# CALIFORNIA High-Speed Rail Authority

California High-Speed Rail Small Business Workshop Ashley Mistler Small Business Advocate Small Business Program SBProgram@hsr.ca.gov

## Workshop Agenda

Small Business Program Workshop

#### SMALL BUSINESS PROGRAM WORKSHOP

Monday, December 5, 2022

Agenda Item	Responsible Party
I. Introduction and Overview	Ashley Mistler
II. Review of SB Presentation from Pre-bid	Ashley Mistler
III. Presentation on Compliance	Cyrita Pacheco
IV. State Certifications (UNSPSC)	Department of General Services (DGS))
V. Presentation on Compliance	Department of Transportation (DOT
VI. Question & Answers	Panel



### SMALL BUSINESS PROGRAM

Small Business By the Numbers



- 30% Goal for Small Business Participation
  - » 10% Disadvantaged Business Enterprises (DBE)
  - » 3% Disabled Veteran Business Enterprises (DVBE)



## **Commitment to Diversify**

Small Business Certification Overview

Certifications That Count Toward the Overall Goal:

- California Department of General Services
  - Small & Micro Businesses (SB / MB)
  - Disabled Veteran Business Enterprises (DVBE)
  - Small Business for Public Works (SB-PW)
- California Unified Certification Program

**US Small Business Administration** 

• Disadvantaged Business Enterprises (DBE)

8(a) Disadvantaged Business Program

federal

state

•



## **Connect HSR**

High-Speed Rail Vendor Registry

### Free Online Tool to Connect with Business Opportunities

### Open to All Businesses, Large & Small

- List Your Business:
  - Type of Business
  - Services Offered or Supplies Sold
  - Service Counties
  - Certifications
- Learn About:
  - Future Contracting Opportunities
  - Trainings/Workshops
- Register At:
  - <u>www.connecthsr.com</u>







## RFQ FOR SUSTAINABILITY SERVICES PROCURMENT SMALL BUSINESS COMPLIANCE

Cyrita Pacheco Small Business Compliance Manager December 5<sup>th</sup>, 2022



## **SB PROGRAM REPORTING & RESPONSIBILITY**

Section V. Subpart E: Professional Services Provisions (PG 32)

### **Contractor Small Business Officer (SBO)**

- Develop, implement & monitor SB Performance Plan
- Act as "lead" for contractor staff and subcontractors regarding SB Program goals/objectives
- Post SBs
- On-Site Monitoring
- Attend
  - •Quarterly meetings with the SBCU regarding overall SB utilization and strategies to achieve the SB goals.
  - •Attendance to at least two (2) Business Advisory Council (BAC) meetings per year.



## **REPORTS AND SUBMISSION**

## Prepare and submit

- Monthly (Due the 15<sup>th</sup> of each month)
  - Form 103
  - Prompt Payment and Retainage Report
  - Monthly SB Narrative Reports
- Annually (Due August 1<sup>st</sup>)
  - Annual Report Due annually, 1st August
- As Needed
  - Request to Add, Request to Substitute & Terminate
  - SB Subcontract Agreements and SB purchase orders (POs)
    - Submitted within 14 working days
    - Payment Language
  - Change Orders (CO)





Thank you and Questions



### SMALL BUSINESS COMPLIANCE CALIFORNIA HIGH-SPEED RAIL



Headquarters California High-Speed Rail Authority 770 L Street, Suite 800 Sacramento, CA 95814 www.hsr.ca.gov



Central Valley Regional Office 1111 H Street Fresno, CA 93721



caleprocure.ca.gov

# How to do Business with California State Government

### CALIFORNIA DEPARTMENT OF GENERAL SERVICES



Office of Small Business and Disabled Veteran Business Enterprise Services

# How to do Business with California State Government

Wayne Gross Business Outreach Liaison <u>Wayned.gross@dgs.ca.gov</u> 279-946-8387

