

**MAINE DEPARTMENT OF TRANSPORTATION**  
**FFY 2023-2025 DBE GOAL**  
(October 1, 2022 through September 30, 2025)

**OVERALL GOAL**

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 2023 - 2025 (October 1, 2022 through September 30, 2025) is 1.02%

**METHOD OF ESTABLISHING GOAL**

**Step 1 – Determining a base figure**

**49 CFR 45 (b) states “Your overall goal must be based on demonstrable evidence of the availability of ready, willing and able DBEs relative to all businesses ready, willing and able to participate on your DOT-assisted contracts (hereafter, the “relative availability of DBEs”). The goal must reflect your determination of the level of DBE participation you would expect absent the effects of discrimination. You cannot simply rely on either the 10 percent national goal, your previous overall goal or past DBE participation rates in your program without reference to the relative availability of DBEs in your market.”**

MaineDOT will calculate the overall goal using the criteria based in **49 CFR § 26.45(c) “Step 1. You must begin your goal setting process by determining a base figure for the relative availability of DBEs.”**

The determination will be based on a level of DBE participation relative to all businesses ready, willing and able to participate on FTA-assisted contracts and reflect a level MaineDOT would expect in the absence of discrimination. The overall goal setting procedure is based on the following:

- (1) Use DBE Directories and Census Bureau Data. Determine the number of ready, willing and able DBEs in your market from your DBE directory. Using the Census Bureau's County Business Pattern (CBP) data base, determine the number of all ready, willing and able businesses available in your market that perform work in the same NAICS codes. Divide the number of DBEs by the number of all businesses to derive a base figure for the relative availability of DBEs in your market.**

**Market Area:**

The market area was determined to be Statewide, since the substantial majority of the contractors and subcontractors with which MaineDOT and its subrecipients do business are located in Maine, and the entire state is the area in which MaineDOT and its subrecipients spend the substantial majority of their contracting dollars.

**Data Sources:**

MaineDOT obtained information from the 2020 County Business Patterns:

<https://data.census.gov/cedsci/table?q=CBP2020.CB2000CBP&tid=CBP2020.CB2000CBP&hidePreview=true>

And from the Maine DBE Directory:

<https://www.maine.gov/mdot/civilrights/docs/dbe/2022/WeeklyDBEVendorList.pdf>

To determine the number of certified DBE firms that are ready, willing and able to work on a given FTA-assisted project, we looked at the Maine DBE directory for firms that offer transit-related services. We also looked for NAICS codes based on anticipated contracts specified by our subrecipients where DBEs are eligible for work.

Economic Census 2020, Maine Data for various NAICS codes related to transit contracts/subcontracts:

<b>NAICS Code</b>	<b>Description</b>	<b>Maine Firms</b>	<b>Maine DBEs</b>
236210	Industrial building construction	8	1
236220	Commercial and institutional building construction	152	7
237990	Construction management, mass transit	45	3
238220	Plumbing heating and air conditioning contractors	675	2
238910	Site preparation contractors	550	6
336611	Shipbuilding and repairing	12	0
454310	Fuel dealers	269	1
483114	Coastal passenger transp to and from domestic ports	6	0
485991	Special needs transportation	17	1
541810	Advertising agencies	42	1
541990	All other professional, scientific and technical services	48	3
811111	General automotive repair	629	0
	<b>TOTALS:</b>	<b>2453</b>	<b>25</b>
	<b>BASE FIGURE: Total RWA DBES/TOTAL MAINE FIRMS</b>	<b>0.0102</b>	

Therefore, the denominator would be 2,453 to represent all potential transit firms and transit related firms for potential contracts and subcontracts in Maine for the upcoming 3 fiscal years.

The numerator would be 25, the number of DBEs under these categories available to perform the identified support work in Maine.

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.

The base goal based upon the 2020 County Business Patterns (NAICS) and DBE Directory data would be: 25/2453 = 1.02%

**(3) Use data from a disparity study. Use a percentage figure derived from data in a valid, applicable disparity study.**

Maine has not conducted any disparity studies that would apply to the calculation of this goal.

