

WEST VIRGINIA DISADVANTAGED BUSINESS ENTERPRISES' (DBE) NEEDS ASSESSMENT



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FINAL REPORT



CBER
CENTER FOR BUSINESS
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WEST VIRGINIA DISADVANTAGED BUSINESS ENTERPRISES' (DBE) NEEDS ASSESSMENT

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INTRODUCTION

In 2011, the Rahall Transportation Institute (RTI) helped design and implement a development opportunity for Disadvantaged Business Enterprises (DBE) and contractors in conjunction with the WV Department of Transportation (WVDOT) Equal Employment Opportunity (EEO) Division. In 2014, the WV Division of Highways (WVDOH) posted a RFP to conduct a needs assessment for DBE and Supportive Services. RTI and the Center for Business and Economic Research at Marshall University responded to the RFP in December 2014 with an expected start date of February 2015. Delays in the processing of the agreement pushed the start date of the needs assessment to August 2015.

METHODOLOGY

The survey instrument was designed collaboratively with the WVDOH. As outlined in the Scope of Work, RTI:

- Reviewed available DBE needs assessments conducted by other state DBE programs including Illinois, Montana, Ohio, Tennessee, and Maryland. The actual survey instrument and/or final reports were used to draft an all-inclusive survey for review by WVDOT staff.
- Developed a draft instrument from the literature review and from the “DBE Needs Assessment Question Overview” provided from the WVDOT. This draft was first reviewed and modified by CBER staff and then electronically formatted using ClassApp Select Survey software. Both an electronic link and PDF were delivered to Drema Smith and reviewed by her staff.
- Met with selected staff at the WVDOT on July 22, 2015 to finalize the instrument.
- Drafted wording for formal letter to be mailed electronically and via USPS. RTI met with Drema Smith on September 2, 2015 to review the documents and discuss deployment.
- Sent follow-up email on September 9, 2015 to WV-based contractors and consultants.
- Sent second follow-up email on September 16, 2015 to WV-based contractors and consultants.
- Provided WVDOT with a list of respondents to date on September 16, 2015 as well as notifications regarding returned emails, edits, etc.

- September 21, 2015: the PI called 15 WV-based DBE contractors and eight WV-based consultants asking them to complete the survey by the Wednesday, September 30 deadline.

As outlined in the Scope of Work, WVDOT:

- Provided the comprehensive contact list for DBEs including email, address, and phone.
- Mailed pre-assessment announcement letter to 217 DBE consultants and contractors listed on the WVDOT website. The announcement was delivered both electronically and via USPS. The final survey instrument electronic link and letter went out electronically on September 3, 2015, and the letter mailed September 4, 2015. There was a typographical error on the electronic link, and a corrected link was emailed to DBEs on September 9, 2015.

DELIVERABLES

1. Assessment instrument and Results Overview **Attachment A** of this report. If a respondent added information in "Other," the information they included follows the Results Overview
2. Pre-assessment announcement letter is contained in **Attachment B**.
3. Follow-up email texts may be found in **Attachment C**.

RESULTS

At the time of the assessment, the WVDBE website listed 103 contractors and 114 consulting firms, 40 of the contractors and 18 of the consultants were WV-based. Two of the WV-based contractor companies are owned by the same person, so the number of WV DBEs for the purpose of this study is 30. The assessment access was closed on September 30, 2015. **Table 1** summarizes the response rate of each classification.

Table 1: DBE Survey Response Rate by Classification

WV DBE LISTING-CONTRACTORS				
	<i>Total</i>	<i>Total Percentage</i>	<i>West Virginia-based</i>	<i>West Virginia Percentage</i>
Contractors	103	100%	39	38%
Survey Respondents	33	32%	26	66%
WV DBE LISTING-CONSULTANTS				
	<i>Total</i>	<i>Total Percentage</i>	<i>West Virginia-based</i>	<i>West Virginia Percentage</i>
Consultants	114	100%	18	38%
Survey Respondents	21	18%	11	61%

A list of the DBE contractors and consultants who responded to the survey may be found in **Attachment D**. The respondents represented a wide berth of business work categories. The survey asked for them to identify the types of work they generally perform and also included a response of "Other" in which case they would self-describe the work. **Attachment E** reports the Business Work Categories in order of frequency of response.

A majority (85 percent) of DBEs working in WV indicate they are willing and able to work statewide. **Table 2** illustrates individual districts in which DBEs are willing to perform work.

Table 2: Districts DBEs Willing to Work

Geographic Distribution	Frequency	Percentage of responding DBE willing to work
Statewide	46	85%
District 1	4	7%
District 2	4	7%
District 3	4	7%
District 4	7	13%
District 5	7	13%
District 6	3	6%
District 7	4	7%
District 8	3	6%
District 9	3	6%
District 10	4	7%

Sixty-six percent of the respondents indicated they have legal representation with the largest category of legal formation being S Corporations (28) and 77 percent of the respondents do not have a buy/sell agreement or succession agreement in place.

Table 3: Legal Formation of Survey Respondents

Legal Formation	
Sole Proprietor	8
S Corporation	28
Partnership	4
Corporation	13

Marketing Status

The majority of the respondents (70 percent) entered a web page URL address under Question 10. The marketing strengths of DBEs doing business in WV include website presence, business plans in place, target markets identification, and the availability of communication materials. **Table 4** reflects rounded percentages.

Table 4: Marketing Status of Respondents

Marketing Status	Yes	No
Does your firm have a marketing brochure?	46%	54%
Does your firm have a website?	68%	32%
Do you track website traffic?	40%	60%
Are customers able to contact you through your website?	62%	38%
Does your firm have a business plan?	71%	29%
Has your firm completed an Industry Market Assessment?	20%	80%
Target market identified?	59%	41%
Does your firm have networking/professional memberships?	50%	50%
Do you have business communication materials available?	62%	38%
Does your firm participate in minority associations?	50%	5%

Accounting

Respondents were asked four questions regarding the status of their accounting records. Yes or No responses are listed in **Table 5**.

Table 5: Accounting Status of Respondents

Accounting Status	Yes	No
Do you use a computerized accounting system?	87%	13%
Do you use a professional accountant?	94%	5%
Are your financial statements regularly reviewed and analyzed?	82%	18%
Customer credit policies and procedures in place?	51%	49%

Financial Status

Table 6 data illustrates that the DBEs doing business in WV self-report a strong foundation in the financial aspects of their businesses with the lowest being in the area of cash flow issues.

Table 6: Financial Status of Respondents

Financial Status	Yes	No
Do you have adequate capital resources?	74%	26%
Do you have cash flow issues?	46%	53%
Do you have appropriate accounts receivable procedures?	91%	8%
Do you have monthly adjusting entries (i.e., depreciation, amortization, interest) being made timely and in the proper amounts and places?	79%	20%

Workforce Issues

As designed, DBEs are categorized as small businesses. Only one respondent reported they had over 50 employees (**Figure 1**). Respondents indicated they are ready to work and have basic human resource policies in place, as illustrated in **Table 7**.

Figure 1: Respondents Number of Employees

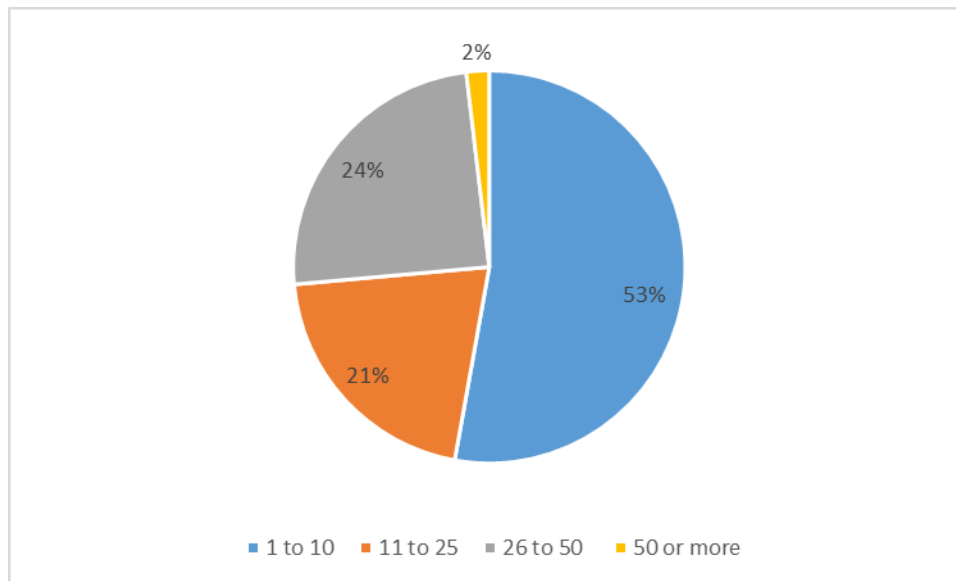


Table 7: Respondent's Human Resource Issues

Human Resource Issues	Yes	No
Employ adequate numbers to go to work in the next 30 days if awarded a contract?	90%	10%
Personnel policies and manuals available	85%	15%
Drug and alcohol policy in place?	86%	14%
Employees need training?	36%	64%

The companies that responded to the survey indicated that they do not or have not worked with DBE Supportive Services to identify their employee training needs. Seventy-five percent stated “No” and 10 percent indicated they were “not sure.”

The survey was designed to identify workforce issues that may block productivity. Turnover does not seem to be an issue with DBEs with 74 percent reporting that they do not have an issue. Thirteen percent reported problems with having enough work and the ability to recruit skilled trade workers. Eleven companies responded to the open text box for Question 22: “Please describe any workforce issues you have that blocks your productivity.” The responses centered on the difficulty finding trained workers, the problems caused by RFP cycle, and the fluctuation and continuity of work. Two respondents had very specific descriptions of issues related to supply management and another related to labor management situations. The transcript of the responses may be found in **Attachment A**.

Bids and Contracts

The survey asked if the respondents were currently working on DOT projects. Twenty-seven (50 percent) respondents either skipped the question or entered “No,” and 27 gave specific projects. Thirteen percent reported having bid as a prime on WVDOT projects, and 56 percent reported they have submitted a quote as a subcontractor on WVDOT projects in the last two years. A majority of the companies reported having bidding and estimating policies in place as illustrated in **Table 8**.

Table 8: Respondent’s Bid Policies and Abilities

Bid Status	Yes	No
Bid preparation procedures?	87%	13%
Submit appropriate and competitive bid estimates?	88%	12%
Bid follow-up procedures?	71%	29%
WV Pre-Qualified Bidder?	47%	53%

Eighty-one percent of the respondents indicated that they have worked in the past with other government agencies either as a prime or subcontractor. Sixty-six percent of the firms have target goals regarding bids to make this year. **Table 9** illustrates the contract amount on which they bid in the last two years.