### CALIFORNIA DEPARTMENT OF GENERAL SERVICES

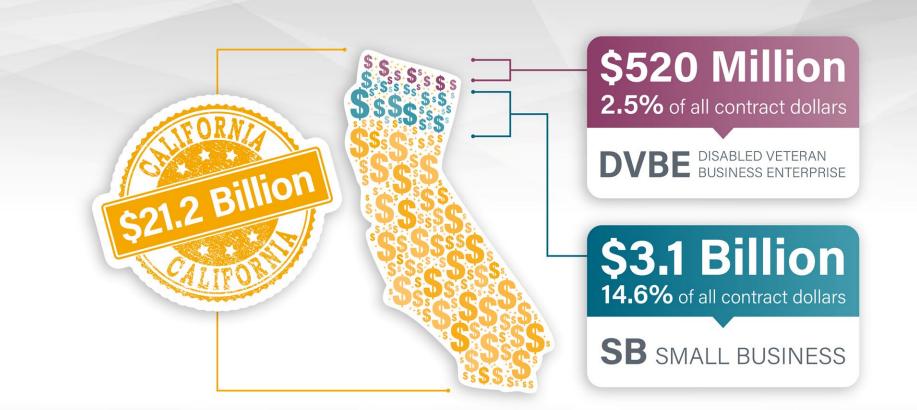
**DGS** Office of Small Business and Disabled Veteran Business Enterprise Services





- Overview of SB/DVBE Program
- State Certifications
- Bid Solicitations
- SB/DVBE Advocates
- SB/DVBE Emergency Register
- Commercially Useful Function (CUF)





### 2020-21 FISCAL YEAR

## **State Certifications**

- Small Business (SB)
- Small Business for the Purpose of Public Works (SB-PW)
- Disabled Veteran Business Enterprise (DVBE)





## **Benefits of Certification**

- 5% bid preference for SB/SB-PWs
- Up to 5% bid incentive for DVBEs
- Exclusive contract opportunities
- Prompt Payment Act benefits
- Work with DGS Reciprocity Partners
- Working with prime contractors



Small Business (SB) Certification

- Independently owned and Operated
- Not dominant in field of operation
- Headquarters and owners in California
- 100 employee limit
- \$16 million Average Gross Annual Receipts (GARs) limit\*



Small Business for the Purpose of Public Works (SB-PW) Certification

- 200 employee limit
- \$37 million Average Gross Annual Receipts (GARs) limit



Disabled Veteran Business Enterprise (DVBE) Certification

- A "disabled veteran" is:
- A veteran of the U.S. military, naval, or air service
- +10% service-connected disability
- Must live in California



Disabled Veteran Business Enterprise (DVBE) Certification

- 51% owned by disabled veterans (LLCs must be 100%)
- Daily management by disabled veterans
- Home office must be in the U.S.
- Cannot be a foreign based business





# **California State Government Marketplace**

Your home for California's State Procurement and Certification Programs

#### California State Contracts Register (CSCR)

Search Bid Opportunities

#### **Q** START SEARCH

### How do I...

#### Sell to the State

Register in Cal eProcure to receive bid notifications. Search for bid opportunities in the California State Contracts Register (CSCR).

#### **Find Public Procurement Information**

Access records on what state agencies have purchased. Search for SB/DVBE suppliers, state contracts and bid opportunities.

### Get Certified

2

Learn about California's Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) certification program and apply for SB/DVBE certifications.

#### **Find Training and Resources**



Learn how to do business with the state of California. Access training resources, watch instructional videos, attend an outreach event.