**(4) Use the goal of another DOT recipient. If another DOT recipient in the same, or substantially similar, market has set an overall goal in compliance with this rule; you may use that goal as a base figure for your goal.**

This method was not used for goal calculation.

**(5) Alternative methods. You may use other methods to determine a base figure for your overall goal. Any methodology you choose must be based on demonstrable evidence of local market conditions and be designed to ultimately attain a goal that is rationally related to the relative availability of DBEs in your market.**

MaineDOT does not propose any alternative method for base goal calculation.

**Maine DOT/ FTA – Funded DBE BASE GOAL = 1.02%.**

## **Step 2 - ADJUSTMENTS TO BASE**

**26.43(d) states “Once you have calculated a base figure, you must examine all of the evidence available in your jurisdiction to determine what adjustment, if any is needed to the base figure in order to arrive at your overall goal.”**

**(1) There are many types of evidence that must be considered when adjusting the base figure. These include:**

**(i) The current capacity of DBEs to perform work in your DOT-assisted contracting program, as measured by the volume of work DBEs have performed in recent years;**

Past participation in FTA-funded services for the Department are as follows:

Fiscal Year	Total Attainment
2019	0.0
2020	0.0
2021	0.0

Median attainment was 0.0%.

The table below includes a detail of DBE commitments and awards as well as data regarding subrecipient participation as prime as presented above:

Year	Total awarded \$	DBE Award \$	Total Prime Contracts	Prime DBE Contracts	Total Sub	Sub DBE
2019	\$1,358,468.00	\$0.00	14	0	14	0
2020	\$6,449,700.00	\$0.00	23	0	6	0
2021	\$15,742,219.00	\$0.00	16	0	20	0

The median past participation was 0.0%. Because the median fell short of the overall DBE goal for FFY 2019 - 2021 of 0.94%, and would therefore reduce the FFY 2022 – 2025 goal if applied, we will not make an adjustment for past participation.

**(ii) Evidence from disparity studies conducted anywhere within your jurisdiction, to the extent it is not already accounted for in your base figure; and**

There have been no related disparity studies for Maine.

**(iii) If your base figure is the goal of another recipient, you must adjust it for differences in your local market and your contracting program.**

The base figure selected is not the goal of another recipient. Maine does not currently have enough specific data from the other states on their transit programs to adjust the goal for differences in Maine.

**Anticipated sub/contract Opportunities from MaineDOT and Subrecipients.**

MaineDOT has surveyed sub-recipients for any known or potential subcontract opportunities for FYY 2022 through 2025.

2023 FTA Funded Projects Report			
Title	Scope	Developer Responsibility	Total Available Funds
TRENTON, ACADIA GATEWAY CENTER PHASE 2 COMPLETION	Construction of Phase II of the Acadia Gateway Intermodal Center	MaineDOT	\$9,000,000
STATEWIDE, FTA 5311 INTERCITY	Intercity Operating Assistance for 4 intercity contractors	MaineDOT	\$1,225,000
STATEWIDE, FTA 5311 RTAP	Rural Transit Assistance Program for technical assistance and training	MaineDOT	\$162,000
STATEWIDE FTAS311 JARC OPER 21	JARC Operating assistance for two transit providers	MaineDOT	\$141,626
STATEWIDE, FTA 5304	Urban Planning support	MaineDOT	\$125,000
STATEWIDE, FTA 5310 RUR-CAP 2023	Capital funding for rolling stock, equipment, and preventive maintenance	MaineDOT	\$750,000
STATEWIDE, FTA 5310 ADMIN 2023	Administrative support	MaineDOT	\$76,000
PORTSMOUTH, FTA 5307 OPER 2023	Operating assistance for demand-response transit in Southern Maine	MaineDOT	\$190,000
DOVER/ROCH NH, FTA 5307 OPER 2023	Operating assistance for demand-response transit in Southern Maine	MaineDOT	\$126,000