Table 9: Contract Amounts by Bid

Contract Bids	Response	Percentage
Under \$100,000.	11	22%
\$100,000-\$200,000	2	4%
\$201,000-\$300,000	5	10%
\$301,000-\$500,000	6	12%
\$500,000+	25	51%

Bonding

There were some discrepancies in the data reported regarding bonded. Initially, 19 responded that they were bonded and 34 indicated they were not. However in Question 27, respondents were asked their bonding capacity range, and 28 of the 49 respondents indicated they were not bonded, with five people skipping the question. (It could be assumed the five who skipped the question were not bonded). In Question 28, it was a 50-50 split with 26 respondents each saying they were bonded or have not tried to be bonded. Only one person indicated they had tried but was unsuccessful. Fifty-seven percent of the respondents indicated that being bonded reflect positively on the financial strength of your company, with seven people skipping the question.

Payments on Contracts

Response data indicates there are a few problems reported regarding receiving payments for work as 10 percent reported problems as a prime and 25 percent as a subcontractor. Only 9 percent responded they were not able to resolve the issue.

Table 10 illustrates the most perceived barriers come from prime contractors’ business practices. Businesses also responded with other comments in addition to the choices presented in the survey.

Table 10: Respondent Barriers to Bid Awards

Barriers to WVDOT Award	Response Total	Response Percent
Lack of financial resources to perform on WVDOT contract	1	3%
Lack of resources other than financial	2	4%
Difficulty with WVDOT bidding procedures and regulations	3	6%
Lack of prime contractor networking	12	23%
Lack of bonding	3	6%
Lack of training	3	6%
Lack of information about WVDOT Supportive Services	10	19%
Lack of employees	3	6%
Size of WVDOT projects	6	11%
DBE goals too low	13	25%
Prime contractors' business practices	16	30
Others:		
<ul style="list-style-type: none"> • <i>Sometimes we just get out bid</i> • <i>No DOT RFPS found for IT or DBE consulting</i> • <i>Our primary services currently are wholesale materials in which we cannot stockpile and sell as retailer</i> • <i>Do not know about upcoming airport planning projects in WV</i> • <i>WVDOT does not outsource the work</i> • <i>Bidding environment is extremely competitive</i> • <i>I am a commercial interior systems contractor and as such there are not a lot of projects available to me</i> • <i>Not many opportunities for a service</i> • <i>Difficulty bidding against other subcontractors who cheat and are unscrupulous</i> • <i>Some prime contractors have had bad experiences with a few DBEs that have not performed well on projects which has cost the prime money</i> • <i>Less qualified contractors, companies that are not proper DBE firms</i> • <i>Subcontract opportunities</i> • <i>WV does not give preference to WV companies. M company is a solutions provider/integrator, not a road paver. WV DBEs should be contacted for professional service type work versus only labor type work. As an SBA Ba/SDB WOSB & Service Disabled veteran, I know firsthand that there are barriers in WV mostly because it is an old boys club. If they know you, you get a contract. If they don't, you won't</i> 		

Assistance Desired in Business

When asked if they, as a DBE, needed any assistance in accounting, financial, project management, and other business related aspects, only a small number replied. Requests for marketing related assistance was the most requested. **Table 11** illustrates the highest percentages requested. The text box entries are also included in italics, indicating it was a response from one person only.

Table 11: Areas of Assistance

Cluster	Subject	Percentage Response
Accounting and Financial	Working capital	19%
	Financing	13%
	Overhead audit	11%
	Accounting software	11%
	Bond packaging	11%
	<ul style="list-style-type: none"> <i>I am glad that DOTs provide this help to DBEs in workshops and I would attend if invited.</i> <i>General contractors need to have fair contracts with subcontractors, not ones that hold them captive to items they cannot control nor bid.</i> <i>Length of bus years has refined us</i> 	
Project Management	Online bidding (BidX)	19%
	Estimating/Bidding	15%
	Delay costs	13%
	<ul style="list-style-type: none"> <i>Need help getting paid timely</i> <i>[My company] has been trying to settle with [Institution] for delay costs on [project] for three years. Their attorneys have sat down for arbitration twice with the same result being they will not cooperate. Our attorney fees and that of other contractors are skyrocketing. [Institution] admits there is a problem but refuses to settle.</i> <i>Finding projects with DBE requirements for freight planning.</i> <i>Have been since 1980 and have refined our business</i> 	
Business	Marketing strategy	26%
	Marketing material development	22%
	Sales	17%
	Marketing plan and outreach	17%
	<ul style="list-style-type: none"> <i>A website</i> <i>Finding out about aviation planning projects in WV</i> <i>To get WV state offices to give WV DBEs opportunities to bid on professional service contracts</i> 	
Legal	Worker's Compensation	15%
	Federal/State compliance	13%
	Contracts	11%
	<ul style="list-style-type: none"> <i>A website</i> <i>Help in dealing with attorneys on the [Project] would be so greatly appreciated.</i> <i>Getting to know the prime contractors who bid on planning projects in WV</i> 	

CONCLUSIONS AND RECOMMENDATIONS

Legal

There are no major differences in the legal formation or in the status of legal representation between DBEs located in WV as compared to those out of state (**Tables 12 and 13**). It does appear that out of state entities are more likely to have a buy/sell agreement or succession agreement in place (**Table 14**).

Table 12: Responses to Survey Question 13: “Please specify your legal formation.”

	In-State	In-State Pct.	Out of State	Out of State Pct.	Total	Total Pct.
Corporation	9	24%	4	25%	13	25%
Partnership	3	8%	1	6%	4	8%
S Corporation	19	51%	9	56%	28	53%
Sole proprietor	6	16%	2	13%	8	15%

Table 13: Responses to Survey Question 14: “Do you have legal representation?”

	In-State	In-State Pct.	Out of State	Out of State Pct.	Total	Total Pct.
Yes	24	65%	5	69%	35	66%
No	13	35%	1	31%	18	34%

Table 14: Responses to Survey Question 15: “Do you have a buy/sell agreement or succession agreement in place?”

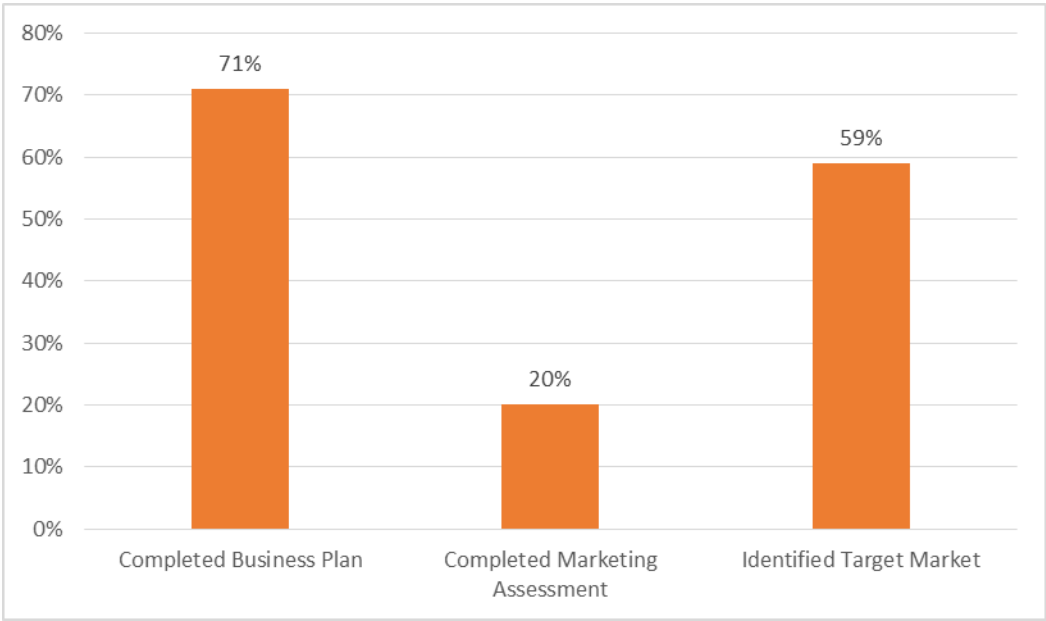
	In-State	In-State Pct.	Out of State	Out of State Pct.	Total	Total Pct.
Yes	6	16%	6	40%	12	66%
No	32	84%	9	60%	41	34%

Recommendation: Provide resources and opportunities to assist DBEs to establish buy/sell and succession agreements.

Marketing

There were three questions regarding business plans and marketing assessments. Seventy-one percent of the respondents indicated their firm had a business plan, and 59 percent indicated they had identified their target markets but only 20 percent indicated they had completed a marketing assessment (Figure 2).

Figure 2: Marketing Assessment of Respondents



Recommendation: Provide resources and opportunities to assist firms to strengthen their business plans by completing Industry Market Assessments.

Survey results indicate a need for marketing services for DBEs, considering 68 percent of respondents indicated they have a website and 62 percent indicated customers have the ability to utilize the website as a communication portal for clients to contact the firm through the website. Only 38 percent indicated they track website traffic and less than half (46 percent) said they have a marketing brochure. When asked to identify areas of business in which they would request assistance, the most frequent responses were in marketing i.e., marketing strategy, marketing material development, and sales (Table 11).

Recommendation: Provide resources and opportunities for DBEs to improve marketing materials including, but not limited to, print and internet-based tools such as website design and utilization, as well as social media.

Fifty percent of the respondents indicated they have professional memberships and participate in minority associations. When asked to identify barriers to obtain a WVDOT award, 23 percent indicated there was a lack of prime contract networking activities.

Recommendation: Provide networking opportunities between Prime, Subprime, and DBEs.

Workforce

An analysis of the DBE workforce data was as expected. The majority of respondents were small businesses with 1-10 employees (**Figure 1**). When asked in Question 20 (Q20) if they had the appropriate number of employees ready to go to work, 90 percent (46 respondents) responded yes. RTI examined the five companies indicating they could not and found that:

- Only one was an out-of-state firm
- A mix of consultants and contractors
- Each reported different work categories
- All five reported having between 1-10 employees
- Four out of 5 were S Corps, (one didn't specify)
- Some indication of inability to find work and/or skilled workers

High percentages indicate they do not have turnover issues (Q21), but there is some indication that workforce issues should be addressed. Eighteen respondents indicated that have employees that need training, and nine say they cannot find skilled workers (Q21 and Q22).

On Question 38, "Which of the following barriers have most hindered your ability to obtain a WVDOT award?" 10 firms indicated "Lack of information about WVDOT Supportive Services."

Further analysis shows that none of these respondents reported that they had "worked with the DBE Supportive Services to identify... employee training needs" (Q44). This, in concert

with reported low percentages working with DBE Supportive Services (6 percent), suggests that active contractors and consultants lack awareness.