Home Resource + Quick Links + Help +

→ Login/Register

**Q** START SEARCH

Find Bid Opportunities (CSCR) Find Certified Firms

(SB/DVBE)

### California Stat Find State Contracts (LPA) Find Past Purchases (SCPRS) iment Marketplace

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# **Event Search**

### California State Contracts Register

Event Name	Event ID	Department		Event Status	
water			≡	Posted	~
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EVENTS

Showing Results 1-11 of 11

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#### California State Contracts Register

EventName	Event ID		Department		Event Status	
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#### Item Description

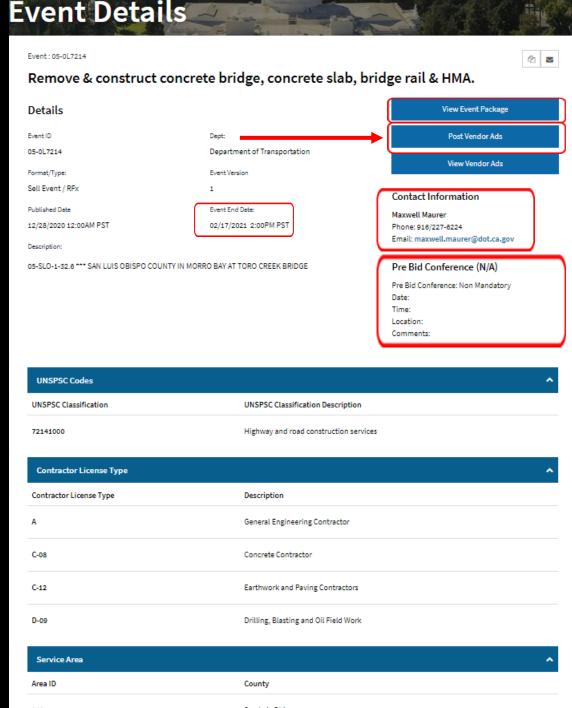
water

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	♣Add a new UNSPSC code		+ Add New Service Area	

Contractor License Type Description	
■ ×	
+ Add New Contractor License Type	1

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Event ID	Event Name	Department Name	End Date	Status
0000019441	Mammography, Bone Density and Relief Radiology Technician Services PR219008	Dept of Developmental Services	05/10/2021 11:30AM PDT	Posted
0000019215	Grower Liaison for San Bernardino County	Dept of Food & Agriculture	05/10/2021 12:00PM PDT	Posted
0000019435	CHP GOLD RUN AREA OFFICE SHOP CLOTHING SERVICES	Dept of the CA Highway Patrol	05/10/2021 1:15PM PDT	Posted
0000019390	19-27788.FMD.EEC Window Repair/Replacement	Department of General Services	05/10/2021 2:00PM PDT	Posted
0000019214	Grower Liaison for Southern Ventura County	Dept of Food & Agriculture	05/10/2021 2:00PM PDT	Posted
0000018359	20-41049-000 CA Memorial Project	Department of State Hospitals	05/10/2021 2:00PM PDT	Posted
0000019211	Grower Liaison for Fresno and Madera Counties, RFP 21-0001	Dept of Food & Agriculture	05/10/2021 2:00PM PDT	Posted
0000019212	Grower Liaison for Northern Tulare County, RFP 21-0002	Dept of Food &	05/10/2021	Posted



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San Luis Obispo

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Name *	Wayne Gross			ALC:	
Email Id *	wayne_gross@sbcglobal.net		10		
Phone *	916-230-4417				
dvertisement Details					
Title *	Gross Fence Company				
Response Deadline *	02/15/2021		<b>m</b>		
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## **SB/DVBE Advocates**

- State employees
- Work in purchasing at specific departments
- Help SBs and DVBEs get contracts





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My WorkCenter Resources - Quick Links - Help -

### Training and Resources

Learn how to pursue contract opportunities with California state government

#### **Getting Started**

- How to do Business with California State Government an Overview of State Contracting for Small Businesses (SB)
- Como Hacer Negocios con el Gobierno del Estado de California: Una Descripción General de la Contratación Estatal para Pequeñas Empresas (SB)
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- Cómo Hacer Negocios con el Gobierno del Estado de California: Una Descripción General de la Contratación Estatal para Empresas de Venteranos Discapacitados (DVBE)
- Commercially Useful Function (video)

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- I'm Certified, Now What? take next steps to contract with the state (English)
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- · Learn how to access bid solicitations and place ads (video)
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- Learn how to update your certification profile (video)
- Overview of keywords and UNSPSCs (video)