STATEWIDE, FTA 5310 URB-CAP 2023	Capital funding for rolling stock, equipment, and preventive maintenance	MaineDOT	\$564,706
STATEWIDE, FTA 5339 RURAL-CAP 2023	Funding for eligible capital projects	MaineDOT	\$4,000,000
PORTLAND, FTA 5339 2023	Funding for eligible capital projects	MaineDOT	\$300,000
FTA, 5311 CRANBERRY ISLE FERRY 2021	Ferry service operating assistance	MaineDOT	\$25,000
FTA, 5311 ISLE AU HAUT 2021	Ferry service operating assistance	MaineDOT	\$60,000
FTA, 5311 WEST'S 2021	Operating assistance in transit region 2	MaineDOT	\$58,000
FTA, 5311 YCCAC 2021	Operating assistance in transit region 8	MaineDOT	\$1,110,000
FTA, 5311 WMTS 2021	Operating assistance in transit region 7	MaineDOT	\$1,400,000
FTA, 5311 WALDOCAP 2021	Operating assistance in transit region 5	MaineDOT	\$439,502
FTA, 5311 RTP 2021	Operating assistance in transit region 6	MaineDOT	\$691,000
FTA, 5311 PENQUIS 2021	Operating assistance in transit region 3	MaineDOT	\$515,000
FTA, 5311 KVCAP 2021	Operating assistance in transit region 4	MaineDOT	\$387,000
FTA, 5311 DTI 2021	Operating assistance in transit region 2	MaineDOT	\$535,000
FTA, 5311, DCP 2021	Operating assistance in transit region 2	MaineDOT	\$108,000
FTA, 5311, CBTD 2021	Ferryboat operating assistance in transit region 6	MaineDOT	\$300,000
FTA, 5311, BSOOB 2021	Commuter operating assistance in transit region 7	MaineDOT	\$168,000
FTA, 5311, BATH 2021	Operating assistance in transit region 5	MaineDOT	\$75,000
FTA, 5311, ARTS 2021	Operating assistance in transit region 1	MaineDOT	\$620,000
<b>FY23 Total</b>			<b>\$23,151,834*</b>

\*Note that MaineDOT has an unexpended estimated balance of \$23,930,583 due to receipt of CARES, CRRSAA, and ARP funding. The anticipated contracting opportunities for these funds are not yet defined.

<b>2024 FTA Funded Projects Report</b>			
<b>Title</b>	<b>Scope</b>	<b>Developer Responsibility</b>	<b>Total Available Funds</b>
STATEWIDE, FTA 5311 INTERCITY	Intercity Operating Assistance for 4 intercity contractors	MaineDOT	\$1,220,686
STATEWIDE, FTA 5311 CAP	Funding for eligible capital projects under the 5311 program	MaineDOT	\$80,000
STATEWIDE, FTA 5311 RTAP	Rural Transit Assistance Program for technical assistance and training	MaineDOT	\$161,525
STATEWIDE FTA5311 JARC OPER	JARC Operating assistance for two transit providers	MaineDOT	\$141,626
STATEWIDE, FTA 5311 OPER 2022	Rural operating assistance for 22 transit providers	MaineDOT	\$4,132,000
STATEWIDE, FTA 5311 ADMIN	Rural administrative assistance for 19 transit providers	MaineDOT	\$2,269,764
STATEWIDE, FTA 5311 ADMIN	State administrative support	MaineDOT	\$500,000
STATEWIDE, FTA 5304	Urban Planning support	MaineDOT	\$130,000

STATEWIDE, FTA 5310 URB-CAP 24	Capital funding for rolling stock, equipment, and preventive maintenance	MaineDOT	\$600,000
STATEWIDE, FTA 5310 RUR-CAP 24	Capital funding for rolling stock, equipment, and preventive maintenance	MaineDOT	\$750,000
STATEWIDE, FTA 5310 ADMIN 2024	Administrative support for the 5310 program	MaineDOT	\$77,000
PORTSMOUTH, FTA 5307 OPER 2024	Operating assistance for demand-response transit in Southern Maine	MaineDOT	\$190,000
DOVER/ROCH, NH STA 5307 OPS 2024	Operating assistance for demand-response transit in Southern Maine	MaineDOT	\$126,000
STATEWIDE, FTA 5339 RURAL-CAP 2024	Funding for eligible capital projects	MaineDOT	\$4,000,000
<b>FY24 Total</b>			<b>\$14,378,601</b>

