

GEORGIA DOT RESEARCH PROJECT 17-07

FINAL REPORT

**RESEARCH AND SUPPORT TO IMPLEMENT
RECOMMENDATIONS OF THE GDOT SMALL
BUSINESS PROGRAM EVALUATION**



**OFFICE OF PERFORMANCE-BASED MANAGEMENT
AND RESEARCH**

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<p>Abstract</p> <p>This report is designed to assist the Georgia Department of Transportation (GDOT) in implementing the recommendations of a previous study, GDOT RP 13-29, "Task A: Evaluation of GDOT's Small Business Program," which concluded that the most effective way for GDOT's Small Business Program (SBP) to level the playing field for small businesses is to implement a set-aside provision for emerging small businesses (ESBs). However, to do so, the State Transportation Board must work with the State Attorney General and/or Legislature to change the current procurement guidelines. This report includes components that are designed to assist GDOT's Transportation Board in working with the State Attorney General and Legislature to modify existing guidelines. Additionally, it includes components that are intended to improve the SBP's efficiency and effectiveness.</p> <p>ESBs have the ability to perform small-valued prime contracts, but not the economies of scale to compete successfully with mid-size small businesses (MSBs) or large businesses. In 2014, large businesses made up 13 percent of GDOT's contractors and received 42 percent of small project awards valued at \$500,000 and lower. MSBs made up 21 percent of contractors and won 51 percent of small project award value. In contrast, ESBs composed 66 percent of GDOT's contractors, but gained only 7 percent of small project award value. Four of GDOT's five largest contractors competed successfully for projects smaller than \$200,000—alongside projects over \$40 million.</p> <p>A sample of 659 firms was drawn from GDOT's prequalified and registered contractors. The sample comprised 88 large businesses (average revenue of \$671.6 million; median revenue of \$67.5 million); 128 mid-size businesses (average revenue of \$2.2 million; median revenue of \$8.6 million); and 443 ESBs (average revenue of \$1.5 million; median revenue of \$750,000). These figures reinforce the need to have a set-aside provision for ESBs. Firms with an average revenue of \$1.5 million cannot compete with firms whose average revenue is \$671.6 million.</p> <p>It is critically important to support small businesses. The researchers estimated that project awards made by GDOT to small businesses created a total economic impact of \$2.115 billion between FY 2009 and FY 2014 and an estimated 34,196 new jobs. Between July 1, 2015 and December 30, 2017 GDOT's awards to small businesses created new economic output of \$6.593 billion, and 43,539 new jobs. In the state of Georgia, ESBs accounted for two thirds of the 1.5 million small business jobs, and they have consistently added more new jobs to the state's economy than have businesses with more than 100 employees or large corporations with 500 or more workers.</p> <p>The report includes the following as appendices: Appendix 1. Policy Brief: Creating Opportunities for Georgia's Emerging Small Businesses; Appendix 2. White Paper: A Proposal for Creating Opportunities for GDOT's Small Businesses; Appendix 3. A National Review of State DOT Small Business Programs; Appendix 4. Impact Analysis of Small Businesses in the State and at GDOT; Appendix 5. GDOT's Small Business Growth and Development Analysis; Appendix 6. Template for Submitting Quarterly Reports on GDOT's Small Business Program; and Appendix 7. List of Firms Eligible to be Recruited into the SBP.</p>					
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GDOT Research Project RP No. 17-07

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The contents of this report reflect the views of the authors, who are responsible for the factual accuracy of the data presented herein. The contents do not necessarily reflect the official views or policies of the Georgia Department of Transportation or the Federal Highway Administration. This report does not constitute a standard, specification, or regulation.

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Executive Summary

Purpose

This report is designed to assist the Georgia Department of Transportation (GDOT) in implementing the recommendations of a previous study, GDOT RP13-29, entitled, “Task A: Evaluation of GDOT’s Small Business Program.” That study concluded that the most effective way for GDOT’s Small Business Program (SBP) to level the playing field for small businesses is by implementing a set-aside provision for emerging small businesses (ESBs). However, to implement such a provision, the State Transportation Board must work with the State Attorney General and/or Legislature to change the current procurement guidelines. The previous report found that not all small businesses need special assistance. In particular, the share of GDOT’s contracts awarded to mid-size small businesses (MSBs) is not inconsistent with their representation among all prequalified and registered contractors at the agency. In contrast, ESBs are significantly underutilized relative to their availability. This report includes components that are designed to assist GDOT’s Transportation Board in working with the State Attorney General and Legislature to modify existing guidelines. Additionally, it includes components that are intended to improve the efficiency and effectiveness of the Small Business Program.