#### **Inside State Contracting**

- Learn about public competitive bidding (video)
- · Learn about acquisition methods
- Learn about the SB/DVBE Emergency Registry

#### Research and Marketing

- Learn how to market your business (video)
- Contact a small business and DVBE advocate



#### **Resources to Grow Your Business**

Leverage your state certifications for local contract opportunities



HOME » PROCUREMENT DIVISION » RESOURCES » SB, DVBE ADVOCATE DIRECTORY

## Small Business (SB)/Disabled Veteran Business Enterprise (DVBE) Advocate Directory

Search for a small business (SB) and disabled veteran business enterprise (DVBE) advocate to help you pursue contract opportunities with the state.

#### CONTACT

Office of Small Business and DVBE Services Department of General Services

707 Third Street West Sacramento, CA 95605 advocate@dgs.ca.gov

#### DOWNLOAD THE ADVOCATE DIRECTORY

The linked directory above lists the name and contact information of every advocate in the standard epartments and agencies.

Almost every agen and department in the state of California has a small business (SB) and disabled veteran business enterprise (DVBE) advocate. The SB/DVBE Advocate is here to help SBs and DVBEs pursue contract opportunities with the department they work for. They work closely with the buyers in their department to include SBs and DVBEs in state procurement.

	Δ	В	с	D
1	DEPARTMENT (Highlighted deparments have a SB/DVBE First policy)	INIT/OFFICE/LOCATION	CONSTRUCTION 🔽	
		Executive Office		Belinda Lindstrom
3	Agricultural & Labor Relations Board			Jan Shores
4	Air Resources Board			Erilk Quady
	Aging, Dept of	Contracts and Business Services		Kelli Kemper
6	Alcoholic Beverage Control, Dept. of			Pattye Nelson
7	Arts Council, CA	Administration		Ayanna Kiburi
8	CA Dept. of Tax and Free Administration	Acquisition Branch		Matt Freeman
9	Board of Equalization	Acquistion Branch		Lina Lopez
10	Board of Equalization	Acquisition Branch		Bruce Catalano
11	Business Oversight, Dept. of	Business Operations Section		Hyunmee Peters
	Business, Consumer Services & Housing Agency			Gladys Lopez
	CA African American Museum	Fiscal Department		Marchell Miller
14	CA Coastal Commission	Business Services		Owen Omphua
15	CA Commission on Disability Access			Angela Jemmott
16	CA Conservation Corps	Business Services		Jennifer Reed-Sanguayo
17	CA Dept. of Human Resources			Marcos Hernandez
18	CA Dept. of Technology . This department has an SB/DVBE First Policy	IT Procurement & Contract Services		Dan Lautaret
19	CA Dept. of Technology . This department has an SB/DVBE First Policy	IT Procurement & Contract Services		Marisa Duarte-Lott
20	CA Governor's Office of Emergency Services	Procurement		Flora Karami
	CA Exposition & State Fair			Candice Myers
22	CA Health Benefit Exchange	Business Services/Procurement		David A. Hovey
23	CA High-Speed Rail Authority		Х	Alice Rodriguez
	CA Highway Patrol . This department has an CUDVDE First Pelicy-	Business Services	Х	Tracy Bowen
	CA Horse Racing Board	Business Services		Daniel Zamora
26	CA Lottery Commission	Contract and Procurement Services		David Pena
27	CA Maritime Academy	Contract Services and Procurement		Lorrie Dineen-Thackeray
28	CA Natural Resources Agency	Administration and Finance		Vickie Key
	CA Prison Industry Authority (CalPIA)	Business Services/Contracts Unit	Х	Jamie Halford
	CA Public Utilities Commission . This department has an SR/DVBE First Po	Executive Division		Bezawit Dilgassa
31	CA Science Center			Abigail Menchaca
	CA Senior Legislature			Janice Bailey
33	CA State Independent Living Council	Headquarters		Danielle Hess
	CA State Library	Business Services		Timothy Burkhart
35	CA State Polytechnic University	Pomona	Х	Duane Johnson
		Bakersfield	Х	Kathryn Villa
37	CA State University	Chico	Х	Duane McCune
38	CA State University	Dominguez Hills	Х	Emmit Williams
30	CA State University	Fast Bay	V	Jon Medwin