<b>2025 FTA Funded Projects Report</b>			
<b>Title</b>	<b>Scope</b>	<b>Developer Responsibility</b>	<b>Total Available Funds</b>
STATEWIDE, FTA 5311 OPER 2023	Rural operating assistance for 22 transit providers	MaineDOT	\$4,132,000
STATEWIDE, FTA 5311 JARC OPER 2023	JARC Operating assistance for two transit providers	MaineDOT	\$140,000
STATEWIDE, FTA 5311 ADMIN 2023	Rural administrative assistance for 19 transit providers	MaineDOT	\$2,269,764
STATEWIDE, FTA 5311 ADMIN 2023	State administrative support	MaineDOT	\$500,000
STATEWIDE, FTA 5311 INTERCITY 2023	Intercity Operating Assistance for 4 intercity contractors	MaineDOT	\$1,225,000
STATEWIDE, FTA 5311 CAP 2023	Funding for eligible capital projects under the 5311 program	MaineDOT	\$80,000
STATEWIDE, FTA 5311 RTAP 2023	Rural Transit Assistance Program for technical assistance and training	MaineDOT	\$160,000
STATEWIDE, FTA 5311 OPER 2024	Rural operating assistance for 22 transit providers	MaineDOT	\$4,132,000
STATEWIDE, FTA 5311 ADMIN 2024	Rural administrative assistance for 19 transit providers	MaineDOT	\$2,269,764
STATEWIDE, FTA 5304 2025	Urban Planning support	MaineDOT	\$130,000
STATEWIDE, FTA 5311 CAP	Funding for eligible capital projects under the 5311 program	MaineDOT	\$150,000
STATEWIDE, FTA 5311 OPER	Rural operating assistance for 22 transit providers	MaineDOT	\$4,500,000
STATEWIDE, FTA 5311 JARC OPER	JARC Operating assistance for two transit providers	MaineDOT	\$150,000
STATEWIDE, FTA 5311 ADMIN	Rural administrative assistance for 19 transit providers	MaineDOT	\$2,500,000
FTA 5311 INTERCITY STATEWIDE	Intercity Operating Assistance for 4 intercity contractors	MaineDOT	\$1,500,000
STATEWIDE, FTA 5311 RTAP	Rural Transit Assistance Program for technical assistance and training	MaineDOT	\$200,000
STATEWIDE, FTA 5339 RURAL CAPITAL 2025	Funding for eligible capital projects	MaineDOT	\$4,000,000
STATEWIDE, FTA 5310, URBAN CAPITAL 2025	Capital funding for rolling stock, equipment, and preventive maintenance	MaineDOT	\$700,000
STATEWIDE, FTA 5310 RUR-CAP 2025	Capital funding for rolling stock, equipment, and preventive maintenance	MaineDOT	\$800,000
STATEWIDE, FTA 5310 ADMIN 2025	Administrative support	MaineDOT	\$85,000
PORTSMOUTH, FTA 5307 OPER 2025	Operating assistance for demand-response transit in Southern Maine	MaineDOT	\$200,000
DOVER/ROCHESTER, NH FTA 5307 OPER 2025	Operating assistance for demand-response transit in Southern Maine	MaineDOT	\$135,000
<b>FY25 Total</b>			<b>\$29,958,528</b>
<b>FY22-25 Total</b>			<b>\$67,488,963</b>

**(2) If available, you must consider evidence from related fields that affect the opportunities for DBEs to form, grow and compete. These include, but are not limited to:**

**(i) Statistical disparities in the ability of DBEs to get the financing, bonding and insurance required to participate in your program;**

Maine has not collected this data related to transit contracts. Maine does have a tribal community development financial institution, Four Directions offers business financing for members of the four major tribes in Maine, the Penobscot, Passamaquoddy, Micmac and Maliseet.

**(ii) Data on employment, self-employment, education, training and union apprenticeship programs, to the extent you can relate it to the opportunities for DBEs to perform in your program.**

Maine has not collected this data related to transit contracts.

**(2) If you attempt to make an adjustment to your base figure to account for the continuing effects of past discrimination (often called the "but for" factor) or the effects of an ongoing DBE program, the adjustment must be based on demonstrable evidence that is logically and directly related to the effect for which the adjustment is sought.**

Maine will not attempt to adjust the base figure based upon the effects of the DBE program.