Background

The Federal Highway Administration (FHWA) requires each state DOT to create a Small Business Program (SBP) in order to receive federal assistance. As a result, GDOT set up its program in 2012. The federal regulation mandates that SBPs define small businesses by using the U.S. Small Business Administration (SBA) size limitation. That definition varies by industry; for example, firms in construction services can earn up to \$33.5 million in average annual revenue, while in most

manufacturing industries, SBA uses employment rather than income limits, generally allowing up to 500 workers. In contrast, environmental consulting services companies are limited to \$15.0 million in annual revenue.

The Georgia General Assembly and State Transportation Board also want to create more contracting and purchasing opportunities for small businesses because of the important role they play in the state's economic vitality.

When the State Transportation Board set up GDOT's Small Business Program, numerous smaller contracting opportunities were identified for small companies. In addition, the Board stated that sheltered market procurements would be one of the most effective ways of creating small business opportunity. This would involve setting aside certain small contracts for competition exclusively among small businesses. The Board identified 121 solicitations under \$500,000 that it felt were appropriate for small business set-asides.

However, the Board needed two important questions answered before the SBP could implement set-asides: (1) Is there a compelling reason for GDOT to establish set-asides for small businesses? and (2) Do Georgia State procurement laws permit small business set-asides? Researchers at the Georgia Institute of Technology were commissioned to answer those questions.

The researchers found, from the current project and from GDOT RP13-29, there is a compelling rationale for setting aside small-valued projects for emerging small businesses, which is a subcategory of all small businesses. ESBs have a revenue ceiling of \$4.0 million or an employment size maximum of 100 workers. The study classified all other (non-emerging) small businesses as mid-size small businesses. Each year, ESBs add the largest number of net new jobs to Georgia's economy compared to MSBs or large businesses. Additionally, ESBs make up the most significant

percentage of GDOT's registered contractors. Despite this, they receive a tiny share of contracting awards. ESBs have the capability to perform small-value prime contracts, but they do not have the economies of scale to compete successfully with MSBs or large businesses. Finally, the study determined that by targeting only small-valued solicitations and restricting them to competition among ESBs (rather than to all small businesses), adverse impacts on MSBs and large companies would be minimized.

It is important to note that the Georgia General Assembly is also committed to creating more opportunities for small businesses. Recently, the Assembly lowered the size definition of a small business from \$30.0 million to \$1.0 million and the maximum employment size from 399 to 100 workers. This was done to create more opportunities for smaller businesses.

Unfortunately, the legal consultant to the research team noted that in 1980 the State Attorney General rendered an opinion that seemed to imply set-aside contracts of any type are illegal because they restrict open competition. As such, the research recommended the State Transportation Board work with the General Assembly to obtain a revised opinion from the State Attorney General or modify the State Constitution to allow GDOT to set aside certain small contracts for competition exclusively among ESBs.

Items Included in this Report

This is not a typical research report that examines a body of literature, and then collects and analyzes data to reach an opinion or conclusion regarding a specific topic. Instead, this research is designed to assist GDOT in seeking approval to establish set-asides for ESBs. It also provides multiple guidelines and evaluations to help the SBP operate more efficiently and effectively. Those items are included in this report as appendices and are as follows:

- Appendix 1. Policy Brief: Creating Opportunities for Georgia’s Emerging Small Businesses
- Appendix 2. White Paper: A Proposal for Creating Opportunities for GDOT’s Small Businesses
- Appendix 3. A National Review of State DOT Small Business Programs
- Appendix 4. Impact Analysis of Small Businesses in the State and at GDOT
- Appendix 5. Baseline Report to Measure the Growth and Development of GDOT’s Small Businesses
- Appendix 6. Template for Submitting Quarterly Reports on GDOT’s Small Business Program
- Appendix 7. List of Firms Eligible to be Recruited into the SBP

The next section provides a summary of each item.

Summary of Appendices

Summary of Appendix 1. Policy Brief: Creating Opportunities for Georgia’s Emerging Small Businesses

This short update provides policymakers a quick summary of the rationale and compelling need for a set-aside for emerging small businesses. There is a serious underutilization of ESBs, even though they have the capacity to perform small contracts. For example, in 2014, large businesses made up 13 percent of GDOT’s contractors and received 42 percent of the total small project award value (i.e., projects \$500,000 and lower). Mid-size small firms made up 21 percent of contractors and won 51 percent of the small project award value. In contrast, emerging small businesses composed 66 percent of GDOT’s contractors and gained only 7 percent of the small project award value.