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1	DEPARTMENT (Highlighted deparments hav 🖬	UNIT/OFFICE/LOCATION	- CONSTI-	NAME	ADDRESS
233	Transportation, Department of (Caltrans)	Office of Civil Rights	Х	Aisha Copeland	1823 14th Stree
234	Transportation, Department of (Caltrans)	District 11	Х	Alejandra Aguirre	4050 Taylor Stre
235	Transportation, Department of (Caltrans)	Office of Civil Rights	Х	Amanda Himes	1823 14th Stree
236	Transportation, Department of (Caltrans)	District 4	Х	Ayanna Nobles	112 Grand Aven
237	Transportation, Department of (Caltrans)	District 10	Х	Bob Adams	1976 E. Dr. Mart
238	Transportation, Department of (Caltrans)	District 6	Х	Chloe Doyle	1352 W. Olive A
239	Transportation, Department of (Caltrans)	District 4	Х	Jada Pugh	111 Grand Aven
240	Transportation, Department of (Caltrans)	District 5 SB First Policy	Х	Jessica Biro	50 Higuera Stree
241	Transportation, Department of (Caltrans)	District 9	Х	Jessica Klemencic	500 South Main
242	Transportation, Department of (Caltrans)	District 11	Х	Maria Ibarra	4050 Taylor Stre
243	Transportation, Department of (Caltrans)	District 7	Х	Michelle Scott	100 S. Main Stre
244	Transportation, Department of (Caltrans)	District 12	Х	Mirley Vargas	1750 East 4th St
245	Transportation, Department of (Caltrans)	District 8	Х	Paige Johnson	464 W. 4th Stree
246	Transportation, Department of (Caltrans)	District 2	Х	Patricia Silva	1657 Riverside I
247	Transportation, Department of (Caltrans)	District 3	Х	Robynn Spence	703 B Street
248	Treasurer's Office, State	Administration Division		Ashley Peters	915 Capitol Mall
249	Treasurer's Office, State	Administration Division		Moulay Billouche	915 Capitol Mall
250	Votorans Affairs Dont of	Votorane Sonices Division	Y	Keith Roylan	1227 O Street

## **Emergency Contracting**

SB/DVBE Emergency Registry

- Separate from Cal eProcure
- List of state certified businesses
- Used by state department buyers
- SBs and DVBEs must be ready for emergency contract work
- Predetermined categories of goods and services



### **Emergency Registry Categories**

- Base Camp Operations
- Buildings/Sanitation
- Communications
- Construction
- Debris Removal
- Electrical
- Energy/Fuel
- Erosion Control
- Facilities
- Fencing
- Fire Protection
- Food & Beverage
- Hazardous Materials
- Information Technology
- Janitorial

- Law Enforcement/Security
- Lighting
- Logistics/Transportation
- Maintenance/Repair Medical
- Miscellaneous Services
- Miscellaneous Supplies
- Personal Care Supplies
- Portable Modular
- Respiratory Products
- Roadway Maintenance
- Temporary Labor
- Traffic Control
- Vehicle Rentals (Incl. Heavy Equipment)
- Vehicle Repair

### **SB/DVBE Emergency Registry**

### To register you will need:

- Certification number
- Emergency categories
- Description of products/services
- Business Address
- Contact information both primary and emergency (after hours)





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HOME + PROCUREMENT DIVISION + NEWS + SBDVBE ER CERTIFIED BUSINESS INFORMATION

### SB/DVBE Emergency Registry – Certified Business Information

Register to provide state departments goods and services during an emergency!