**(3) Other Discussion Related to Maine's Historical Data:**

Maine has not identified other historical data that would suggest the need for adjustment.

## **OVERALL GOAL CALCULATION**

FFY 2023 - 2025 for each year is 1.02%.

## **RACE NEUTRAL AND CONSCIOUS MEASURES**

The Department's DBE Program goal of 1.02% for FFYs 2023 - 2025 will be achieved entirely through race and gender-neutral means. Although we did not meet our previous overall goal of 0.94% for FFY 2019, 2020, or 2021, there are so few DBEs that provide transit-related services that we believe 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, we will more aggressively pursue DBE participation where we can, both in terms of MaineDOT subcontracting opportunities and with our subrecipients. For example, we have an ongoing conversation with the 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. We will remain in close contact with the provider to ensure that the prime makes good faith efforts to utilize DBEs.

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 contracted with Eastern Maine Development Corporation (EMDC), a community development and small business

development agency, to administer its DBE Supportive Services Program. MaineDOT includes in this contract a recruitment component that require the consultant to promote the DBE program to businesses at trade shows, networking and matchmaker events.

MaineDOT DBE staff also meets annually with transit providers to discuss DBE attainment and reporting, and to stress the need to seek DBE contracts on their transit projects. We explain that this is not only when contracting for capital contracts, but for supplies, consulting and procurement of services. EMDC sends out weekly updates to all Maine DBEs on upcoming bid opportunities.

Finally, the Department has no evidence of discrimination on the part of transit contractors and does have evidence of continuing good faith effort. If we determine that we will not attain the 1.02% overall goal using race-neutral measures, we will need to consider whether it is realistic to set targeted project goals and/or re-assess our overall goal.

**PUBLIC PARTICIPATION**

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.

The attached Appendix A contains a list of events, and workshops that the DBESS Specialist and/or the DBE Administrator attended and participated in from January 2019 through March 2022 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 such outreach events, MaineDOT staff attended the following DBE trainings to increase their proficiency and better enable them to promote the DBE program at outreach events.

<b>DBE Trainings Attended</b>		
10/27/21	DBE	Peer Exchange Sessions 1, 2, 3, 4
10/28/21	DBE	Peer Exchange Sessions 1, 2, 3, 4
10/29/21	DBE	WrapME Luggage DBE meeting
02/14/22	DBE	DBE Course
02/15/22	DBE	DBE Course
02/16/22	DBE	DBE Course
02/17/22	DBE	DBE Course
02/22/22	DBE	EMDC Youth Informational Seminar
03/02/22	DBE	USDOT DBE Contract Goal Setting Webinar
03/28/22	DBE	DBESS Quarterly Review Meeting
04/20/22	DBE	DBE Prompt Payment



## **Public Notification of Goal Methodology**

The public was notified of the proposed goal on June 21, 2022 by a Notice placed on MaineDOT Civil Rights website. Public comments will be solicited for 30 days; all comments must have been received by July 21, 2022 at 4:00 PM.

Additionally, the draft goal methodology was posted on the MaineDOT website:  
<http://www.maine.gov/mdot/civilrights/>.

Several interested stakeholders were notified directly by e-mail of the goal publication, including current service providers, contracting groups, women business organizations and the entire DBE directory. These individuals were also invited to participate in a video conference to discuss the methodology and the DBE program. E-mails were sent out to interested parties on June 21, 2022.

### **June 29, 2022 FTA Goal Methodology Conference Call**

MaineDOT held a conference call to inform the DBEs, providers and business community on the proposed FTA Goal and methodology and to get input and take questions on that and on the DBE Program. Conference call invitations were sent to all DBEs in Maine, transit providers, Associated General Contractors of Maine, Municipal Planning Organizations and others on June 21, 2022.

**Outcomes:** Ten members of the public attended, along with three Maine Civil Rights Office and Transit staff.

**Comments and Feedback:** Although some points of clarification were discussed during the conference call, there were no comments or feedback concerning the substance of the Goal Methodology. No written comments or feedback have been received as of July 21, 2022, the deadline for submission.