Questions 40-43 were related to seeking assistance. Rather than attempt to break out cross tabulations for all responses, RTI broke them into the super categories (Accounting/Financial; Project Management; Business; Legal). In other words, if firms responded needing any of the offerings in the larger category, it was then counted as a yes for the purposes of this cross tab (Table 15).

Table 15: Areas of Need (In-State Vs. Out of State)

Assistance		In-State	In-State Pct.	Out of State	Out of State Pct.	Total	Total Pct.
Accounting/Financial	Yes	15	39%	6	38%	21	39%
	No	23	61%	10	62%	33	61%
Project Management	Yes	15	39%	6	38%	21	40%
	No	21	61%	10	62%	33	60%
Business	Yes	19	50%	6	38%	25	46%
	No	19	50%	10	62%	29	54%
Legal	Yes	17	45%	3	19%	20	37%
	No	21	55%	13	81%	34	63%

Significant differences based on geography are apparent for WV business in the indicated preferences for assistance in Business and Legal categories. This could suggest a need for, and interest in, additional outreach and service provision for in-state firms that might be at a disadvantage.

Recommendations:

1. Use Supportive Services funds to develop and provide training and assistance to DBEs in the Business and Legal fields.

2. Provide opportunities for DBEs to establish relationships with education and training providers in WV including but not limited to WV Department of Education, Career and Technical Education. (Simulated Workplace Project); Community and Technical College System of WV; WV Department of Labor Bureau of Apprenticeship and Training; Workforce WV; WV Small Business Development Center.

3. Improve DBE Supportive Services outreach activities to include the distribution of the annual plan, schedules, email notification of programs; establish a website portal to receive requests for training or information;

and develop and publish best practices illustrating successful partnerships between DBE Supportive Services and WV DBEs.

Bidding, Estimating, and Finance

The majority of the respondents bid as DBE subcontractors (56 percent) as opposed to prime contract bidders (25 percent). However, based on the design of the survey questions, it should not be assumed that the respondents were either solely a prime or solely a subcontractor. Responses in Question 26, respondents self-rated their bidding and estimating policies, and the results indicate WV DBEs could improve their businesses by strengthening their bid preparation procedures, implementing bid follow-up procedures, qualifying as a WVDOT Pre-Qualified bidder, and by becoming bonded.

When asked "In the past have you worked with other government agencies either as a prime or subcontractor?" (Other than WVDOT), 81 percent indicated yes. RTI further analyzed the business work categories of those firms that indicated they had not performed work for government agencies other than WVDOT. These categories include:

- Fencing, Traffic control
- Welding and fabrication
- Engineering
- Janitorial Service
- All concrete reinforcing installation; concrete paving incidentals
- Concrete paving and incidentals; Earthwork, base and subbase; Hauling; Major structure; Minor structures/misc. concrete
- Wholesale material supply
- Hauling; Cleaning and sweeping highways
- Petroleum distributor and supplier
- Concrete paving and incidentals

The majority of these business activities are consistent with the activities that WVDOT would look for at least as often as other state agencies (if not exclusively through a DOT). Further research is needed to determine if these agencies have WVDOT as their only client.

Tables 16-18 suggest there is a small difference between firms located in WV as opposed to out of state in relation to bid preparation and follow-up. Question 41 asked respondents if they needed assistance in project management areas, and the two top choices were estimating/bidding with eight responses and online bidding procedure with 10 requests.

Table 16: In-state vs out of state responses to “Do you have bid preparation procedures?”

	In-State	In-State Pct.	Out of State	Out of State Pct.	Total	Total Pct.
Yes	30	83%	15	94%	45	87%
No	6	12%	1	6%	7	13%

Table 17: In-state vs out of state responses to “Do you have bid follow-up procedures?”

	In-State	In-State Pct.	Out of State	Out of State Pct.	Total	Total Pct.
Yes	15	58%	12	75%	37	71%
No	11	42%	4	25%	15	29%

Table 18: In-state vs out of state responses to “Are you WVDOT Pre-Qualified bidder?”

	In-State	In-State Pct.	Out of State	Out of State Pct.	Total	Total Pct.
Yes	14	44%	7	44%	24	47%
No	18	36%	9	36%	27	53%

Recommendations:

- 1. Provide opportunities and resources for WV DBEs to improve their bidding and estimating policies and procedures.***
- 2. Partner with state agencies such as the Small Business Development and WV Herbert Henderson Office of Minority Affairs to develop and provide online resources and tutorials to lead DBEs through the Pre-Bid Qualifying process, bonding securement and use of Bidx.***
- 3. Conduct further analysis with companies that use WVDOT as their sole client and offer opportunities for business development and expansion.***

Bonding

Table 19 illustrates the bonding status of respondents with only 36 percent indicating that they were bonded. A majority of the respondents (57 percent) to the question related to bonding capacity (Q27) indicated they were not bonded. Further, 26 percent indicated that they had never tried (Q28). It should be noted that a majority of the respondents (57 percent) indicated they believe that bonding reflects positively on the financial strength of the company (Q29).

Table 19: In-state vs out of state responses to "Are you bonded?"

	In-State	In-State Pct.	Out of State	Out of State Pct.	Total	Total Pct.
Yes	15	41%	4	25%	19	36%
No	22	59%	12	75%	34	64%

Further analysis of the 15 WV-based DBEs reporting a reward of a \$500,000+ contract in the last two years shows that only eight were bonded at the \$500,000+ level; two were bonded for less than \$500,000; four were not bonded and one did not answer (**Table 20**). However, it cannot be assumed the contracts were either based in WV or were with the WVDOT. **Table 21** illustrates the out of state companies with \$500,000+ contracts and their reported bonding capacity. Only three out of 10 reported that they were bonded. This is much less than the 53 percent of WV-based DBEs.

Table 20: WV-Based DBE Reporting \$500,000 Contract in the Last Two Years and Bonding Capacity

Work Performed	Bonding Capacity
Major structure, Minor structures/misc. concrete, Building construction	\$201,000 - \$300,000
Welding and fabrication	I am not bonded
Finish carpentry, Administration, Fencing, Building construction	Under \$100,000
Concrete paving and incidentals, Earthwork, base and subbase; Major structure, Minor structures/misc. concrete, Debris clearing/removal	\$500,000+
Building construction	\$500,000+
Painting and striping, Traffic control, Pavement markers	I am not bonded
Wholesale material supply	\$500,000+
Earthwork, base and subbase, Hauling, Debris clearing/removal	I am not bonded
Concrete paving and incidentals	\$500,000+
Demolition, Site preparation, Asbestos inspection/abatement, Earthwork, base and subbase; Hazardous material	\$500,000+
Bridge Construction, Pile walls, Modular walls, Concrete paving and incidentals, Earthwork base and subbase, Fencing, Major structure, Minor structures/misc. concrete, Guardrail repair, Debris clearing/removal	\$500,000+
Reinforcing, Concrete paving and incidentals, Major structure, Minor structures/misc. concrete	I am not bonded
Concrete paving and incidentals, Earthwork, base and subbase; Fencing, Hauling, Lighting & signal maintenance, Landscaping, Rest Area Construction, Debris clearing/removal, Mowing, Litter pickup and disposal, Building construction, Rest/picnic area maintenance	\$500,000+
Sawcutting, Crackfilling, Sealing, Painting and striping, Traffic control, Pavement markers	\$500,000+
IT Management Consulting	No answer

Table 21: Out of State Based DBE Reporting \$500,000 Contract in the Last Two Years and Bonding Capacity

Work Performed	Bonding Capacity
Temporary Staffing	I am not bonded
Professional Consulting	\$500,000+
Reinforcing Steel Subcontractor	I am not bonded
Concrete paving and incidentals, Earthwork, base and subbase; Hauling, Major structure, Minor structures/misc. concrete	I am not bonded
Type 1 & 2 bridges, box culverts, slide repair with driven piles, slide repair with drilled shafts. Drilled caissons for foundations.	\$500,000+
IT and Diversity Consulting	I am not bonded
Wholesale material supply	I am not bonded
Fencing, Landscaping, Guardrail repair, Mowing	\$500,000+
Construction Management and Materials Inspection	I am not bonded
Engineering	I am not bonded

Recommendations:

- 1. Conduct further research to determine why out of state DBEs are less likely to be bonded than WV-based DBEs.***
- 2. Conduct further research to determine the relationships between bonding capacity, liability for company contracts and the potential impact on company performance, particularly as it relates to DBEs.***
- 3. Prepare resources to assist companies in the bonding decision making process and provide information and guidance.***

SUMMARY

The overriding theme or purpose of this assessment was to determine actions the WVDOT could undertake to encourage, cultivate, and support equal opportunities for firms owned and controlled by socially economic disadvantaged individuals. The survey questions were designed to assess current positions in financial and legal status, capabilities for bidding and estimating, networking opportunities, etc. Question 38 is significant, because it asks the DBEs to identify barriers that have hindered their ability to obtain a WVDOT award. The responses listed in **Table 10** show the diverse issues WV DBEs encounter. To this end, the researchers made recommendations from the DBEs perspective that may be grouped into areas of Training and Resource Offerings; Facilitation of Relationships, Communication Strategies, and Research (**Table 22**).

In addition to those recommendations, RTI also encourages conducting additional research, which mirrors and expands upon this study, from the perspective of the prime contractors to ascertain their business interactions with WV DBEs. Once completed, a sound strategy could be developed for use of and dissemination of Supportive Services Funds and other WVDOT resources.

