



Disadvantaged Business Enterprise Goal Setting Methodology for Federal Transit Administration (FTA) Projects

Federal Fiscal Year 2026-2028
(October 1, 2025 through September 30, 2028)

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Department of Transportation
State of Maine
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**In compliance with Title 49, Part 26 of the Code of Federal Regulations (49 CFR
Part 26)**

ADA Accessibility Statement:

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Introduction

MaineDOT's Annual DBE Goal for FFY 2026-2028

Pursuant to 49 CFR 26 MaineDOT has researched upcoming potential contracts for our agency and Federal Transit Administration (FTA) subrecipients, analyzed census data, reviewed bidding and DBE attainment history and has determined that the overall annual Disadvantaged Business Enterprise (DBE) attainment on FTA funded projects for FFY 2026 - 2028 (October 1, 2025 through September 30, 2028) is 1.20%.

The MaineDOT DBE Goal Setting Methodology for FFY 2026-2028 explains the Department's goal-setting process and methods, public outreach process, and administration of the goal. The Department's overall goal must be based on demonstrable evidence of the availability of ready, willing and able DBEs relative to all businesses that are ready, willing and able to participate in DOT assisted contracts. 49 CFR §26.45 dictates a two-step process. The first step is to determine a base figure for the relative availability of DBEs. Once the base figure is determined, it is necessary to examine all of the evidence available in the Department's jurisdiction to determine what adjustment to the base figure, if any, is necessary. As an extension of this process, Section 26.51 requires that state DOT's meet the "maximum feasible portion" of its overall DBE utilization goal through race-neutral means of facilitating race-neutral DBE participation.

Federally-Assisted Contracting Opportunities for FFY 2026-2028

The Department evaluated all available FTA contracting opportunities for FFY 2026-2028, which are provided in detail below. The total value of such projected opportunities is \$508,951,183.71

Goal Methodology

Step 1 – Determination of a Base Figure

To establish the Department's base figure of the relative availability of DBEs to all comparable firms (DBE and Non-DBEs) available to propose on federally assisted contracting opportunities projected to be solicited during the goal period, the Department followed the two-step process federally prescribed for goal-setting in accordance with 49 CFR Part 26.45.

Market Area:

At the outset, the Department must determine the geographic market area (“GMA”) in which it will search for DBEs and non-DBEs. MaineDOT has defined its geographic market area as the states of Maine, Massachusetts and California. To determine the geographic market area, we analyzed the ratio of the combined federal program dollars awarded to prime contractors and subcontractors in these three states to the total federal program dollars awarded during FFYs 2022 - 2024. We found that the most significant amount of prime contract dollars (57.01%) was awarded to contractors in these three states and that when factoring in subcontracts, this geographic market area accounted for 54.49% of MaineDOT’s contracting opportunities.

Table 1.1 below demonstrates FTA contracting opportunities in Maine’s geographical market area, which includes Massachusetts and California, **between FY 2022 and FY 2024**.

Table 1.1: MaineDOT FFYs 2022 – 2024 FTA Contracting Opportunities.

Data Description	Total Program Awards	Amount Represented by Maine, Massachusetts and California Firms	Maine, Massachusetts and California Market %
Geographic distribution of Prime Contract \$	\$31,167,554.72	\$17,771,544.18	57.01%
Geographic distribution of participating Subcontract \$	\$1,612,987.98	\$92,035.88	5.71%
Total GMA Market %	\$32,780,542.70	\$17,863,580.06	54.49%

Having determined its geographic market area, the Department projected the contracting opportunities that it will have during this goal period and defined the corresponding NAICS codes. The Department projects that the anticipated contracting opportunities for this goal period will fall within the NAICS code categories identified in Table 1.2.

The Department then searched for DBE and Non-DBE ready, willing and able firms (DBE Potential) who perform work in identified transportation-related NAICS codes in the geographic market area (GMA), but not just firms that are prequalified or have previously performed the work in the GMA. MaineDOT included in this calculation “potential DBEs” or firms that could be certified as DBEs in the GMA because they in fact represent ready, willing and able firms that are able to compete on federally assisted contracts.

This was accomplished by accessing the most recent Unified Certification Program (UCP) Directory of Certified DBE Firms and the most recent U.S. Census Bureau County Business Patterns (CBP) Database for the GMA. All efforts were made to use as close to identical NAICS codes as possible to ensure a “like-to-like” comparison. Although several DBEs have more than one NAICS code, we used only one such code per firm to

avoid duplication. Also, it was verified that DBEs from the Census and the Directory were not counted twice.