**Appendix A - DBE Outreach Activities**

<b>Event</b>	<b>Location</b>	<b>Date</b>
Maine Transportation Conference	Augusta	2/1/19
PCEDC Annual Meeting	Dover-Foxcroft	2/1/19
Maine PTAC Hubzone Workshop	Bangor	2/20/19
Big Gig Entrepreneurship Pitch Off	Brewer	2/20/19
Maine Better Transportation Cumberland County Meeting	South Portland	3/7/19
PTAC 101 Selling to the State of ME	Bangor	3/27/19
Portland Maine DBE Conference	Portland	4/3/19
New England Matchmaker 2 day event	Portland	4/25/19
Meeting w/ Four Directions Development Corporation	Orono	5/29/19
Build Maine Event	Lewiston	6/5/19
Maine Business to Business Tradeshow	Auburn	6/20/19
Bangor Maine Chamber of Commerce	Bangor	9/12/19
Maine PTAC Open House Event	Bangor	9/18/19
Bangor Maine Chamber of Commerce	Brewer	9/25/19
Empowering Women in Innovation & Entrepreneurship Event	Orono	9/27/19
Kennebec Valley Chamber Business Expo Event	Augusta	10/9/19
Bangor Chamber of Commerce Business After Hours	Orono	10/17/19
ME PTAC & ME DBE Presentation	Portland	11/5/19
Downeast Business Conference	Ellsworth	11/7/19
Bangor ME Chamber of Commerce After Hours Event	Bangor	11/14/19
Blitz Bangor	Bangor	11/14/19
69th Maine Transportation Conference	Augusta	12/5/19
Big Gig Event	Orono	12/10/19
Bangor Chamber Business After Hours Event	Bangor	12/12/19
Public Forum for ME's ERA Legislation	Bangor	1/9/20
Transportation on Tap Meeting	Bangor	2/13/20
Big-Gig Pitch off event	Brewer	2/25/20
From Student to Serial Entrepreneur	Orono	2/27/20
Bangor Chamber of Commerce	Bangor	3/5/20
US Census Women-Owned Business Webinar	Online	3/11/20
ME DECD COVID-19 Zoom meeting	Online	3/18/20
Best Practices For working from home	Online	3/24/20
Fast Forward Maine Virtual Conference	Online	4/7/20
Bangor Chamber of Commerce Virtual Business After Hours	Online	4/30/20
Grow with Google Event	Online	5/6/20
Senator Angus King Telephone Town Hall Meeting	Online	5/19/20
Maine Biz Webinar: What does open look like?	Online	5/21/20
Navigating & Understanding the Maine DBE Webinar	Online	5/27/20
Meeting with Commissioner Burce Van Note	Online	6/3/20
National Women's Business Council Public Meeting	Online	6/9/20
2020 MaineBiz Women's Leadership Forum	Online	6/10/20
We are strong together: Virtual Town Hall For African American Entrepr	Online	6/16/20
Virtual Town Hall For The Asian American Small Business Community: H	Online	6/18/20
COVID Best Practics For Manufacturers, Producers & Makers: Held By TI	Online	6/23/20