Table 22: Recommendation Summary

Categories	Recommendations
Training and Resource Offerings	<ul style="list-style-type: none"> • <i>Provide resources and opportunities to assist DBEs in establishing buy/sell and succession agreements.</i> • <i>Provide resources and opportunities to assist firm to strengthen their business plans by completing Industry market Assessments.</i> • <i>Provide resources and opportunities for DBEs to improve marketing materials including but not limited to print and internet-based tools such as website design and utilization, as well as social media.</i> • <i>Prepare resources to assist companies in the bonding decision making process and provide information and guidance.</i> • <i>Provide opportunities and resources for WV DBEs to improve their bidding and estimating policies and procedures.</i> • <i>Use Supportive Services funds to develop and provide training and assistance to DBEs in the Business and Legal fields.</i>
Facilitation of Relationships	<ul style="list-style-type: none"> • <i>Provide networking opportunities between Prime, Subprime, and DBE.</i> • <i>Partner with state agencies such as the Small Business Development and WV Herbert Henderson Office of Minority Affairs to develop and provide on-line resources and tutorials to lead DBEs through the Pre-Bid Qualifying process, Bonding securement and use of Bidx.</i> • <i>Provide opportunities for DBEs to establish relationships with education and training providers in WV including but not limited to WV Department of Education, Career and Technical Education. (Simulated Workplace Project); Community and Technical College System of WV; WV Department of Labor Bureau of Apprenticeship and Training; Workforce WV; WV Small Business Development Center.</i>
Communication Strategies	<ul style="list-style-type: none"> • <i>Improve DBE Supportive Services outreach activities to include the distribution of the annual plan, schedules, email notification of programs; establish a website portal to receive requests for training or information; and develop and publish best practices illustrating successful partnerships between DBE Supportive Services and WV DBEs.</i>
Research	<ul style="list-style-type: none"> • <i>Conduct further research to determine why out of state DBEs are less likely to be bonded.</i> • <i>Conduct further research to determine the relationships between bonding capacity, liability for company contracts and the potential impact on company performance, particularly as it relates to DBEs.</i> • <i>Prepare resources to assist companies in the bonding decision making process and provide information and guidance.</i> • <i>Conduct further analysis with companies that use WVDOT has their sole client and offer opportunities for business development and expansion.</i>

ATTACHMENT A

RESULTS OVERVIEW

WV DOT DBE Needs Assessment

Respondents: 54 displayed, 54 total

Status: Closed

Launched Date: 07/27/2015

Closed Date: 10/02/2015

1. Business Name:

Total Respondents 54

2. Owner(s):

Total Respondents 54

3. Address:

Total Respondents 54

4. City:

Total Respondents 54

5. State:

Total Respondents 53

(skipped this question) 1

6. Zip:

Total Respondents 54

7. Phone (with area code):

Total Respondents 54

8. FAX (with area code):

Total Respondents 43

(skipped this question) 11

9. Email:





Total Respondents 54

10. Web page:

Total Respondents 38

(skipped this question) 16

11. Business Work Categories. Identify the type(s) of work you generally perform. Please check all categories that apply.

		Response Total	Response Percent	Points	Avg
Asphalt		1	2%	n/a	n/a
Concrete paving and incidentals		9	17%	n/a	n/a
Earthwork, base and subbase		7	13%	n/a	n/a
Fencing		5	9%	n/a	n/a

Hauling		4	7%	n/a	n/a
Lighting & signal maintenance		1	2%	n/a	n/a
Landscaping		3	6%	n/a	n/a
Major structure		6	11%	n/a	n/a
Minor structures/misc. concrete		7	13%	n/a	n/a
Painting and striping		3	6%	n/a	n/a
Rest Area Construction		1	2%	n/a	n/a
Traffic control		5	9%	n/a	n/a
Guardrail repair		3	6%	n/a	n/a
Debris clearing/removal		4	7%	n/a	n/a
Mowing		2	4%	n/a	n/a
Litter pickup and disposal		1	2%	n/a	n/a
Cleaning and sweeping highways		1	2%	n/a	n/a
Building construction		6	11%	n/a	n/a
Rest/picnic area maintenance		1	2%	n/a	n/a
Hazardous material		3	6%	n/a	n/a
Pavement markers		3	6%	n/a	n/a
Engineering		6	11%	n/a	n/a
Wholesale material supply		4	7%	n/a	n/a
surveying		0	0%	n/a	n/a
Other, please specify		32	59%	n/a	n/a
view					
Total Respondents		54			

12. In which WVDOT Districts are you willing to perform work? Check all that apply. If you work statewide just check that one box.

		Response Total	Response Percent	Points	Avg
Statewide		46	85%	n/a	n/a
District 1 (Boone, Clay, Kanawha, Mason, Putnam)		4	7%	n/a	n/a
District 2 (Cabell, Lincoln, Logan, Mingo, Wayne)		4	7%	n/a	n/a
District 3 (Calhoun, Jackson, Pleasants, Ritchie, Roane, Wirt, Wood)		4	7%	n/a	n/a
District 4 (Doddridge, Harrison, Marion, Monongalia)		7	13%	n/a	n/a
District 5 (Berkely, Grant, Hampshire, Hardy, Jefferson, Mineral, Morgan)		7	13%	n/a	n/a
District 6 (Brooke, Hancock, Marshall, Ohio, Tyler, Wetzel)		3	6%	n/a	n/a
District 7 (Barbour, Braxton, Gilmer, Lewis, Upsher, Webster)		4	7%	n/a	n/a
District 8 (Pendleton, Pocahontas, Randolph, Tucker)		3	6%	n/a	n/a
District 9 (Fayette,					

Greenbrier, Monroe, Nicholas, Summers)	3	6%	n/a	n/a
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District 10 (McDowell, Mercer, Raleigh, Wyoming)	4	7%	n/a	n/a
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Total Respondents 54

13. Please specify your legal formation.

	Response Total	Response Percent	Points	Avg
Sole proprietor	8	15%	n/a	n/a
S Corporation	28	53%	n/a	n/a
Partnership	4	8%	n/a	n/a
Corporation	13	25%	n/a	n/a

Total Respondents 53 100%

(skipped this question) 1

14. Do you have legal representation?

	Response Total	Response Percent	Points	Avg
Yes	35	66%	n/a	n/a
No	18	34%	n/a	n/a

Total Respondents 53

(skipped this question) 1

15. Do you have a buy/sell agreement or succession agreement in place?

	Response Total	Response Percent	Points	Avg
Yes	12	23%	n/a	n/a
No	41	77%	n/a	n/a

Total Respondents 53

(skipped this question) 1

16. Please answer the following questions regarding your marketing efforts and materials.

	Yes	No	Response Total	Points	Avg
Does your firm have a marketing brochure?	46.15% (24)	53.85% (28)	52	n/a	n/a
Does your firm have a website?	67.92% (36)	32.08% (17)	53	n/a	n/a
Do you track website traffic?	38.46% (20)	61.54% (32)	52	n/a	n/a
Are customers able to contact you through your website?	61.54% (32)	38.46% (20)	52	n/a	n/a
Does your firm have a business plan?	70.59% (36)	29.41% (15)	51	n/a	n/a
Has your firm completed an Industry Market Assessment?	19.61% (10)	80.39% (41)	51	n/a	n/a
Target market identified?	58.82% (30)	41.18% (21)	51	n/a	n/a
Does your firm have networking/professional memberships?	50% (26)	50% (26)	52	n/a	n/a
Do you have business communication materials available?	62.26% (33)	37.74% (20)	53	n/a	n/a
Does your firm participate in minority	50% (24)	50% (24)	48	n/a	n/a

associations?

Total Respondents 53

(skipped this question) 1

17. Please describe the status of your accounting records.

	Yes	No	Response Total	Points	Avg
Do you use a computerized accounting system?	86.79% (46)	13.21% (7)	53	n/a	n/a
Do you use a professional accountant?	94.34% (50)	5.66% (3)	53	n/a	n/a
Are your financial statements regularly reviewed and analyzed?	82.35% (42)	17.65% (9)	51	n/a	n/a
Customer credit policies and procedures in place?	50.98% (26)	49.02% (25)	51	n/a	n/a

Total Respondents 53

(skipped this question) 1

18. Please describe your current financial condition.

	Yes	No	Response Total	Points	Avg
Do you have adequate capital resources?	73.08% (38)	26.92% (14)	52	n/a	n/a
Do you have cash flow issues?	51.02% (25)	48.98% (24)	49	n/a	n/a
Do you have appropriate accounts receivable procedures?	92.16% (47)	7.84% (4)	51	n/a	n/a
Do you have monthly adjusting entries (i.e., depreciation, amortization, interest) being made timely and in the proper amounts and in the proper places?	78% (39)	22% (11)	50	n/a	n/a

Total Respondents 52

(skipped this question) 2

19. Number of employees?

	Response Total	Response Percent	Points	Avg
1-10	28	54%	n/a	n/a
11-25	11	21%	n/a	n/a
25-50	12	23%	n/a	n/a
50+	1	2%	n/a	n/a

Total Respondents 52 100%

(skipped this question) 2

20. Please describe your workforce.

	Yes	No	Response Total	Points	Avg
If your company					

was awarded a WVDOT contract in the next 30 days, would you have the appropriate number of employees ready to work?	90.2% (46)	9.8% (5)	51	n/a	n/a
Do you have personnel policies and manuals available?	84.62% (44)	15.38% (8)	52	n/a	n/a
Do you have a drug and alcohol policy?	86.27% (44)	13.73% (7)	51	n/a	n/a
Do your employees need training?	36% (18)	64% (32)	50	n/a	n/a
Total Respondents			52		
(skipped this question)			2		

21. Do you have turnover issues? If so, please indicate the reason(s). Check all that apply.

		Response Total	Response Percent	Points	Avg
I do not have turnover issues		39	74%	n/a	n/a
I do not have enough work		7	13%	n/a	n/a
I am unable to recruit skilled workers		7	13%	n/a	n/a
Other, please specify view		3	6%	n/a	n/a
Total Respondents			53		
(skipped this question)			1		

22. Please describe any workforce issue(s) you have that blocks your productivity.

Total Respondents	15
(skipped this question)	39

23. Have you bid as prime on WVDOT projects in the last two years?

		Response Total	Response Percent	Points	Avg
Yes		13	25%	n/a	n/a
No		40	75%	n/a	n/a
Total Respondents			53		
(skipped this question)			1		

24. Have you submitted a quote as a subcontractor on WVDOT projects in the last two years?

		Response Total	Response Percent	Points	Avg
Yes		29	56%	n/a	n/a

No			23	44%	n/a	n/a
			Total Respondents	52		
			(skipped this question)	2		
25. Are you currently working on WVDOT projects? If so, please list and describe the type of work.						
			Total Respondents	37		
			(skipped this question)	17		
26. Please assess your bidding and estimating policies and procedures.						
	Yes	No	Response Total	Points	Avg	
Do you have bid preparation procedures?	86.54% (45)	13.46% (7)	52	n/a	n/a	
Do you submit appropriate and competitive bid estimates?	88.24% (45)	11.76% (6)	51	n/a	n/a	
Do you have bid followup procedures?	71.15% (37)	28.85% (15)	52	n/a	n/a	
Are you a WVDOT Pre-Qualified Bidder?	47.06% (24)	52.94% (27)	51	n/a	n/a	
Are you bonded?	35.85% (19)	64.15% (34)	53	n/a	n/a	
			Total Respondents	53		
			(skipped this question)	1		
27. Indicate your bonding capacity range. Please check one category.						
			Response Total	Response Percent	Points	Avg
Under \$100,000			2	4%	n/a	n/a
\$100,000 - \$200,000			4	8%	n/a	n/a
\$201,000 - \$300,000			2	4%	n/a	n/a
\$301,000 - \$500,000			1	2%	n/a	n/a
\$500,000 +			12	24%	n/a	n/a
I am not bonded			28	57%	n/a	n/a
			Total Respondents	49	100%	
			(skipped this question)	5		
28. In the past two (2) years have you attempted to be bonded?						
			Response Total	Response Percent	Points	Avg
Yes, I was bonded			26	49%	n/a	n/a
I have tried but was unsuccessful			1	2%	n/a	n/a
I have not tried to be bonded			26	49%	n/a	n/a
			Total Respondents	53	100%	
			(skipped this question)	1		
29. Do you think being bonded reflects positively on the financial strength of your company?						
			Response Total	Response Percent	Points	Avg