Published on September 30, 2021



Click the button below to access the State Department webpage:

Questions about the SB/DVBE Emergency

SBDVBEEmergencyRegistry@dgs.ca.gov

#### STATE DEPARTMENT

CONTACT

Registry:

The SB/DVBE Emergency Registry was developed to simplify the identification of certified Small Businesses (SB) and Disabled Veteran Business Enterprises (DVBE) during an emergency. The State faced challenges in recent years with identifying and buying from SBs and DVBEs during emergency events. By increasing contracting opportunities to certified businesses, departments are better able to meet their SB and DVBE contracting goals and our economy is strengthened for recovery.

#### What is the SB/DVBE Emergency Registry?

The SB/DVBE Emergency Registry is a dedicated searchable listing of certified businesses that are ready and able to deploy goods or services to state departments during the event of an emergency. Unlike Cal eProcure, this portal will only include businesses that provide goods and services contained in emergency categories (listed below). This list of predefined emergency categories has been developed based on the past needs of the state during emergencies. State department buyers will be able to access and search this pool of suppliers during state emergencies.

### What types of businesses should register for the SB/DVBE Emergency Registry?

Certified businesses that can deliver on-demand emergency goods and services are invited to register their business.

#### A business qualified for the emergency registry...

Has an active SB/DVBE cortification number.

## Commercially Useful Function (CUF)

You perform CUF if your business is:

- Executing a distinct element of the work
- Performing, managing, or supervising the work
- Performing work that is normal for the firm's business services and functions
- Negotiating price, determining quality and quantity, ordering, installing, and making payment
- Not subcontracting a portion of the work greater than expected by industry practices

#### Laws

- Small Business: Government Code 14837(d)(4)(A)
- DVBEs: Military and Veterans Code 999(b)(5)(B)
- CUF penalties and sanctions MVC 999.9(a)

## Commercially Useful Function (CUF)

Your business does not perform CUF if you are:

- An extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of SB/DVBE participation.
- Not being used to perform the work as stipulated in the bid.
- No longer used to provide goods/services listed in initial bid response.





- Overview of SB/DVBE Program
- State Certifications
- Bid Solicitations
- SB/DVBE Advocates
- Commercially Useful Function (CUF)



California Department of General Services Procurement Division

# Thank You for Participating



PROCUREMENT DIVISION

### **Contact Information**

### Wayne Gross

**Business Outreach Liaison** 

279-946-8387

Wayned.gross@dgs.ca.gov

www.dgs.ca.gov/PD-OSDS

### CALIFORNIA DEPARTMENT OF GENERAL SERVICES

**DGS** Office of Small Business and Disabled Veteran Business Enterprise Services



# Disadvantaged Business Enterprise (DBE) Certification Overview



## Learning Objectives

- Disadvantaged Business Enterprise (DBE)
   Program Overview
- Benefits of Certification
- Eligibility Requirements
- FAQ and Resources



## Disadvantaged Business Enterprise (DBE):

## For-profit small business Own at least a 51% interest Legislatively mandated program

# Disadvantaged Business Enterprise (DBE) Program Objectives

- Ensure nondiscrimination in the award and administration of United States Department of Transportation (US DOT) assisted contracts
- Create a level playing field on which DBEs can compete fairly.
- Ensure that the Department's DBE program is narrowly tailored in accordance with applicable law
- Ensure that firms that meet eligibility standards in the Code of Federal Regulations, 49 CFR 26.



## **Benefits of DBE Certification**

DBE/ACDBE certifications are recognized by subrecipient local agencies in California.

Expands opportunities to participate on federally-funded contracts.

Become accessible to prime contractors needing to fulfill DBE participation goal requirements.

Listing on the official CUCP database.

Increases opportunities to network at events such as procurement fairs and pre-bids.



