfill a DBE project goal. For instance, if a company may not be equipped to do a big box culvert, but could handle the pipe extensions and smaller efforts on the project, could they bid as a 2<sup>nd</sup>-tier sub to fill that goal?
  - NDOT noted they will look into this possibility.

## DBE Eligibility

- Participants had several questions regarding eligibility to become a DBE. Regarding the Small Business Administration size standards, there was a question about whether the gross annual receipts total of under \$23.9M was an average or the previous year's total. NDOT noted that this is based on a 3-year average.
  - Regarding the discussion about "professional services" projects, there was a question on what disciplines that refers to. NDOT noted that they primarily use federal aid for architecture, engineering, land surveying, and landscape architecture (and some services such as economic assessments, urban planning, etc.).

# Attachment C

## Post-Meeting Survey Responses & Email Comments

Post-Meeting Survey Responses

Submission Date	29-Jun-23	29-Jun-232
First Name	Daniel	Tania
Last Name	Kuchar	Gonzales
Email	dckuchar@unomaha.edu	tgonzales@omahachamber.org
Business Name	Nebraska Business Development Center	Greater Omaha Chamber - REACH
Phone Number	(402) 853-3933	(402) 978-7951
Is your business currently registered as a DBE?	No	
Are you interested in registering your business as a DBE?	No	No
Do you feel adequately informed about NDOT's DBE program and opportunities for DBE firms? If not, what additional information would be helpful?	For the most part, yes. I just need to follow up to access the list of Prime contractors.	
If you are not currently registered as a DBE, what is hindering you from applying?	N/A	
How effective are NDOT's supportive services for DBE firms? Are there any additional services you think should be offered?	I think the supportive services are great, just needs to be promoted better to resource partners and potential new DBEs.	
Have you faced any barriers or challenges in participating in NDOT projects as a DBE firm? If so, what were they and how can they be addressed?	N/A	
What suggestions do you have for NDOT to improve engagement and communication with DBE firms?	<ul style="list-style-type: none"> <li>- Make the website more accessible for folks trying to get to DBE information (less clicks and easier navigation from main landing pages)</li> <li>- Increased participation at local business events, particularly ones focused on contractors and minority-owned businesses (Omaha REACH events, NBDC APEX Accelerator events, MPMSDC events, etc.)</li> <li>- Use partner organizations to help disseminate information about the program</li> </ul>	
What strategies can NDOT implement to increase DBE participation in its projects?	<ul style="list-style-type: none"> <li>- Have buy in from Contracting officers, project managers, engineers, and prime companies</li> <li>- Make primes pick new DBE firms if they continue to use the same subs</li> <li>- Direct email DBE companies bids that may fit their scopes</li> <li>- Send opportunities to partner organizations to disseminate to the DBE firms they work with (or potential new DBE firms)</li> <li>- Can the DBE used as a set-aside in the future?</li> </ul>	
If you are registered as a DBE, is there anything else you would like to share with us about your experiences working with NDOT?	N/A	
Are there any other thoughts you would like to share with us?	Thank you for the events yesterday and today. I gained valuable information and hope that I could provide some useful thoughts. I absolutely want to stay in contact regularly and work together to increase DBE participation here in Nebraska.	
What is your zipcode?	\$68,104	68102
Choose your age group.	25-34	18-24
What is your race and/or ethnicity?	White, Non-Hispanic/Latino	Hispanic/Latino of any race

**From:** [Baker, Kimberly K](#)  
**To:** [Richardson, Lisa \(Omaha\)](#)  
**Subject:** FW: Request for DBE application assistance  
**Date:** Thursday, July 6, 2023 1:14:56 PM  
**Attachments:** [image003.png](#)  
[image004.png](#)  
[Application for DBE ACDBE Certification.pdf](#)  
[Personal Financial Statement.pdf](#)  
[instructions-how-to-apply-for-dbe.pdf](#)

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**From:** Baker, Kimberly K  
**Sent:** Friday, June 30, 2023 10:38 AM  
**To:** [jlozafina@gmail.com](mailto:jlozafina@gmail.com)  
**Cc:** NDOT, HCRO DBE <[NDOT.HCRO-DBE@nebraska.gov](mailto:NDOT.HCRO-DBE@nebraska.gov)>  
**Subject:** RE: Request for DBE application assistance

Good morning,

Thank you for reaching out. The attached documents are the same as the ones on the Civil Rights webpage, and are provided for ease of reference. The attachments include the DBE application and the Personal Net Worth Statement that will need to be completed, along with the basic instructions and contact info for our office.

If you haven't previously reviewed the DBE application and Personal Net Worth Statement, I recommend reviewing those prior to an in-person meeting.

What is your schedule availability? My availability for next week is limited, but I have some time available July 10, 11, and 12. Otherwise the end of July or early August would also work for me.