Table 1.2: Projected Contracting Opportunities, NAICS Codes, and Relative Availability of Ready Willing and Able DBE Firms to All Firms.

NAICS Code	Description	Number of Maine Firms Per CBP Database	Number of Massachusetts Firms Per CBP Database	Number of California Firms Per CBP Database	Total Number of Maine, Massachusetts and California Firms Per CBP Database	Number of Certified DBE and Potential DBE Firms in Maine	Number of Certified DBE and Potential DBE Firms in Massachusetts	Number of Certified DBE and Potential DBE Firms in California	Total Number of DBE Firms in GMA (Maine, Massachusetts and California)
236210	Industrial building construction	7	45	311	363	2	6	51	59
236220	Commercial and institutional building construction	140	742	4,334	5216	3	25	61	89
237990	Construction management, mass transit	53	101	325	479	2	4	61	67
238220	Plumbing heating and air conditioning contractors	751	3,093	11,334	15,178	2	4	18	24
238910	Site preparation contractors	601	1,189	1,346	3,136	6	23	62	91
336611	Shipbuilding and repairing	11	13	49	73	0	0	2	2
454310	Fuel dealers	258	393	305	956	0	1	0	1
483114	Coastal passenger transportation to and from domestic ports	0	6	10	16	0	0	0	0
485991	Special needs transportation	17	166	471	654	0	0	8	8

541810	Advertising agencies	39	248	2,371	2,658	5	5	55	65
541990	All other professional, scientific and technical services	50	574	2,585	3,209	8	8	95	111
811111	General automotive repair	616	1,827	9,705	12,148	1	2	7	10
Totals:		2,543	8,397	33,146	44,086	29	78	420	527

To determine the relative availability of DBEs, the Department created a ratio wherein the numerator represents the number of ready, willing and able DBE firms and the denominator represents all firms, both certified DBEs and potential DBEs, available in each work category.

For the numerator: Most recent UCP DBE Database of Certified Firms the geographic market area.

For the denominator: Most recent U.S. Census Bureau's County Business Pattern Database (CBP).

As noted in Table 1.2, the Department identified 44,086 ready, willing and able firms in the NAICS codes for the projected federally-assisted contracting opportunities. In the federally prescribed formula below, this number is used as the denominator. The numerator was found by determining the number of ready, willing and able DBE certified firms within the same NAICS sub-sectors. For the purposes of this goal setting methodology, 44,086 firms are considered ready, willing and able to perform work in the areas identified. The 527 ready, willing, and able DBE firms, divided by the 44,086 total number of all ready, willing, and able firms (DBEs and non-DBEs), yields a base figure of 1.20%.

Maine chooses not to use weighting in the determination of the base goal because of the similarity in the types of DBEs that participate on FTA projects and because of the limited number of NAICS codes that DBEs work under in the market area.

Formula

$$\left(\frac{\text{DBE (527)}}{\text{CBP (44,086)}} \right) \times 100 \approx 1.20\%$$

Step 2 – Adjustment to Base Figure

Once the base figure is determined, MaineDOT is required to examine all of the evidence available to determine what adjustment, if any, is necessary. Step 2 requires the Department to incorporate any available evidence that will improve the accuracy of the Step 1 base line goal calculations in order to determine the level of DBE participation that would occur absent the effects of discrimination. The Department assessed the impact of specific factors requiring narrow tailoring of the DBE Program. The following factors were considered in making the decision to adjust the overall DBE goal:

1. Past Participation

The volume of work that DBEs have performed in recent years can be useful to increase the accuracy of the DBE goal. Past participation is particularly useful if the contracting opportunities that are projected for the next three years are similar to those of the previous goal period. For the purpose of this methodology, past participation was measured by the volume of work DBEs have performed in the past ((49 CFR 26.45(d)(1)(i); 49 CFR 26.45(e)(3)(iii); 49 CFR 26.45(f)(1)(v)). The FTA recommends that the previous five years be used to determine the historical median for past participation. This requires the Department to evaluate DBE participation on FTA-assisted contracts during FFYs 2020-2024. The following table shows the DBE participation obtained during this five-year time period.

Table 2: DBE Past Participation, FFYs 2020 - 2024

FFY	DBE Past Participation
2020	0%
2021	0%
2022	0%
2023	0%
2024	0%

DBE participation during those federal fiscal years was 0% for FFY20, 0% for FFY21, 0% for FFY22, 0% for FFY23, and 0% for FFY24. To adjust the base figure using past participation, MaineDOT would normally add the median participation from the relevant five-year period to the base figure and divide that sum by two. The median DBE participation during this time period was 0%.