No matter how efficient ESBs are, they do not have the economies of scale to compete with medium-sized small businesses or with large companies. Research revealed that four of GDOT's five largest contractors competed successfully for projects smaller than \$200,000. During the same period of analysis, they were awarded projects valued greater than \$40 million. For this reason, GDOT must consider implementing an ESB set-aside provision.

Summary of Appendix 2. White Paper: A Proposal for Creating Opportunities for GDOT's Small Businesses

This white paper provides background on the nature of the problem and detailed information on the current situation confronting small businesses in contracting at GDOT. It also provides greater insight into the motivation for recommending a set-aside program for ESBs.

In the state of Georgia, ESBs accounted for two thirds of the 1.5 million small business jobs. Also, they have consistently added more new jobs to the state's economy than have businesses with more than 100 employees or large corporations with 500 or more workers. For example, in 2010 the state was recovering from the severest recession since the Great Depression. That year, the net reduction in jobs by large firms was 53,000. By contrast, firms with fewer than five workers added a net of 15,000 new jobs. The vitality of Georgia's economy depends on contributions from businesses of all sizes, but job creation depends heavily on the welfare of ESBs.

These firms are significantly underutilized at GDOT. However, a sheltered market policy that sets aside certain small-valued contracts for competition exclusively among ESBs would level the playing field without having a significant adverse impact on MSBs and large contractors. Furthermore, small-valued contracts awarded to ESBs add more jobs to Georgia's economy than similar awards of the same amount made to MSBs and large corporations.

Summary of Appendix 3. A National Review of State DOT Small Business Programs

The Federal Highway Administration mandates that each state transportation department establish a small business program in order to receive federal funds. The research team conducted a national review of those programs to examine the similarities and differences in the programs and policies and those of GDOT. The examination included 50 states and the District of Columbia. The assessment was conducted by examining the numerous source documents and records. The information collected included the following: the size standard used to determine program eligibility, whether the standard is applied uniformly across all industries or varies by industry, whether the states have a set-aside program for small businesses, and whether the small business program applies to both state and federally funded contracting. Additionally, a detailed description of program policies for various states is included in this appendix.

The results indicate that GDOT's small business program policies are not in step with those of most state DOTs. They differ in the following ways:

- 50 percent of state DOTs use set-aside provisions in their state contracting program, including all states bordering Georgia: Alabama, Tennessee, North Carolina, South Carolina, and Florida (see Map 1 in Appendix 3). GDOT currently does not.
- 28 percent of state DOTs use set-asides in their federal small business program (see Map 2 in Appendix 3). GDOT does not.
- 62 percent of state DOTs use multiple tiers within their small business program to separate mid-size small businesses from smaller ones. This allows them to provide more assistance to smaller businesses (see Map 3 in Appendix 3). GDOT does not.

- 76 percent of state DOTs use small business size standards that differ from the U.S. SBA size standard, and their alternative standards differ by industry. GDOT uses the small business size standard.

Summary of Appendix 4. Impact Analysis of Small Businesses in the State and at GDOT

This research identified firms at GDOT that had the potential to become certified small businesses. The information was matched with the total value of project awards they received. The impact analysis for planning (IMPLAN) model was then used to estimate the total economic output and new jobs that were generated as a result of expenditures in various industries.

It is estimated that project awards made by GDOT to small businesses created a total economic impact of \$2.115 billion between FY 2009 and FY 2014. This output was accompanied by an estimated 34,196 new jobs. Between July 1, 2015 and December 30, 2017 GDOT's awards to small businesses created new economic output of \$6.593 billion, and 43,539 new jobs.

In 2016, across the state, small businesses employed 41.5 percent of Georgia's workforce or 1.5 million persons. Large businesses employed 2.2 million workers. Emerging small businesses make up the most important segment of small businesses. They accounted for 30 percent of the state's workforce, or 1 million workers, and each year they bring more new workers to the state's workforce than do the combined mid-size small businesses or large businesses. A 2018 report by the U.S. Small Business Administration indicated that Georgia's businesses with 100 or fewer employees created 73,251 net jobs in 2015. Finally, eight out of every ten construction workers are employed by a small business.

Tables A4-2 and A4-3 indicate that small businesses account for a large majority of workers in the construction industries (overall 82 percent or 117,220 employees). Specifically, small business

owners held 15,752 construction firms, while owners of large businesses operated only 137 businesses.