We look forward to meeting with you,

**Kimberly Baker**  
*Diversity, Equity, and Inclusion Manager*

**Nebraska Department of Transportation**  
402-479-4544  
[Kimberly.k.baker@nebraska.gov](mailto:Kimberly.k.baker@nebraska.gov)  
[dot.nebraska.gov](http://dot.nebraska.gov) | [Twitter](#)

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**From:** lozafina <[jlozafina@gmail.com](mailto:jlozafina@gmail.com)>  
**Sent:** Wednesday, June 28, 2023 2:38 PM  
**To:** TenHulzen, Bre <[Breanna.TenHulzen@hdrinc.com](mailto:Breanna.TenHulzen@hdrinc.com)>  
**Subject:** Re: FW: You're Invited to Nebraska DOT's DBE Goal Setting Stakeholder Meetings!

**CAUTION: [EXTERNAL]** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Thank you so much for sending this along.  
I am interested in applying for the DBE certification. Is there a way I can get started on setting appointments with someone who can assist me with this process? Thanks,  
J

On Wed, Jun 28, 2023 at 1:40 PM TenHulzen, Bre <[Breanna.TenHulzen@hdrinc.com](mailto:Breanna.TenHulzen@hdrinc.com)> wrote:

Josefina, thank you for your NDOT DBE Goal Setting Stakeholder Meeting registration! The in-person meeting information is below, and calendar Webex invitations are attached.

Please let me know if you have any questions.

Thanks,

**Bre TenHulzen**

D 402.392.8783 M 712.898.3876

[hdrinc.com/follow-us](https://hdrinc.com/follow-us)

**From:** TenHulzen, Bre <[Breanna.TenHulzen@hdrinc.com](mailto:Breanna.TenHulzen@hdrinc.com)>

**Sent:** Thursday, June 15, 2023 4:35 PM

**To:** TenHulzen, Bre <[Breanna.TenHulzen@hdrinc.com](mailto:Breanna.TenHulzen@hdrinc.com)>

**Subject:** FW: You're Invited to Nebraska DOT's DBE Goal Setting Stakeholder Meetings!



## Nebraska Department of Transportation (NDOT) Disadvantaged Business Enterprise (DBE) Goal Setting Stakeholder Meeting

### Overview

NDOT invites you to participate in an upcoming stakeholder meeting to discuss and provide input for NDOT's development of FY 2024-2026 DBE program goals for Federal Transit

**From:** [Daniel Kuchar](#)  
**To:** [TenHulzen, Bre](#)  
**Subject:** NDOT DBE Event Follow-Up  
**Date:** Friday, June 30, 2023 9:07:08 AM  
**Attachments:** [image001.jpg](#)

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Hi Bre,

Great to meet with you at yesterday's NDOT DBE goal setting meeting! Thank you very much for your efforts in putting together a great event on an important topic.

As I mentioned, I would love to make sure I am on any distribution lists for pertinent events like these and others that HDR supports. Our team is always looking to get involved in local events and disseminate information to the partner orgs and clients we serve.

Please let me know if there is anything we can do to help further all of the great communications efforts you are doing.

Have a wonderful holiday weekend!

Sincerely,

**Daniel Kuchar**  
Business Development Specialist | NBDC APEX Accelerator

Nebraska Business Development Center (NBDC)  
6708 Pine Street, Suite 200 | Omaha, NE 68182  
o: 402.554.6270  
c: 402.853.3933  
[dckuchar@unomaha.edu](mailto:dckuchar@unomaha.edu)  
[nbdc.unomaha.edu](http://nbdc.unomaha.edu)

signature\_4099945137



**Confidentiality Note:** This email may contain confidential and/or private information. If you received this email in error, please delete and notify the sender.

**From:** [Baker, Kimberly K](#)  
**To:** [TenHulzen, Bre](#); [Richardson, Lisa \(Omaha\)](#); [Starr, Amy](#)  
**Cc:** [Molacek, Julie](#)  
**Subject:** FW: DBE Stakeholder meetings - additional public input received  
**Date:** Sunday, July 2, 2023 1:23:36 PM  
**Attachments:** [image001.png](#)

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**From:** Doug Hibbeler <dhibbeler@northendteleservices.com>  
**Sent:** Friday, June 30, 2023 4:07 PM  
**To:** Baker, Kimberly K <kimberly.k.baker@nebraska.gov>  
**Subject:** RE: DBE Stakeholder meetings

Thanks Much Kimberly –

I really do appreciate the efforts our State makes to gather input from all stakeholders. North End Teleservices, LLC. and especially our CEO, Carmen Tapio is very engaged in community and civic events. Carmen sets that standard for our organization, encouraging our employees to participate in the public square. I have been fortunate to work with North End Teleservices for the last 7 years, during that time I have learned much about various State and Federal purchasing and procurement rules. It still seems like an endless fountain of new information to learn!

When I saw the mention of the DBE program I did want to speak up. I believe that the State's intention behind the DBE program is nearly the same as the intention in creating the Nebraska Enterprise Zones. Anything we can do to encourage economic opportunity in disadvantaged areas make a substantial impact on our state economy. As for my perspective, North End Teleservices, LLC is a certified African American woman-owned business located off 24<sup>th</sup> and Hamilton Street. We are in a Nebraska Enterprise Zone and a HUBZone. I understand most DBE programs are to help disadvantaged businesses when bidding on contracts. I would like to share a perspective that may be a little away from the norm. North End Teleservices (NET) opened intentionally in northeast Omaha in 2015. With the idea of creating jobs and changing lives, NET setup a call center in a disadvantaged area. Instead of locating in the suburban areas, where most other call centers are located, we brought the jobs to the people. Many people in northeast Omaha commute to find employment, what we offer is very different. A chance to live and work in your same community.