Yes		27	57%	n/a	n/a
No		20	43%	n/a	n/a
Total Respondents		47	100%		
		(skipped this question)	7		

30. If you are interested in business financing, for what would you use the loan? Check all that apply.

		Response Total	Response Percent	Points	Avg
Not applicable		22	42%	n/a	n/a
Equipment		15	28%	n/a	n/a
Plant/building/office		4	8%	n/a	n/a
Staffing		9	17%	n/a	n/a
Training		6	11%	n/a	n/a
Operating capital		15	28%	n/a	n/a
Other, please specify		7	13%	n/a	n/a
view					
Total Respondents		53			
		(skipped this question)	1		

31. In the past have you worked with other government agencies either as a prime or subcontractor? (other than WVDOT)

		Response Total	Response Percent	Points	Avg
Yes		42	81%	n/a	n/a
No		10	19%	n/a	n/a
Total Respondents		52			
		(skipped this question)	2		

32. Does your firm have a target goal number of bids to make this year?

		Response Total	Response Percent	Points	Avg
Yes		18	34%	n/a	n/a
No		35	66%	n/a	n/a
Total Respondents		53	100%		
		(skipped this question)	1		

33. Indicate the largest contract you have bid on in the last two years.

		Response Total	Response Percent	Points	Avg
Under \$100,000		11	22%	n/a	n/a
\$100,000 - \$200,000		2	4%	n/a	n/a
\$201,000 - \$300,000		5	10%	n/a	n/a
\$301,000 - \$500,000		6	12%	n/a	n/a
\$500,000 +		25	51%	n/a	n/a
Total Respondents		49	100%		
		(skipped this question)	5		

34. Has your firm, AS A PRIME contractor, had problems receiving payments upon completion of WVDOT projects?

		Response Total	Response Percent	Points	Avg
Yes		5	10%	n/a	n/a
No		6	12%	n/a	n/a
Not applicable, as I am not a PRIME		40	78%	n/a	n/a
Total Respondents		51	100%		
		(skipped this question)	3		

35. Has your firm, AS A SUBCONTRACTOR, had problems receiving payments upon completion of WVDOT projects?

		Response Total	Response Percent	Points	Avg
Yes		13	25%	n/a	n/a
No		20	39%	n/a	n/a
Not applicable, as I am not a SUBCONTRACTOR		18	35%	n/a	n/a
Total Respondents		51	100%		
(skipped this question)			3		

36. Was your firm able to resolve the issue?

		Response Total	Response Percent	Points	Avg
Yes		11	24%	n/a	n/a
No		4	9%	n/a	n/a
Not sure		0	0%	n/a	n/a
Not applicable		31	67%	n/a	n/a
Total Respondents		46	100%		
(skipped this question)			8		

37. Do you understand the process for recovering payment issues on WVDOT projects?

		Response Total	Response Percent	Points	Avg
Yes		16	32%	n/a	n/a
No		20	40%	n/a	n/a
Not applicable		14	28%	n/a	n/a
Total Respondents		50	100%		
(skipped this question)			4		

38. Which of the following barriers have most hindered your ability to obtain a WVDOT award? Check all that apply.

		Response Total	Response Percent	Points	Avg
Lack of financial resources to perform on WVDOT contract		1	2%	n/a	n/a
Lack of resources other than financial		2	4%	n/a	n/a
Difficulty with WVDOT bidding procedures and regulations		3	6%	n/a	n/a
Lack of prime contractor networking		12	23%	n/a	n/a
Lack of bonding		3	6%	n/a	n/a
Lack of training		3	6%	n/a	n/a
Lack of information about WVDOT Supportive Services		10	19%	n/a	n/a
Lack of employees		3	6%	n/a	n/a
Size of WVDOT projects		6	11%	n/a	n/a
DBE goals too low		13	25%	n/a	n/a
Prime contractors' business practices		15	28%	n/a	n/a
Other, please specify view		16	30%	n/a	n/a
Total Respondents		53			
(skipped this question)			1		

39. When bidding or working on federally-funded highway contracts either as a contractor or a consultant, do you feel that minority-owned, women-owned and/or disadvantaged businesses encounter more barriers than the standard business? If yes, why?

Total Respondents	31
(skipped this question)	23

40. Do you need assistance in any of these accounting and financial areas? Check all that apply.

		Response Total	Response Percent	Points	Avg
Overhead audit		6	11%	n/a	n/a
Accounting software		6	11%	n/a	n/a
Analysis		3	6%	n/a	n/a
Budget preparation		3	6%	n/a	n/a
Cost reports		5	9%	n/a	n/a
Cash flow analysis		5	9%	n/a	n/a
Financing		7	13%	n/a	n/a
Working capital		10	19%	n/a	n/a
Loan packaging		3	6%	n/a	n/a
Bond packaging		6	11%	n/a	n/a
Credit review and counseling		3	6%	n/a	n/a
Insurance		5	9%	n/a	n/a
Payroll preparation		1	2%	n/a	n/a
Project cost comparison		4	7%	n/a	n/a
Asset and debt management		3	6%	n/a	n/a
Other, please specify view		11	20%	n/a	n/a
Total Respondents		54			








41. Do you need assistance in any of these project management areas? Check all that apply.

		Response Total	Response Percent	Points	Avg
Business planning		5	9%	n/a	n/a
Time management		3	6%	n/a	n/a
Pre-bid conference		3	6%	n/a	n/a
Plan specs		2	4%	n/a	n/a
Project schedule		3	6%	n/a	n/a
Delay costs		7	13%	n/a	n/a
Material delivery		1	2%	n/a	n/a
Estimating/bidding		8	15%	n/a	n/a
Decision making practices		1	2%	n/a	n/a
Small business fundamentals		2	4%	n/a	n/a
Contract performance problem resolution		2	4%	n/a	n/a
On line bidding procedures (Bidx)		10	19%	n/a	n/a
Other, please specify view		10	19%	n/a	n/a
Total Respondents		54			

42. Do you need assistance in any of these business areas? Check all that apply.




		Response Total	Response Percent	Points	Avg
Sales		9	17%	n/a	n/a
Marketing material development		12	22%	n/a	n/a
Business planning		4	7%	n/a	n/a
Time management		4	7%	n/a	n/a
Marketing plan and outreach		9	17%	n/a	n/a
Marketing strategy		14	26%	n/a	n/a
Other, please specify view		6	11%	n/a	n/a
Total Respondents		54			

43. Do you need assistance in any of these legal areas? Check all that apply.

		Response Total	Response Percent	Points	Avg
EEO/Affirmative action		4	7%	n/a	n/a
Workers compensation		8	15%	n/a	n/a
Federal/state compliance		7	13%	n/a	n/a
Davis-Bacon		4	7%	n/a	n/a
Contracts		6	11%	n/a	n/a
Labor relations with DBE		3	6%	n/a	n/a
Other, please specify		6	11%	n/a	n/a
view					

Total Respondents 54

44. Have you worked with the DBE Supportive Services to identify your employee training needs based on your company growth plan?

		Response Total	Response Percent	Points	Avg
Yes		3	6%	n/a	n/a
No		38	75%	n/a	n/a
Not sure		10	20%	n/a	n/a
Total Respondents		51	100%		
(skipped this question)			3		

WVDOT DBE Needs Assessment

Respondents: 54

Launched Date: 07/27/2015

Status: Closed

Closed Date: 10/02/2015

10. Web page:

1. <http://ellerbeewv.com>
2. none
3. www.abator.com
4. www.oliverfuels.com
5. appliedarchaeology.com
6. Www.crastaffing.com
7. www.sallieswholesale.com
8. www.contractors-consortium.com
9. NONE
10. www.cestrock.com
11. N/A
12. www.mountainstatebridge.com
13. www.mtvsolar.com
14. blackhawkinteriors.com
15. www.hrvinc.com
16. www.new-bold.com
17. www.kfhgroup.com
18. www.integritywire.com
19. www.safetycautionequipmentco
20. <http://www.cproenterprises.com>
21. easternsteelconstructors.com
22. manorconcretewv.com
23. mohawkRe-Bar.com
24. none
25. alanstonecompany.com
26. www.reclaimco.com
27. www.lawhon-assoc.com
28. www.hwr-plc.com
29. www.istech-corp.com
30. American Geotech, Inc.
31. www.biochemtesting.com
32. smhconstructiongroup.com
33. WWW.AMFLAGGING.COM
34. www.casstruceng.com
35. Www.brooalex.com
36. www.saundersstaffing.net
37. facebook Daves plumbing and heating
38. <http://www.sreinc.us/>

WVDOT DBE Needs Assessment

Respondents: 54

Status: Closed

Launched Date: 07/27/2015

Closed Date: 10/02/2015

11. Business Work Categories. Identify the type(s) of work you generally perform. Please check all categories that apply.

1. [No Answer Entered]
2. Welding and fabrication
3. Asbestos contractor, Meth, mold remediation Environmental Contractors
4. Asphalt testing - compaction
5. IT and Diversity Consulting
6. Petroleum Distributor & Supplier
7. Cultural Resources Management
8. Temporary Staffing
9. [No Answer Entered]
10. finish carpentry, administration
11. Management consulting; aviation planning; aviation activity forecasting
12. consulting
13. [No Answer Entered]
14. [No Answer Entered]
15. [No Answer Entered]
16. Solar
17. [No Answer Entered]
18. [No Answer Entered]
19. freight transportation planning, economic analysis, planning
20. Construction Management and Materials Inspection
21. administrative assistance, employee development, software engineering
22. [No Answer Entered]
23. Professional Consulting
24. [No Answer Entered]
25. [No Answer Entered]
26. [No Answer Entered]
27. [No Answer Entered]
28. [No Answer Entered]
29. Janitorial Service
30. Reinforcing Steel Subcontractor
31. [No Answer Entered]
32. [No Answer Entered]
33. pre-construction video documentation
34. Type 1 & 2 bridges, box culverts, slide repair with driven piles, slide repair with drilled shafts. Drilled caissons for foundations.
35. Demolition, Site Preparation, Asbestos Inspection/Abatement
36. Environmental Consulting
37. [No Answer Entered]

38. Information Technology
39. soil, concrete, asphalt, mortar, grout and steel testing
40. Environmental Lab
41. Bridge Construction, Pile walls, Moduler walls,
42. reinforcing
43. *[No Answer Entered]*
44. *[No Answer Entered]*
45. *[No Answer Entered]*
46. Staffing, administrative, industrial, medical, hospitality and IT
47. asbestos inspections
48. All concrete reinforcing installation
49. HVAC installation and service and PM Plumbing installation and maintenance and supplies for both
50. Sawcutting, Crackfilling, Sealing
51. *[No Answer Entered]*
52. *[No Answer Entered]*
53. *[No Answer Entered]*
54. IT Management Consulting