# CALIFORNIA UNIFIED CERTIFICATION PROGRAM (CUCP)





## **CUCP CERTIFYING AGENCIES**

- California Department of Transportation (Caltrans)
- Bay Area Rapid Transit (BART)
- City of Fresno
- City of Los Angeles
- Los Angeles County Metropolitan Transportation Authority (METRO)
- San Francisco Municipal Transportation Agency (SFMTA)
- San Mateo County Transit District (SAMTRANS)
- San Diego County Regional Airport Authority (SDCRAA)
- San Francisco International Airport (SFO)
- Santa Clara Valley Transportation Authority (VTA)



# DBE ELIGIBILITY REQUIREMENTS

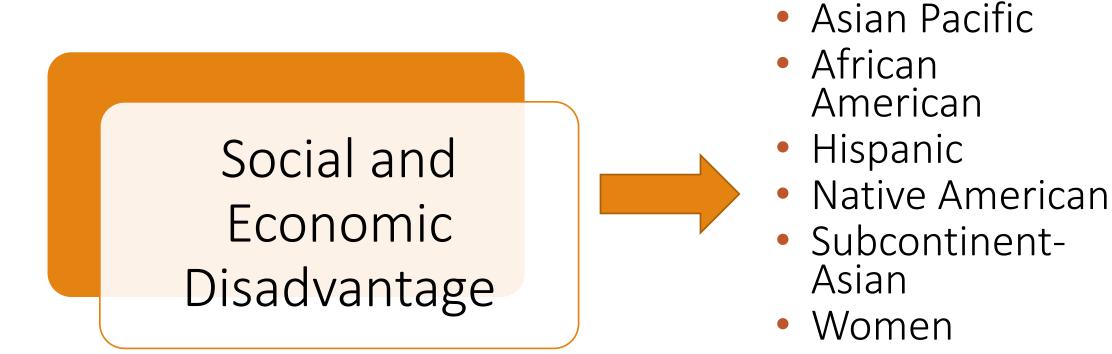




## **DBE Eligibility Overview**

- Socially and Economically Disadvantaged
- Ownership
- Control
- Independence
- Personal Net Worth (PNW 1.32 million)
- Business Size as defined by the Small Business Administration (SBA)





Note: If you are not in one of the six groups that has a presumption of social and economic disadvantage, you may still be eligible for DBE certification. Refer to 49 CFR 26, Appendix E.



# Ownership

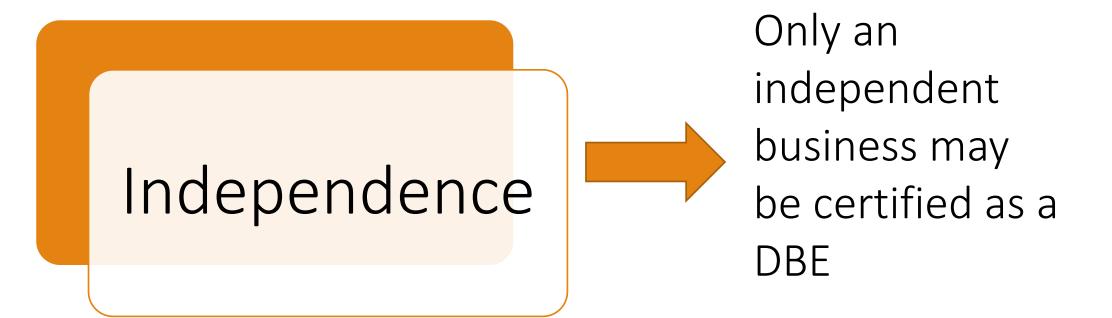
To be a DBE, a firm must be at least 51% owned by socially and economically disadvantaged individual(s)



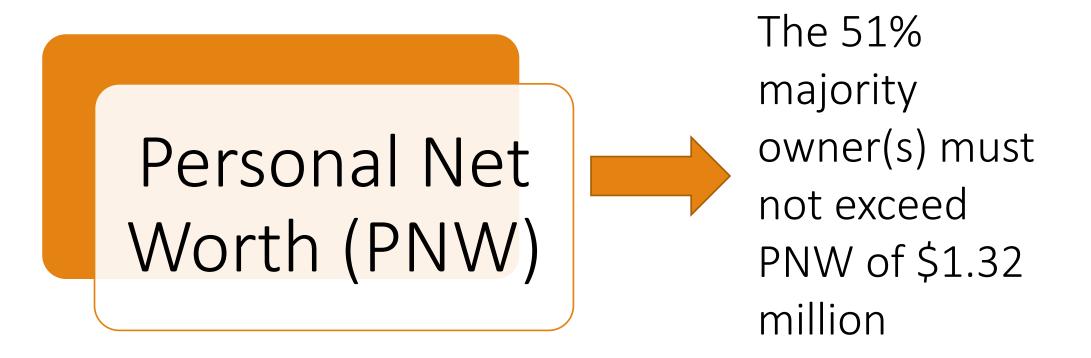


51% owner(s) must be able to have the ability and power to make decisions on management, policy and operations