Looking at the economics, I have worked with the former Economics Chair at the University of Nebraska at Omaha, Dr. Chris Decker. Dr Decker created an economic impact study for NET, showing the economic impact we were making in the community. I have continued to work with Dr. Decker, and he advised me on the extrapolation of the Economic Impact, and we use that as a measurement of our success monthly. As of May, of this year our economic impact measured using the IMPLAN method, has exceeded \$250 million dollars. We are excited as this is the measurement

of the dollars churning through the economy.

What does disadvantaged really mean? 40% of the people we hire at NET, were previously on some form of assistance. We calculated an approximate spending by Nebraska on State Assistance programs, per person. We took the count of Nebraskan's that are at double the poverty rate and below = 193,820. Then we divided that into the 2019 Census Bureau's Expenditures by State, Nebraska averages \$17,544 annually. This is what Nebraska averages in assistance per person per year. At NET, when we take someone from Assistance-to-Work, there is a substantial savings for the State. For every NET employee hired, the math is 40% of the \$17,544, per year = \$7,017.60 per year saved on average. But that is only half of the story, by creating that job, we have also created a taxpayer. Using the average income tax paid per Nebraska Resident is \$5,529 per year.

Moving one person from Assistance-to-Work saves \$7,017 in assistance and provides \$5,529 in taxes to the state – a total net difference of \$12,546 per year, every year! If you take that difference divided by 2,080 (40 hours x 52 Weeks) annual hours of working – The business that is hiring people in a Nebraska Enterprise Zone is impacting the State by \$6 per hour! Another way of saying it, the State saves \$6 per labor hour, every hour in a Nebraska Enterprise Zone like ours!

Awarding a bid to a good DBE is certainly a good thing. When you start looking more at strategic sourcing – the state wins, the contractor wins, and our society wins! I would suggest it's more impactful to the State if the definition of a DBE included "**or a business that is located in a Nebraska Enterprise Zone**". This enhanced DBE definition is something that will have a direct impact for the intent of the DBE program, but a big win for the taxpayers as it will more than pay for itself year after year. This also accomplishes another big goal of Nebraska, expanding our workforce.

If you have any questions on the arithmetic or would like me to walk through it, I would be happy to. Technically, there are other benefits in a Nebraska Enterprise Zone business, such as the 17.7% of the total returning to the State and localities in taxes. Thanks for considering this request to enhance the DBE program and have a great rest of your day.

Positively,

DOUG



**Douglas Hibbeler**  
**Director of Market Development**  
1500 N. 24<sup>th</sup> Street, Ste. 111  
Omaha, Nebraska 68110  
402-934-5724 (direct)  
402-917-4580 (mobile)  
[www.northendteleservices.com](http://www.northendteleservices.com)

**\*\* To set a time to chat with Doug, click [here](#).**

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**From:** Baker, Kimberly K <[kimberly.k.baker@nebraska.gov](mailto:kimberly.k.baker@nebraska.gov)>  
**Sent:** Friday, June 30, 2023 10:23 AM  
**To:** Doug Hibbeler <[dhibbeler@northendteleservices.com](mailto:dhibbeler@northendteleservices.com)>  
**Subject:** RE: DBE Stakeholder meetings

Doug,

Thank you for reaching out. Yes, we would be happy to receive your input. If you'd like to provide your input via email, please send any comments/questions related to NDOT's DBE Goal Setting to [Kimberly.k.baker@nebraska.gov](mailto:Kimberly.k.baker@nebraska.gov)

Thank you,

**Kimberly Baker**  
*Diversity, Equity, and Inclusion Manager*

**Nebraska Department of Transportation**  
402-479-4544  
[Kimberly.k.baker@nebraska.gov](mailto:Kimberly.k.baker@nebraska.gov)  
[dot.nebraska.gov](http://dot.nebraska.gov) | [Twitter](#)

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**From:** Doug Hibbeler <[dhibbeler@northendteleservices.com](mailto:dhibbeler@northendteleservices.com)>  
**Sent:** Thursday, June 29, 2023 4:00 PM  
**To:** Baker, Kimberly K <[kimberly.k.baker@nebraska.gov](mailto:kimberly.k.baker@nebraska.gov)>  
**Subject:** Stakeholder meetings

Hi Kimberly –

I was not able to attend the meeting in the last two days; however, I would like to provide some input, provided that is still allowed after the meetings?

Please let me know, and I will provide it.

Thanks,

DOUG



**Douglas Hibbeler**  
**Director of Market Development**

1500 N. 24<sup>th</sup> Street, Ste. 111

Omaha, Nebraska 68110

402-934-5724 (direct)

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