WVDOT DBE Needs Assessment

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Status: Closed

Launched Date: 07/27/2015

Closed Date: 10/02/2015

21. Do you have turnover issues? If so, please indicate the reason(s). Check all that apply.

1. [No Answer Entered]
2. [No Answer Entered]
3. [No Answer Entered]
4. [No Answer Entered]
5. [No Answer Entered]
6. [No Answer Entered]
7. [No Answer Entered]
8. We provide the employees NAICS 561320
9. [No Answer Entered]
10. [No Answer Entered]
11. [No Answer Entered]
12. [No Answer Entered]
13. [No Answer Entered]
14. [No Answer Entered]
15. [No Answer Entered]
16. [No Answer Entered]
17. [No Answer Entered]
18. [No Answer Entered]
19. [No Answer Entered]
20. [No Answer Entered]
21. [No Answer Entered]
22. [No Answer Entered]
23. [No Answer Entered]
24. [No Answer Entered]
25. [No Answer Entered]
26. [No Answer Entered]
27. [No Answer Entered]
28. [No Answer Entered]
29. there is a shortage of skilled manpower in most trades today
30. [No Answer Entered]
31. [No Answer Entered]
32. [No Answer Entered]
33. [No Answer Entered]
34. [No Answer Entered]
35. [No Answer Entered]
36. [No Answer Entered]
37. [No Answer Entered]

38. *[No Answer Entered]*
39. *[No Answer Entered]*
40. *[No Answer Entered]*
41. *[No Answer Entered]*
42. *[No Answer Entered]*
43. *[No Answer Entered]*
44. *[No Answer Entered]*
45. *[No Answer Entered]*
46. *[No Answer Entered]*
47. *[No Answer Entered]*
48. *[No Answer Entered]*
49. *[No Answer Entered]*
50. *[No Answer Entered]*
51. *[No Answer Entered]*
52. People are not willing to work
53. *[No Answer Entered]*

WVDOT DBE Needs Assessment

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22. Please describe any workforce issue(s) you have that blocks your productivity.

1. Engineers under estimating the job quantities.
We are always in an RFP cycle issue, as we perform mostly state government work. Are introducing two new services (allaccesscertified.com and getdiversitycertified.com) which have consumed a lot of R&D money.
2. lack of funds and equipment to hire a skilled workforce. with the new requirement of stocking and storing all of the materials we were capable of selling has brought a serious hardship on the company. We are currently not able to stock and deliver the materials we are capable of providing. Our trucks are in need of repair and skilled drivers. Our business was iniatially set up to provide competitive pricing for goods and services using the service with simplicity slogan. Our sales staff had to be let go of because of We could not establish a business that would compare or compate with our majority companies.
3. NONE
AT THIS TIME THE LOCAL UNIONS ARE UNABLE TO PROVIDE A SKILLED WORKFORCE, WHICH CAUSES US TO TURN DOWN JOBS THAT WE WOULD OTHERWISE BID. THE UNIONS ARE ALSO UNABLE TO PROVIDE A LARGE PERCENTAGE OF WORKFORCE THAT PASSES OUR STRINGENT DRUG POLICY. WE WERE UNABLE TO PROVIDE WORK FORCE FOR PRESTON HOSPITAL AND PENALIZED HEAVILY BY TURNER CONSTRUCTION. WE TRIED TO BRING IN WORKERS, BUT THE UNION PUT UP A PICKET LINE AND THE WORKERS LEFT. THE UNIONS ALSO COULD NOT PROVIDE US LABOR AT THE AERB BUILDING AT WVU BECAUSE THE MEMBERS WOULD NOT WRK FOR THE PUBLISHED WAGE RATES. MY COMPANY LOST A LARGE AMOUNT OF MONEY ON BOTH PROJECTS DUE TO LACK OF SKILLED UNION LABOR, AND NOT BEING ALLOWED TO BRING IN OTHER WORK FORCES.

I HAVE CURRENTLY EMPLOYED AN ATTORNEY TO TRY TO ARBITRATE A SETTLEMENT WITH THE UNION, BUT THEY WILL NOT TALK.
4. I am a one person planning firm who subcontracts with others to meet contract needs.
5. None.
6. Finding capable employees
7. N/A
8. None
9. Union Laborers occasionally need asbestos training, which we provide at our cost.
10. Highly fluctuation in work.
There is no continuity of work in West Virginia.
11. Need more contracts
12. Availability of trained workers limits the amount of work we can take on.
13. Availabilty of trained workers in the HVAC field

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25. Are you currently working on WVDOT projects? If so, please list and describe the type of work.

1. No.
2. SIP Decking on bridges
3. no
4. Traffic Control - Hydro seeding - compaction and mailbox removal and replace
5. No - but we are pending on a bid for WV DHHR
6. King Coal Highway
7. No.
8. Na
9. NONE
10. Yes, we supply piling to a few WVDOT Projects.
11. Hydro-seeding & Mulching, Guardrail, Fencing
12. Two projects were completed recently. (Bridge Replacement and Runaway Truck Ramp Rehab) I am bidding on other prime contracts.
13. NO.
14. Lots of them. Concrete, rebar, studs, sidewalks.
15. I hoped to be part of the WV state rail plan but my team did not win
16. Materials Inspection
17. We have a number of jobs that are going on at any period of time. Those jobs vary from traffic, line striping, pavement markings, or any combination of such. Because of that, it would be difficult to name and list them.
18. no
19. Yes - traffic control, painting and striping, rpm installation
20. Kokosing Const-Corridor H Tucker Co-Hauling Cement/Cement Treated Base
Jefferson Asp-Fairfax Blvd Jefferson County-Hauling Stone/Topsoil
21. Cassville Archbridge concrete bridge replacement
Friends run bridge concrete bridge replacement
Mud river to Hamblen County Curb ramp and adjusted detectable warning services
22. No
23. Reinforcing Steel Placement Subcontractor
24. road work
25. U335705.8000; /s335070-0.300; Trrkline STP-0023(030)D
26. Wood Co. Chesterville Bridge S354-42-4.60; Bridge replacement
Grant Co. Jordon Run Road S312-28/7-0.25; Slip repair with piling
27. Thomas Buford Pugh Bridge Demolition in Prince, WV State Project# S310-41-0.01 00
and
Bridge St. Bridge Abatement in Grafton, WV State Project # S346-9-0.03 00
28. No
29. We are an IT company.
30. No
31. Bridge work and pile walls
32. Reinforcing/studes on Cooks Fort Bridge, Franklin Woodlands, Big ugly Bridge, philippi Bridge, Madison RR Bridge, Bridge St Bridge South of Madison Bridge

33. TRAFFIC CONTROL VARIOUS JOBS

34. I perform building structural design and analysis services. As such, I do not specifically bid on any projects since engineering services are selected based on QBS. I have worked on a few WVDOT building projects over the years, as a consultant to the architect on the project.
35. McClausand Farm Project - masonry, siding, windows
36. contract work for HVAC with WVSP
37. WE CURRENTLY HAVE CONTRACTS THAT INCLUDE STRIPING ROADS, PLACING TRAFFIC CONTROL, INSTALLING RPM'S AND SAWING/FILLING CRACKS.

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30. If you are interested in business financing, for what would you use the loan? Check all that apply.

- 1. [No Answer Entered]
- 2. [No Answer Entered]
- 3. [No Answer Entered]
- 4. [No Answer Entered]
- 5. we sought investor financing but "Didn't need enough money"
- 6. [No Answer Entered]
- 7. [No Answer Entered]
- 8. [No Answer Entered]
- 9. [No Answer Entered]
- 10. [No Answer Entered]
- 11. [No Answer Entered]
- 12. [No Answer Entered]
- 13. [No Answer Entered]
- 14. [No Answer Entered]
- 15. cash flow larger projects
- 16. [No Answer Entered]
- 17. [No Answer Entered]
- 18. [No Answer Entered]
- 19. [No Answer Entered]
- 20. [No Answer Entered]
- 21. [No Answer Entered]
- 22. [No Answer Entered]
- 23. not interested in a loan
- 24. [No Answer Entered]
- 25. Update Dump Trucks
- 26. [No Answer Entered]
- 27. [No Answer Entered]
- 28. [No Answer Entered]
- 29. Have been bonded with had utility division in the past, do not have to be bonded when performing reinforcing work
- 30. [No Answer Entered]
- 31. [No Answer Entered]
- 32. [No Answer Entered]
- 33. [No Answer Entered]
- 34. [No Answer Entered]
- 35. [No Answer Entered]
- 36. [No Answer Entered]
- 37. [No Answer Entered]

38. *[No Answer Entered]*

39. *[No Answer Entered]*

40. *[No Answer Entered]*

41. *[No Answer Entered]*

42. *[No Answer Entered]*

43. *[No Answer Entered]*

44. *[No Answer Entered]*

45. expansion

46. to be competitive with others firms.

47. *[No Answer Entered]*

48. *[No Answer Entered]*

49. *[No Answer Entered]*

50. *[No Answer Entered]*

51. *[No Answer Entered]*

52. *[No Answer Entered]*

53. *[No Answer Entered]*

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38. Which of the following barriers have most hindered your ability to obtain a WVDOT award? Check all that apply.

1. *[No Answer Entered]*
2. Sometimes we just get outbid
3. *[No Answer Entered]*
4. *[No Answer Entered]*
5. No DOT RFPs have been found for IT or DBE consulting
6. We are s supplier - N/A
7. *[No Answer Entered]*
8. *[No Answer Entered]*
9. Our primary services currently are Wholesale materials in which we can not stock pile and sale as a retailer
10. *[No Answer Entered]*
11. Do not know about upcoming airport planning projects in West Virginia
12. WVDOT does not outsource the work
13. *[No Answer Entered]*
14. *[No Answer Entered]*
15. bidding environment is extremely competitive
16. I AM A COMMERCIAL INTERIOR SYSTEMS CONTRACTOR, AND AS SUCH THERE ARE NOT AS MANY PROJECTS AVAILABLE TO ME.
17. *[No Answer Entered]*
18. *[No Answer Entered]*
19. *[No Answer Entered]*
20. not many opportunities for a services
21. *[No Answer Entered]*
22. NA
23. *[No Answer Entered]*
24. *[No Answer Entered]*
25. *[No Answer Entered]*
26. *[No Answer Entered]*
27. *[No Answer Entered]*
28. *[No Answer Entered]*
29. difficult bidding against other subcontractors who cheat and are unscrupulous
30. *[No Answer Entered]*
31. *[No Answer Entered]*
32. *[No Answer Entered]*
33. Some prime contractors have had bad experiences with a few DBEs that have not performed well on projects which has cost the prime money.
34. *[No Answer Entered]*
35. *[No Answer Entered]*
36. *[No Answer Entered]*

37. [No Answer Entered]

38. [No Answer Entered]

39. [No Answer Entered]

40. Less qualified contractors, Companies that are not proper DBE firms

41. [No Answer Entered]

42. [No Answer Entered]

43. Does not apply

44. [No Answer Entered]

45. subcontract opportunities

46. [No Answer Entered]

47. [No Answer Entered]

48. [No Answer Entered]

49. [No Answer Entered]

50. [No Answer Entered]

51. [No Answer Entered]

52. [No Answer Entered]

53. 1. WV does not give preference to WV companies, 2. My company is a solutions provider/integrator not a road paver. WVDBEs should be contacted for professional service type work vs only labor type work. As an SBA 8a/SDB WOSB & Service Disabled veteran I know first hand that there are barriers in WV mostly because it is an old boys club. If they know you you get a contract, if they don't you won't

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40. Do you need assistance in any of these accounting and financial areas? Check all that apply.