While this methodology is permissible, MaineDOT determined that applying a 0% median past participation rate would not result in a goal that accurately reflects the level of DBE participation that can reasonably be expected on FTA-assisted contracts for FFYs 2026–2028. The 0% participation in prior years does not reflect a lack of available or willing DBEs, but rather historical barriers, limited contract opportunities, and low availability of DBEs in specific market areas.

Given ongoing and planned efforts to increase DBE engagement through enhanced outreach, technical assistance, and race-neutral measures, MaineDOT believes that relying solely on past participation would underestimate the potential for meaningful DBE participation going forward. Therefore, MaineDOT has elected not to apply a downward adjustment to the base figure using past participation. As a result, the proposed overall DBE goal remains 1.20%, to be achieved entirely through race- and gender-neutral means. If the goal is not met, MaineDOT will conduct a shortfall analysis to evaluate the reasons and determine appropriate corrective actions.

Median 0%+ Base Figure 1.20% = 1.20%

2. Disparity Studies

As discussed previously, MaineDOT has not conducted any disparity studies in the past three federal fiscal years. MaineDOT contacted the State's Metropolitan Planning Organizations and its major transit providers, and none of them conducted disparity studies or comparable studies that may have provided information relative to the geographic market area.

However, MaineDOT considered the following sources of disparity study information:

MaineDOT did identify statistical disparities in the ability of DBEs to obtain financing, bonding, and insurance. To address this, we contacted the Associated General Contractors of America (AGC) to obtain relevant information. The AGC has various resources that address these disparities. They provide educational programs such as the Contractor Bonding Education and Mentoring Program, which helps new and emerging construction businesses, particularly minority-owned and under-represented businesses, to qualify for surety bonds and understand the complexities of insurance and financing within the construction industry. Additionally, their updated Construction Financing Guide offers insights into the financing process and highlights opportunities and pitfalls specific to contractors.

MaineDOT also reached out to the United States Department of Labor (USDOL), State DOL. The USDOL's Employment and Training Administration (ETA) offers extensive resources for job training and apprenticeship programs aimed at improving the employment prospects of adults, youth, and dislocated workers. These programs are designed to boost employability and earnings and are delivered primarily through state-run American Job Centers. The ETA also oversees the National Apprenticeship Act, ensuring the welfare of apprentices and providing integrated employment and training information to sponsors and the local employment community.

Additionally, MaineDOT considered other data sources to better measure the percentage of work DBEs would likely obtain in the absence of discrimination. MaineDOT consulted a variety of organizations and institutions to gather information about past discrimination in public and private contracting, as well as in credit, bonding, and insurance. This included data on employment, self-employment, training, union apprenticeship programs, and firm formation.

Key Data Sources and Consultations:

U.S. Department of Transportation (DOT)

The U.S.DOT provides guidance on considering various factors, such as past DBE participation, evidence from disparity studies, and statistical disparities in financing and insurance. This ensures a more accurate measure of DBE availability and participation in

the absence of discrimination. The U.S.DOT recommends consulting organizations representing DBEs, state or local offices of procurement, and federal or state civil rights enforcement offices, among others.

Federal Reserve

Research from the Federal Reserve includes studies on discrimination in credit markets, providing insights into disparities in mortgage lending and other financial services. This information is crucial for understanding the challenges DBEs face in obtaining financing and the systemic barriers that exist in the credit industry.

Office of Minority and Women's Business Enterprises (OMWBE)

OMWBE offers resources on surety bonds, which are often required for public and private contracts. They provide support through programs like the SBA Surety Bond Program and the USDOT Bonding Education Program, which help small businesses and DBEs become bond-ready and improve their ability to qualify for bonds.

Minority Business Development Agency (MBDA)

The MBDA offers a repository of publications and reports on the economic impact of minority-owned businesses. This includes data on the number of firms, annual revenue, and job creation by minority business enterprises.

By utilizing these data sources, MaineDOT better understands and can address the barriers faced by DBEs, ensuring a fairer and more equitable contracting environment.

3. Other Related Evidence

No other evidence of the kind described in the regulations at 49 CFR 26.45(d)(2) was available to consider in determining whether an adjustment to the base figure is warranted.