Note: There may be some cases in which an individual whose PNW is less than \$1.32 million may not be regarded as economically disadvantaged. Refer to 49 CFR 26.67.





3-year average
gross receipts
cannot exceed
\$28.48 million
(varies by
industry)



# APPLYING FOR DBE CERTIFICATION





Application Process Overview



Application is assigned to a certification analyst Analyst conducts review for missing documentation and requests further clarification (if needed) Site visit is scheduled and conducted



Analyst to conduct final review for eligibility recommendation Certification determination completed

### www.californiaucp.dbesystem.com/

### California Unified **Certification Program**

Welcome to the California Unified Certification Program Certification Portal! The CAUCP is responsible for DBE certification in the state of California and provides firms with "one-stop" shopping.

To apply for DBE certification you may contact any one of the ten CUCP Certifying Partners -Los Angeles County Metropolitan Transit Authority (LA Metro), San Diego County Regional Airport Authority (SDCRAA), San Francisco Bay Area Rapid Transit District (BART), San Francisco International Airport (SFO), San Francisco Municipal Transportation Agency (SFMTA), San Mateo County Transit District (SAMTrans), Santa Clara Valley Transportation Authority (VTA), City of Los Angeles, City of Fresno, California Department of Transportation (Caltrans) - by clicking on their logo.





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San Francisco International

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SFMTA



# Start at Caltrans Website (<u>https://dot.ca.gov/</u>), then click "Programs"

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Travel	Work with Caltrans	Programs	Caltrans Near Me	Search

3. Click "California Unified Certification Program"

### Certification

California Unified Certification Program

2. Click "Civil Rights"

### Civil Rights 🔶

The California Department of Transportation (Caltrans), Office of Civil Rights (OCR) is...

4. Click "Find a Certifying Agency"

Find a California Certifying Agency 🔶



5. The Online Certification screen will populate, click "show details" under the "Is your firm located in the Northern California area?"



6. Click "California Department of Transportation"

California Department of Transportation

# 7. Click "Apply for/Renew Certification"

# Vendor Certification Search and/or join our database of certified vendors Apply for / Renew Certification

8. The Online Certification screen will populate, click "Create Account"

#### New Certification

Your firm is not currently certified.



## **Online Certification Account**

- Tax ID
- Business Information
- Contact Information
- Company Contact Person





## Key Reminders

- Complete application within 90 days
- DBE Application and Personal Net Worth Statement (PNW) must be signed and notarized
- Upload required documents
- You may use the direct link to access the system: https://caltrans.dbesystem.com/





# FREQUENTLY ASKED QUESTIONS (FAQ)







Is there a fee for Applying? No, the only cost associated with the DBE certification is to notarize your application and PNW statement.

Can I mail my application? At this time, all applications are to be submitted online at <u>https://caltrans.dbesystem.com/</u>.

How long does it take to get a response after I submit my application? After Caltrans receives all complete and necessary paperwork, it can take up to one month.



# CALTRANS RESOURCES





## **DBE Specific Resources**

### Certification "Analyst of the Day"

Monday-Friday 8:00AM – 5:00PM

(916) 324-1700

DBE.certification@dot.ca.gov

- US DOT DBE Program <u>https://www.transportation.go</u> <u>v/civil-rights/disadvantaged-</u> <u>business-enterprise</u>
- DBE Federal Program <u>https://www.fhwa.dot.gov/civil</u> <u>rights/programs/dbe/</u>



# Q&A Session