- 1. [No Answer Entered]
- 2. none
- 3. [No Answer Entered]
- 4. [No Answer Entered]
- 5. calculating overhead
- 6. [No Answer Entered]
- 7. [No Answer Entered]
- 8. [No Answer Entered]
- 9. [No Answer Entered]
- 10. [No Answer Entered]
- 11. NO
- 12. [No Answer Entered]
- 13. [No Answer Entered]
- 14. [No Answer Entered]
- 15. [No Answer Entered]
- 16. NOT AT THIS TIME
- 17. [No Answer Entered]
- 18. I am glad that DOTs provide this help to DBEs in workshops and I would attend if invited
- 19. [No Answer Entered]
- 20. [No Answer Entered]
- 21. [No Answer Entered]
- 22. None
- 23. none
- 24. [No Answer Entered]
- 25. [No Answer Entered]
- 26. [No Answer Entered]
- 27. [No Answer Entered]
- 28. [No Answer Entered]
- 29. General contractors need to have fair contracts with subcontractors, not ones that hold them captive to items they can not control nor bid
- 30. [No Answer Entered]
- 31. length of bus years has refined us
- 32. [No Answer Entered]
- 33. [No Answer Entered]
- 34. N/A
- 35. [No Answer Entered]
- 36. None
- 37. [No Answer Entered]

38. [No Answer Entered]
39. [No Answer Entered]
40. [No Answer Entered]
41. [No Answer Entered]
42. [No Answer Entered]
43. [No Answer Entered]
44. [No Answer Entered]
45. [No Answer Entered]
46. [No Answer Entered]
47. [No Answer Entered]
48. [No Answer Entered]
49. [No Answer Entered]
50. [No Answer Entered]
51. [No Answer Entered]
52. [No Answer Entered]
53. [No Answer Entered]

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41. Do you need assistance in any of these project management areas? Check all that apply.

1. *[No Answer Entered]*
2. *[No Answer Entered]*
3. *[No Answer Entered]*
4. *[No Answer Entered]*
5. calculating overhead
6. *[No Answer Entered]*
7. *[No Answer Entered]*
8. *[No Answer Entered]*
9. *[No Answer Entered]*
10. *[No Answer Entered]*
11. NO
12. *[No Answer Entered]*
13. *[No Answer Entered]*
14. *[No Answer Entered]*
15. need help getting paid timely
16. BLACKHAWK INTERIORS, INC HAS BEEN TRYING TO SETTLE WITH WVU FOR DELAY COSTS ON WHITE HALL FOR THREE YEARS. THEIR ATTORNEYS HAVE SAT DOWN TO ARBITRATION TWICE WITH THE SAME RESULT BEING THEY WILL NOT COOPERATE. OUR ATTORNEY FEES AND THAT OF OTHER CONTRACTORS ARE SKYROCKETING. WVU ADMITS THERE IS A PROBLEM BUT REFUSES TO SETTLE.
17. *[No Answer Entered]*
18. Finding projects with DBE requirements for freight planning
19. *[No Answer Entered]*
20. *[No Answer Entered]*
21. *[No Answer Entered]*
22. None
23. none
24. *[No Answer Entered]*
25. *[No Answer Entered]*
26. *[No Answer Entered]*
27. *[No Answer Entered]*
28. *[No Answer Entered]*
29. *[No Answer Entered]*
30. *[No Answer Entered]*
31. have been since 1980 and have refined our business
32. *[No Answer Entered]*
33. *[No Answer Entered]*
34. N/A
35. *[No Answer Entered]*
36. None

37. [No Answer Entered]
38. [No Answer Entered]
39. [No Answer Entered]
40. [No Answer Entered]
41. [No Answer Entered]
42. [No Answer Entered]
43. [No Answer Entered]
44. [No Answer Entered]
45. [No Answer Entered]
46. [No Answer Entered]
47. [No Answer Entered]
48. [No Answer Entered]
49. [No Answer Entered]
50. [No Answer Entered]
51. [No Answer Entered]
52. [No Answer Entered]
53. [No Answer Entered]

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**42. Do you need assistance in any of these business areas?
Check all that apply.**

1. [No Answer Entered]
2. A website
3. [No Answer Entered]
4. [No Answer Entered]
5. [No Answer Entered]
6. [No Answer Entered]
7. [No Answer Entered]
8. [No Answer Entered]
9. [No Answer Entered]
10. [No Answer Entered]
11. Finding out about aviation planning projects in West Virginia
12. [No Answer Entered]
13. [No Answer Entered]
14. [No Answer Entered]
15. [No Answer Entered]
16. [No Answer Entered]
17. [No Answer Entered]
18. [No Answer Entered]
19. [No Answer Entered]
20. [No Answer Entered]
21. [No Answer Entered]
22. None
23. none
24. [No Answer Entered]
25. [No Answer Entered]
26. [No Answer Entered]
27. [No Answer Entered]
28. [No Answer Entered]
29. [No Answer Entered]
30. [No Answer Entered]
31. [No Answer Entered]
32. [No Answer Entered]
33. [No Answer Entered]
34. N/A
35. [No Answer Entered]
36. [No Answer Entered]
37. [No Answer Entered]

38. [No Answer Entered]

39. [No Answer Entered]

40. [No Answer Entered]

41. [No Answer Entered]

42. [No Answer Entered]

43. [No Answer Entered]

44. [No Answer Entered]

45. [No Answer Entered]

46. [No Answer Entered]

47. [No Answer Entered]

48. [No Answer Entered]

49. [No Answer Entered]

50. [No Answer Entered]

51. [No Answer Entered]

52. [No Answer Entered]

53. To get WV State offices to give WV DB E's opportunities to bid on professional services contracts.

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43. Do you need assistance in any of these legal areas? Check all that apply.

1. [No Answer Entered]
2. a website
3. [No Answer Entered]
4. [No Answer Entered]
5. [No Answer Entered]
6. [No Answer Entered]
7. [No Answer Entered]
8. [No Answer Entered]
9. [No Answer Entered]
10. [No Answer Entered]
11. NO
12. [No Answer Entered]
13. [No Answer Entered]
14. [No Answer Entered]
15. [No Answer Entered]
16. HELP IN DEALING WITH ATTORNEYS ON THE WHITE HALL PROJECT WOULD BE SO GREATLY APPRECIATED.
17. [No Answer Entered]
18. Getting to know the prime contractors who bid on planning projects in WV
19. [No Answer Entered]
20. [No Answer Entered]
21. [No Answer Entered]
22. None
23. none
24. [No Answer Entered]
25. [No Answer Entered]
26. [No Answer Entered]
27. [No Answer Entered]
28. [No Answer Entered]
29. [No Answer Entered]
30. [No Answer Entered]
31. [No Answer Entered]
32. [No Answer Entered]
33. [No Answer Entered]
34. [No Answer Entered]
35. [No Answer Entered]
36. [No Answer Entered]
37. [No Answer Entered]

38. [No Answer Entered]
39. [No Answer Entered]
40. [No Answer Entered]
41. [No Answer Entered]
42. [No Answer Entered]
43. [No Answer Entered]
44. [No Answer Entered]
45. [No Answer Entered]
46. [No Answer Entered]
47. [No Answer Entered]
48. [No Answer Entered]
49. [No Answer Entered]
50. [No Answer Entered]
51. [No Answer Entered]
52. [No Answer Entered]
53. [No Answer Entered]

ATTACHMENT B

PRE-ASSESSMENT CORRESPONDENCE



WEST VIRGINIA
DEPARTMENT OF TRANSPORTATION
1900 Kanawha Boulevard East • Building Five • Room 303
Charleston, West Virginia 25305-0440 • (304) 558-3931

Earl Ray Tomblin
Governor

Paul A. Mattox, Jr., P. E.
Cabinet Secretary

September 3, 2015

To: All DBE's

The WVDOT DBE Program has several objectives including, but not limited to, helping to remove barriers to the participation of DBEs on DOT assisted contracts. Some of you are aware, and have participated in the meetings we have held over the last few months discussing ways my Office can help foster DBE business development. In those meetings, we also discussed conducting a needs assessment survey to identify potential barriers to DBE participation.

To this end, the WVDOT Equal Opportunity Division has partnered with the Rahall Transportation Institute (RTI) and Marshall University's Center for Business and Economic Research (CBER) to conduct a needs assessment of our existing DBE's.

The survey should take approximately 30 minutes to complete. There are two ways you can make sure your voice is heard.

- Click on this link: <http://survey.njrati.net/TakeSurvey.aspx?SurveyID=m2K1952> or
- Contact Dr. Diana Long at longd@njrati.org or 304.542.3303. She will email you a pdf of the questions and set a time when you can call and she will input your information into the on line survey.

We respect your privacy and want you to be candid when taking the assessment; so my office will **NOT** see individual responses, only a compilation and statistical analysis of the results. We understand that your time is valuable, but we need you to complete the assessment by **September 31, 2015**. We will be following up with reminder emails and phone calls. If you have any questions related to the survey, please call Dr. Long at 304.542.3303.

I encourage you to invest 30 minutes of your day and take this survey. The data we collect will go a long way toward providing you the services you need.

Sincerely,

A handwritten signature in blue ink that reads "Drema L. Smith".