Use of Race Conscious and Race Neutral Measures

The Department anticipates that the current goal will be achieved entirely through race and gender-neutral means. Contract goals will not be necessary for additional attainment. If MaineDOT does not achieve the stated goal, it will look for possible ways to meet the goal in the future, and will prepare a shortfall analysis.

Although MaineDOT did not meet its previous overall goal of 1.02% for FFYs October 1, 2022 through September 30, 2025 (FFYs 2023 - 2025), there are so few DBEs that provide transit-related services that it would be unrealistic to set contract goals at the present. There is simply a very limited capacity of Maine's DBE community for transit operations and needs; however, MaineDOT will more aggressively pursue DBE participation where it can, both in terms of MaineDOT subcontracting opportunities and with its subrecipients. For example, MaineDOT has an ongoing conversation with a subrecipient transit provider that will be receiving a substantial amount of the FTA funding anticipated for expansion of its transit operations facility. The provider will

work with the prime contractor to ensure that qualified DBEs are aware of bidding opportunities for sub-contracts. MaineDOT will remain in close contact with the provider to ensure that the prime makes good faith efforts to utilize DBEs.

Public Process

Pursuant to 49 CFR 26.45 (g)(i), MaineDOT: *“must consult with minority, women's and general contractor groups, community organizations, and other officials or organizations which could be expected to have information concerning the availability of disadvantaged and non-disadvantaged businesses, the effects of discrimination on opportunities for DBEs, and your efforts to establish a level playing field for the participation of DBEs.”*

Public Notification of Goal Methodology

MaineDOT invites the public to review its DBE goal-setting methodology during normal business hours (Monday–Friday, 8:00 AM–4:00 PM) for the next 30 days at the MaineDOT Civil Rights Office, 16 State House Station, Augusta, ME 04333-0016. To schedule an appointment, please call (207) 624-3066. The goal-setting methodology is also available online at:

<https://www.maine.gov/dot/> or <https://www.maine.gov/dot/doing-business/civil-rights>.

MaineDOT will host a virtual public meeting to discuss the DBE goal and its rationale on:

Date: June 26, 2025

Time: 2:00 PM – 2:30 PM

Location: Zoom

Join via link:

<https://mainestate.zoom.us/j/84520783075?pwd=MO5IjAGEso6aK0Y8nHUBRN4bUOJgKl.1>

Meeting ID: 845 2078 3075

Passcode: 24330053

The public may also join by phone using the following numbers (One Tap Mobile or Dial-in options):

+16469313860,84520783075# US

+13017158592,84520783075# US (Washington DC)

Dial by location

• +1 646 931 3860 US

• +1 301 715 8592 US (Washington DC)

• +1 305 224 1968 US

- +1 309 205 3325 US
- +1 312 626 6799 US (Chicago)
- +1 646 876 9923 US (New York)
- +1 408 638 0968 US (San Jose)
- +1 507 473 4847 US
- +1 564 217 2000 US
- +1 669 444 9171 US
- +1 669 900 6833 US (San Jose)
- +1 689 278 1000 US
- +1 719 359 4580 US
- +1 253 205 0468 US
- +1 253 215 8782 US (Tacoma)
- +1 346 248 7799 US (Houston)
- +1 360 209 5623 US
- +1 386 347 5053 US

This meeting is open to the public.

MaineDOT accepts written public comments for 30 days following publication of the public notice. The comment period closes July 18, 2025. MaineDOT will revise the goal, if necessary, based on feedback received and will submit the final goal to FTA by August 1, 2025.

Please send written comments to:

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MaineDOT will also notify key stakeholders directly by email, including all certified DBEs in Maine, transit providers, women's business groups, the Associated General Contractors of Maine, Metropolitan Planning Organizations, Regional Planning Organizations, and other relevant parties.

MaineDOT provides accommodations for individuals with disabilities.

Other DBE Public Engagement and Training

As Maine's only Unified Certification Program entity, MaineDOT has done extensive public outreach to ensure that eligible businesses are aware of the DBE Program. For many years, MaineDOT has hired Eastern Maine Development Corporation, a community development and small business development agency, to administer its DBE Supportive Services Program. EMDC's contract with MaineDOT includes a recruitment component that requires the consultant to promote the DBE program to businesses at trade shows, networking and matchmaker events.