Women of Color In Business & Leadership: A WBDC Town Hall Conversa	Online	6/29/20
Cybersmart 2020-Fortifying The Future of Telework: Held By Nextgov	Online	6/30/20
Maine Better Transportation Association 81st Annual Meeting	Online	7/9/20
Score Webinar: LinkedIn Fundamentals	Online	7/20/20
Blitz Bangor	Online	7/23/20
MaineBiz Webinar Cybersecurity For The Remote Workforce	Online	7/29/20
Aspen Institute Webinar Delivering Credit To Entrepreneurs of Color Im	Online	8/4/20
Maine PTAC Webinar Selling To The State of Maine	Online	8/6/20
Delivering Credit To Entrepreneurs of Color Impacted By COVID-19: Wh	Online	8/8/20
Great Portland Council of Governments Racial & Ethnic Disparities & CC	Online	8/11/20
Maine PTAC Webinar Women-Owned Business Certifications; How Mai	Online	8/11/20
Maine PTAC Webinar Writing A Capabilities Statement	Online	8/13/20
KV Chamber Virtual Business After Hours	Online	8/20/20
Maine DECD Informational Webinar Economic Recovery Grant Program	Online	8/21/20
Blitz Virtual Conference: An entrepreneurship conference that supports	Online	9/24/20
GSA Madawaska Project Virtual Pre-Proposal Meeting: New U.S. land pc	Online	10/14/20
Women's Leadership Luncheon: Held by the Bangor Region Chamber of	Online	10/16/20
Early Bird Breakfast October 2020: Held by the Bangor Region Chamber	Online	10/20/20
Maine PTAC Webinar – Subcontracting Strategies:	Online	10/20/20
MainePTAC & Cianbro Virtual Industry Day:	Online	10/22/20
70th Maine Transportation 3 day Conference	Online	12/1/20
Presentation & Launch of SBAs Ascent Program	Online	1/11/21
Startup Maine Webinar: Entrepreneurs & Ecosystems	Online	1/12/21
Webinar Maine SBDC: PPP Forgiveness	Online	1/13/21
SBAs Women Owned Small Business	Online	1/21/21
Startup Maine Webinar: Entrepreneurs & Ecosystems	Online	1/26/21
Piscataquis Chamber of Commerce, Navigating covid loans, etc	Online	2/4/21
ME PTAC Webinar: Understanding how ptac can help your business	Online	2/11/21
ME PTAC Webinar: Navigating the FAR	Online	2/17/21
Upstart Center for entrepreneurship	Online	2/24/21
Kennebec Valley Chamber of Commerce After Hours Event	Online	2/24/21
MaineBiz: 5 on the future virtual forum	Online	2/25/21
Bangor Chamber of Commerce - Women's leadership Event	Online	2/25/21
Maine's Angel Investing Scene (Startup Maine Speaker Series)	Online	3/9/21
MaineDECD Update with Commissioner Heather Johnson	Online	3/10/21
MBTA Virtual Cumber County Meeting	Online	3/11/21
Piscataquis County Economic Development Council (PCEDC) Quarterly M	Online	4/5/21
MaineDECD Update with Commissioner Heather Johnson	Online	4/7/21
Biddeford & Saco Chamber of Commerce	Online	4/8/21
Greater Brewer Area Quarterly Round Table Meeting	Online	4/13/21
Opportunities & Barriers for BIPOC Entrepreneurs	Online	4/13/21
The MaineBiz Buisness Leaders of the Year Virtual Reception	Online	4/15/21
PCEDC Business Relief Program Update	Online	4/15/21
Greater City of Brewer's Quarterly Business Roundtable	Online	7/13/21
2021 Infrastructure Durability Conference	Online	7/27/21
Minority/Women-owned business	Online	9/27/21
Changing Course, Virtual Maine Transportation Gathering	Online	12/2/21

City of Brewer Quarterly Business Roundtable	Online	1/11/22
Maine PTAC Webinar: Understanding Micropurchases	Online	1/13/22
ME PTAC Webinar: Introduction to SBIT	Online	1/18/22
ME PTAC Webinar: Women Owned Small Business	Online	1/20/22
ME PTAC Webinar: UEI is the new DUNS	Online	1/25/22
Office of Small and Disadvantaged Business Utilization	Online	1/26/22
GrowSmart Maine: Infrastructure Investment & Jobs Act: Can Transport	Online	2/3/22
Bangor Resource Partners	Online	2/7/22
Social Media Marketing - SCORE	Online	2/9/22
ME PTAC Webinar: Veteran owned Small Business	Online	2/10/22
ME PTAC Webinar: Subcontracting Strategies	Online	2/15/22
Portland Chamber Shaping Maine's Scientific Future	Online	3/9/22
Scale-Up Webinar - Upstart Maine	Online	3/9/22
Lewiston-Auburn Chamber: Networking	Online	3/10/22
Belfast Chamber - Business After Hours networking	Online	3/16/22
Portland Chamber - Innovation for Everyone	Online	3/18/22
Bangor Chamber: The state of the Media	Online	3/23/22
AGC Maine Inflation Report Webinar	Online	3/23/22
Portland Press Herald Business Series	Online	3/24/22
BioME Legislative Briefing	Online	3/25/22
Piscataquis County Economic Development Quarterly Meeting	Online	3/29/22