Drema L. Smith, Director
EEO Division

DLS:jw

ATTACHMENT C

FOLLOW-UP EMAIL TEXTS

Diana Long

From: Diana Long
Sent: Wednesday, September 09, 2015 2:21 PM
To: 'AMFflagging@yahoo.com'; 'aplustrafficntrl@frontier.com'; 'clbelt@frontier.net'; 'dlewis@actionfacilities.com'; 'paving4u@hotmail.com'; 'bj-hauling@frontier.com'; 'gene@brooalexa.com'; 'albert@cproenterprises.com'; 'davesplumbingheating@yahoo.com'; 'harris1700@yahoo.com'; sejglobal@gmail.com; 'ccgobel@msn.com'; 'hazzards_excavating@citolink.net'; 'kim@integritywire.com'; 'barb.taylor@suddenlinkmail.com'; 'kellywhite26@ymail.com'; 'manorconcrete@comcast.net'; 'asemones_midatlantic@ymail.com'; 'ncrites@hardynet.com'; 'ncpavingwv@aol.com'; kelly@mtvSolar.com; 'p-gconstruction@live.com'; 'rkyerconstruct@aol.com'; 'rj@reclaimco.com'; 'robison.tracy@yahoo.com'; 'scesigns@aol.com'; 'sh1912beck@aol.com'; 'kanakanut@yahoo.com'; 'wmhowes@aol.com'; 'sukhi.gupta@gmail.com'
Cc: Drema Smith (drema.l.smith@wv.gov)
Subject: DBE Survey Follow up Second Request
Attachments: Survey 08 19 15.pdf

The response to date from WV Contractors is very low. There are 39 WV based contracting firms listed on the DBE website and only 10 have responded! The WVDOT DBE program wants to be able to help WV based businesses grow. Will you help us, help you? The link to the survey is attached (which makes it easy to click your response) and I have also attached a pdf of the survey if you would rather complete it by hand and fax back to me. Your input is very important. The deadline is September 30, but why put it off, only to get more emails from a pest! LOL

<http://survey.njrati.net/TakeSurvey.aspx?SurveyID=m2K1952>

I appreciate your time and effort helping us out. Please call or email me if you have any questions. My fax is 304.346.9001
Diana

DIANA LONG, Ed.D.

Director of Workforce Development and Education

Rahall Transportation Institute

907 Third Avenue
Huntington, WV 25701
p 304.542.3303 |

longd@njrati.org | njrati.org

Diana Long

From: Diana Long
Sent: Wednesday, September 09, 2015 2:04 PM
To: 'pratap123@aol.com'; 'info@biochemtesting.com'; 'lilbl779@yahoo.com'; 'calalane@aol.com'; 'claire@cswlegalgroup.com'; 'jfox@foxengineering.net'; 'fis@friendsinterpretingservices.com'; 'jacksondynamics@aol.com'; 'saundersem@earthlink.net'; 'sukhi.gutpa@gmail.com'; 'viaconsultingandcompliance@gmail.com'
Cc: Drema Smith (drema.l.smith@wv.gov)
Subject: Survey Update and 2nd Request
Attachments: Survey Draft.pdf

The response to date from WV Consultants is very low. There are 20 WV based consulting firms listed on the DBE website and only 3 have responded! The WVDOT DBE program wants to be able to help WV based businesses grow. Will you help us, help you? The link to the survey is attached (which makes it easy to click your response) and I have also attached a pdf of the survey if you would rather complete it by hand and fax back to me. Your input is very important. The deadline is September 30, but why put it off, only to get more emails from a pest! LOL

<http://survey.njrati.net/TakeSurvey.aspx?SurveyID=m2K1952>

I appreciate your time and effort helping us out. Please call or email me if you have any questions.
Diana

DIANA LONG, Ed.D.
Director of Workforce Development and Education

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p 304.542.3303 |
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Diana Long

From: Diana Long
Sent: Wednesday, September 16, 2015 9:49 AM
To: 'pratap123@aol.com'; 'info@biochemtesting.com'; 'calalane@aol.com';
'claire@cswlegalgroup.com'; 'jfox@foxengineering.net';
'fis@friendsinterpretingservices.com'; 'jacksondynamics@aol.com';
'saundersem@earthlink.net'; 'sukhi.gutpa@gmail.com';
'viaconsultingandcompliance@gmail.com'; 'kpatel@americangeotechinc.com'; 'lilb1779@yahoo.com'; 'jmfleet@istech-corp.com'; 'jking@sreinc.us'
Cc: Drema Smith (drema.l.smith@wv.gov)
Subject: 22% Response to Date from WV Based Consultants.
Attachments: Survey 08 19 15.pdf

Good morning! It is the Pest! The response rate is still very low! I am shooting for at least a 50% plus 1 return rate from WV based DBE Consultants. ***The deadline is a week away.*** Your perspective is very important as the WVDOT designs services to assist DBE's operating in this state. The out of state consultants have a low response rate at well (9%) and I will be following up with them too but I wanted to urge you as WV based companies to participate. I know the WVDOT EEO office is very interested in growing and retaining WV business. I have attached a pdf of all of the questions so you can see it is pretty painless. If you choose, you can also mark the pdf and email or fax it to me and I will input your data.

Of course it is best if you enter your information using this link: <http://survey.njrati.net/TakeSurvey.aspx?SurveyID=m2K1952>
My fax is 304.346.9001

I appreciate your time and effort helping us out. Please call or email me if you have any questions.
Diana

DIANA LONG, Ed.D.
Director of Workforce Development and Education

Rahall Transportation Institute
907 Third Avenue
Huntington, WV 25701
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Diana Long

From: Diana Long
Sent: Wednesday, September 16, 2015 9:49 AM
To: 'AMFflagging@yahoo.com'; 'aplustrafficntrl@frontier.com'; 'carrie@accadcorp.com'; 'dlewis@actionfacilities.com'; 'paving4u@hotmail.com'; 'gene@brooalexa.com'; 'davesplumbingheating@yahoo.com'; 'ccgobel@msn.com'; 'hazzards_excavating@citilink.net'; 'barb.taylor@suddenlinkmail.com'; 'kellywhite26@ymail.com'; 'asemones_midatlantic@ymail.com'; 'ncrites@hardynet.com'; 'ncpavingwv@aol.com'; 'kelly@mtvSolar.com'; 'p-gconstruction@live.com'; 'robison.tracy@yahoo.com'; 'scesigns@aol.com'; 'sh1912beck@aol.com'; 'wmhowes@aol.com'; 'sukhi.gupta@gmail.com'; 'val@kingbros.com'
Cc: 'Drema Smith (drema.l.smith@wv.gov)'
Subject: Almost half of the WV DBE contractors have responded

Good morning! It is the Pest! The response rate is climbing, but we need more. I am up to 45% YEA. I am shooting for at least a 50% plus 1 return rate from WV based DBE Consultants. ***The deadline is a week away.*** Your perspective is very important as the WVDOT designs services to assist DBE's operating in this state. The out of state contractors have a low response rate (11%) and I will be following up with them too, but I wanted to urge you as a WV based companies to participate. I know the WVDOT EEO office is very interested in growing and retaining WV business. I have attached a pdf of all of the questions so you can see it is pretty painless. If you choose, you can also mark the pdf and email or fax it to me and I will input your data.

Of course it is best if you enter your information using this link: <http://survey.njrati.net/TakeSurvey.aspx?SurveyID=m2K1952>
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I appreciate your time and effort helping us out. Please call or email me if you have any questions.
Diana

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ATTACHMENT D

DBE CONTRACTORS AND CONSULTANTS RESPONDENTS

Responses From DBE Contractors	
<i>Company</i>	State
A&M Flagging	WV
Alan Stone Company, Inc.	OH
B.J. Hauling & Excavating Company, Inc.	WV
Blackhawk Interiors, Inc.	WV
BrooAlexa, LLC	WV
C & L /Welding	WV
Cherokee Enterprise Corporation	WV
CPRO Enterprise, Inc.	WV
Dave's Plumbing & Heating, LLC	WV
Eastern Steel Constructors, Inc.	MD
Executive Cleaning Services	WV
Global Environmental & Remediation LLC	WV
Highway Safety, Inc.	WV
Integrity Wire, Inc.	WV
Jim Construction, Inc.	WV
Kelly Martin, LLC dba Martin Reinforcing	WV
King Brother Fabricating	WV
LMS Construction, Inc.	OH

Madura Steel Sales, Inc.	PA
Manor Concrete Enterprises, LLC	WV
Mid Atlantic Maintenance, Inc.	WV
Mohawk Re-Bar Services, Inc.	OH
Mountain View Solar and Wind, LLC	WV
Mountaineer Testing Services, Inc., dba Mountain State Bridge Co	WV
North Central Paving	WV
Oliver Fuels & Oils	WV
R.K. Construction, Inc.	WV
Reclaim Company, LLC	WV
Safety Caution Equipment Company, Inc.	WV
Sallie's Wholesale & Construction, Inc.	OH
SMH Construction, Inc. and Shepaul Enterprise Inc.	WV
The Contractors Consortium, LLC	WV
The "U" Company	PA
Total View	WV

Responses from DBE Consultants

<i>Company</i>	State
Abator Information Services	PA
American Geotech	WV
Applied Archaeology and History Associates, Inc.	MD
Bio-Chem Testing	WV
C.E Strock Consulting	WV
CAS Structural Engineering, Inc.	WV
Construction Recruiters America, Inc.	FL
Ellerbee Enterprises, Inc.	WV
Hassan Water Resources, PLC	VA
HRV Conformance Verification Associates, Inc.	PA
Indicium Technology dba Innovative Solutions Technology	WV
Jackson Dynamics	WV
KFH Group, Inc.	MD
Lawhon & Associates, Inc.	OH
Mary Lynch	TX
Mountaineer Testing Services, Inc., dba Mountain State Bridge Company	WV
New-Bold Enterprises, Inc.	WV
Prime Focus LLC	WI
Saunders Staffing, Inc.	WV
Strategic Resolution Experts, Inc.	WV
Triangle Aerial Survey, Inc.	NC

ATTACHMENT E

BUSINESS WORK CATEGORIES BY FREQUENCY OF RESPONSE

Business Work Categories	Frequency
Concrete paving and incidentals	9
Building Construction	8
Earthwork, base and subbase	8
Debris clearing/removal	6
Engineering	6
Minor structure/misc. concrete	6
Fencing	5
Hauling	5
Major structure	5
Traffic control	5
Asbestos contractor	4
Wholesale material supply	4
Environmental contractors	3
Guardrail repair	3
Hazardous material	3
IT	4
Painting and striping	3
Pavement markers	3
Reinforcing steel	3
1 & 2 type bridges, box culverts, slide repair	2
Demolition	2
Mowing	2
Staffing	2

Administrative assistance, employee development and software engineering	1
Asphalt	1
Aviation planning	1
Cleaning and sweeping highways	1
Cultural Resources Management	1
Diversity Consulting	1
Environmental testing	1
HVAC installation and maintenance	1
Janitorial	1
Lighting & signal maintenance	1
Liter pickup and disposal	1
Management consulting	1
Meth and mold remediation	1
Petroleum Distributor and Supplier	1
Plumbing installation and maintenance	1
Pre-construction video documentation	1
Rest Area / picnic area maintenance	1
Rest Area construction	1
Saw cutting, crack filling, sealing	1
Soil testing	1
Solar	1
Welding	1
Freight Transportation planning and economic analysis	1
Surveying	0