In addition to the above public process, MaineDOT also held the following DBE outreach events, provided in Table 3, to promote social equity, economic development, and the effective delivery of transportation services. These outreach events significantly increased the visibility of Maine DOT's initiatives within minority and women-owned business communities, fostering greater awareness and support for Maine DOT's DBE goals. By actively engaging with diverse stakeholders, Maine DOT was able to gather valuable insights and feedback that informed and refined its transportation planning efforts. The outreach efforts led to a more inclusive planning process, ensuring that the perspectives and needs of underrepresented communities were incorporated into Maine DOT's decision-making process.

As a result of these events, Maine DOT established stronger partnerships with DBEs, enhancing collaboration and boosting economic opportunities for these businesses. The feedback and participation garnered through these outreach events directly contributed to achieving Maine DOT's goals for social equity and effective transportation service delivery.

Table 3 contains a list of events and workshops that the DBESS Specialist and/or the DBE Administrator attended and participated in from 2022 through 2025 for the purpose of networking with small businesses and other resources that work with small businesses in order to promote the DBE Program, gather input on how best to promote the program, and work with groups to bring prime contractors and providers together with small business groups. In addition to these outreach events, MaineDOT staff attended DBE trainings to increase their proficiency and better enable them to promote the DBE program at outreach events. Table 3 also provides record of the DBE Trainings attended by MaineDOT staff.

Table 3: MaineDOT DBE Outreach Activities and Staff DBE Training

Date	DBE Outreach Event/DBE Staff Training Event
1/27/22	Department of Labor Minimum Wage Executive Order Seminar
2/14/22	Invisible Warriors: African-American Women in WWII
2/18/22	Prowire Elation Meeting
2/28/22	Davis-Bacon Compliance and the Bipartisan Infrastructure Law
3/09/22	NAWIC Women in Construction Week Celebration
3/15/22	WTS ME, NH & VT Transportation Policy Event
3/16/22	NAWIC March Membership Meeting
3/24/22	Construction Training to Residents
3/28/22	DBE Quarterly Meeting with EMDC
4/04/22	Construction Documentation Training
4/05/22	Construction Documentation Training
4/07/22	Construction Documentation Training
4/08/22	Construction Documentation Training

4/11/22	Construction Documentation Training
9/21/2022	Transportation Diversity, Equity and Inclusion (DEI) Initiative Lunch and Learn
11/17/2022	Justice40 Initiative
11/17/2022	WTS Meeting
11/29/2022	Industry Council for Tradeswomen
12/1/2022	Transportation Conference
1/4/2023	Meeting with Dagle Electric RE: Payroll issues
1/19/2023	National DBE Certifiers Group
2/21/2023	BACTS Policy Committee Meeting
2/23/2023	National DBE Certifiers Group
2/24/2023	DOT Justice40 Tool and Index Update
3/8/2023	2023 Department of Labor Prevailing Wage Seminars
3/30/2023	USDOT - Supportive Services in Workforce Development
3/30/2023	DEI Panel Discussion (WTS)
4/12/2023	NY/NE States Grants Management Peer Exchange
4/13/2023	FTA Monthly Check-in
4/27/2023	National DBE Certifiers Group
4/28/2023	Meeting with NH DOT RE: Elation
5/2/2023	2023 DOL Forum - Partnering to Build Sustainable Compliance
5/3/2023	2023 DOL Forum - Partnering to Build Sustainable Compliance
5/10/2023	FTA Semi-annual Meeting
5/12/2023	National DBE Certifiers Group
5/18/2023	Maine Business to Business Trade Show - Auburn
5/25/2023	National DBE Certifiers Group
6/5/2023	Domestic Scan Group (Shawn Smith)
6/6/2023	Domestic Scan Group (Shawn Smith)
6/7/2023	Domestic Scan Group (Shawn Smith)
6/8/2023	Build Maine Conference
6/15/2023	FTA Monthly Check-in
6/15/2023	Equity Action Plan Update Public Dialogue (Virtual)
6/29/2023	National DBE Certifiers Group
7/13/2023	NSTI
7/14/2023	NSTI
7/21/2023	NSTI
7/26/2023	U.S.DOT Project Delivery Center of Excellence (COE) Thought Leadership Series
7/27/2023	National DBE Certifiers Group
8/10/2023	FTA Monthly Check-in
8/31/2023	National DBE Certifiers Group
9/13/2023	DOL Overview of Changes to Davis-Bacon and Related Act Regulations

9/14/2023	Progress Meeting Ticonic Bridge
9/15/2023	Title VI Meeting with RLS
9/18/2023	EMDC DBE Quarterly Meeting
9/20/2023	OJT Site Visit Brunswick/Topsham Bridge
9/26/2023	DBE Orientation - Raivan, LLC
10/12/2023	FTA Monthly Check-in
10/26/2023	National DBE Certifiers Group
11/9/2023	FTA Monthly Check-in
11/30/2023	National DBE Certification Group
12/7/2023	Maine Transportation Conference
12/12/2023	Assyst - New User Requests Lunch & Learn
12/15/2023	VPI/PIMA Users Group
12/28/2023	National DBE Certification Group
1/2/2024	Maine DOT-FHWA Division CRS Monthly Meeting
1/12/2024	VPI/PIMA Users Group
1/25/2024	National DBE Certification Group
1/31/2024	DBE Meet & Greet - Portland
2/8/2024	DBE Meet and Greet - Portland
2/8/2024	DBE Meet & Greet - Augusta
2/9/2024	VPI/PIMA Users Group
2/13/2024	DBE Meet & Greet - Bangor
2/22/2024	CRO & EMDC DBE/SS Quarterly Meeting
2/27/2024	DBE Meet & Greet - Presque Isle
3/1/2024	Advisory Committee on Transportation Equity - Full Committee Meeting
3/6/2024	Meaningful Public Involvement in Transportation Decision Making
3/19/2024	FTA - MaineDOT Biannual Meeting
3/22/2024	PHCC Expo - Augusta Civic Center - DBE Booth
3/25/2024	ACTE Expanding Access Subcommittee Meeting
3/26/2024	ACTE Power of Community Subcommittee Meeting
4/3/2024	FTA Monthly Check-in
4/9/2024	USDOT DBE/ACDBE Program Regulation Changes Announcement
4/22/2024	FEDCAP Meeting
4/23/2024	ACDBE Final Rule Overview
4/29/2024	DBE/ACDBE Final Rule Changes - Certification Eligibility Requirements
4/30/2024	DBE/ACDBE Technical Assistance Q&A for Eastern, New England, and Southern Regions
5/2/2024	Inclusion Maine Conference
5/3/2024	Inclusion Maine Conference
5/9/2024	2024 Virtual DOL Forum
5/10/2024	VPI/PIMA Users Group

5/15/2024	Department of Labor 2024 Prevailing Wage Seminar
5/21/2024	FTA's Tier II Requirements in the New DBE Rule
5/30/2024	National DBE Certification Group
6/6/2024	APWA Conference
6/13/2024	FTA Monthly Check-in
6/14/2024	VPI/PIMA Users Group
6/18/2024	DBE Final Rule Changes: DBE Open Ended Performance Plans (OEPP) for Design-Build Contracts
7/30/2024	Requirements for TVMs in the New DBE Rule
8/9/2024	VPI/PIMA Users Group
8/20/2024	ADA Basics Virtual Class
8/29/2024	URA Final Rule Overview Webinar
9/26/2024	National DBE Certification Group
10/8/2024	Civil Rights Conference
10/9/2024	Civil Rights Conference
10/10/2024	Civil Rights Conference
10/15/2024	Meeting with Civil Rights Staff and Maine Black Chamber of Commerce
10/23/2024	Maine Women's Conference - Portland
10/30/2024	LPA
11/8/2024	VPI/PIMA Users Group
11/14/2024	FTA Monthly Check-in
11/20/2024	FTA MaineDOT Biannual Meeting - Volpe
11/21/2024	AGC Transportation Committee Meeting
12/4/2024	HR Title VI Narration
12/5/2024	Maine Transportation Conference - DBE Booth
12/10/2024	Maine Women's Conference Board Meeting
12/12/2024	EMDC and CRO Meeting regarding DBEs
12/13/2024	VPI/PIMA Users Group
12/19/2024	FTA- MaineDOT Check in
1/9/2025	DBE Meet & Greet - Lewiston
1/13/2025	NHI Course: Risk Mitigation Through Title VI Reviews
1/14/2025	Maine Women's Conference Board Meeting
1/17/2025	NHI Course: Risk Mitigation Through Title VI Reviews
1/21/2025	NHI Course: Risk Mitigation Through Title VI Reviews
1/23/2025	Ethics at MaineDOT
1/23/2025	DBE Roadshow - Waterville
1/23/2025	DBE Meet & Greet - Waterville
1/24/2025	NHI Course: Risk Mitigation Through Title VI Reviews
1/30/2025	DBE Roadshow - Portland
1/30/2025	DBE Meet & Greet - Portland
2/4/2025	NHI Course: Risk Mitigation Through Title VI Reviews

2/6/2025	WTS ADA Lunch and Learn
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