Summary of Appendix 5. GDOT's Small Business Growth and Development Analysis

The research established baseline conditions to measure the growth and performance of GDOT's small businesses. The revenue growth and development of firms that were potentially certifiable as ESBs and MSBs were measured. FY 2014 was used as the base year. The research established a framework for measuring the growth in revenue capacity and utilization over time, and isolating the effects of the small business program.

There were 88 large businesses, for which the average revenue was \$671.6 million, and the median revenue was \$67.5 million. There were 128 mid-size businesses; their average revenue was \$2.2 million and median revenue was \$8.6 million. There were also 443 emerging small businesses, with an average revenue of \$1.5 million and a median revenue of \$750,000. This result reinforces the need to have a set-aside provision for emerging small businesses. Otherwise, firms with an average revenue of \$1.5 million must compete with firms whose average revenue is \$671.6 million.

The sample was broken down by Disadvantaged Business Enterprise (DBE), Women's Business Enterprise (WBE), and non-DBE-WBE status. The average and median revenues of non-DBE-WBE's were \$181.9 million and \$4.9 million, respectively. For DBEs, the respective figures were \$1.7 million and \$506,819, and for WBEs, \$2.9 million and \$1.5 million.

The average revenue of mid-size small businesses that were also DBEs was \$8.6 million and the median revenue was similar at \$8.0 million. WBEs that were mid-size small businesses had average revenues of \$8.8 million and median revenues of \$7.0 million. The average revenue of

emerging small businesses that were also DBEs was \$779,449, while the median revenue was \$389,331. This suggests that many businesses in this category had very low incomes.

Summary of Appendix 6. Template for Submitting Quarterly Reports on GDOT's Small Business Program

The research team developed a template that can be used to submit quarterly reports on the Small Business Program to the State Transportation Board. The template has embedded macros that automatically calculate certain key metrics when the requested information is entered. It also has a framework for measuring trends over time.

Summary of Appendix 7. List of Firms Eligible to be Recruited into the SBP

The research team identified the revenue and employment size of about 659 firms that are currently prequalified and registered with GDOT. The revenue and employment data were used to determine whether the firms are potential candidates for the SBP. The firms' DBE status and potential ESB/MSB status is indicated. Detailed information on the firms is provided on an accompanying CD-ROM.

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Introduction

This report is designed to assist the Georgia Department of Transportation (GDOT) in implementing the recommendations of a previous study, GDOT RP13-29, entitled, “Task A: Evaluation of GDOT’s Small Business Program.” That study concluded that the most effective way for GDOT’s Small Business Program (SBP) to level the playing field for small businesses is by implementing a set-aside provision for emerging small businesses (ESBs). However, to implement such a provision, the State Transportation Board must work with the State Attorney General and Legislature to change the current procurement guidelines. The previous report found that not all small businesses need special assistance. In particular, the share of GDOT’s contracts awarded to mid-size small businesses (MSBs) is in line with their representation among all prequalified and registered contractors at the agency. In contrast, ESBs are significantly underutilized relative to their availability. This report is intended to improve the efficiency and effectiveness of GDOT’s Small Business Program and create more opportunities for ESBs.

The Federal Highway Administration (FHWA) requires each state DOT to create a Small Business Program (SBP) to receive federal assistance. As a result, GDOT set up its program in 2012, following a nationwide mandate to all state DOTs issued by the Federal Highway Administration (FHWA). When Georgia’s Transportation Board set up GDOT’s Small Business Program, it stated that sheltered market procurements would be one of the most effective ways of creating small business opportunity. This means setting aside certain small contracts for competition exclusively among small businesses. The Board retained researchers at the Georgia Institute of Technology (Georgia Tech) to determine whether there is a compelling reason for GDOT to establish set-asides for small businesses. The Board also sought to determine whether or not Georgia’s procurement laws permit small business set-asides.

The researchers found there is a compelling rationale for setting aside small-valued projects for emerging small businesses, which is a subcategory of all small businesses. ESBs have a revenue ceiling of \$4.0 million or an employment size maximum of 100 workers. The study classified all other (non-emerging) small businesses as mid-size small businesses.

Regarding the rationale for helping ESBs, the study found they add the largest number of net new jobs to Georgia's economy compared to MSBs or large businesses. Additionally, ESBs make up the most significant percentage of GDOT's registered contractors. Despite this, they receive a tiny share of contracting awards. ESBs can perform small-value prime contracts, but they do not have the economies of scale to compete successfully with MSBs or large businesses. As a result, they need special help.

Concerning the legal issue, the research team noted that in 1980 the State Attorney General rendered an opinion that seemed to imply set-aside contracts of any type are illegal because they restrict open competition. The research recommended that the State Transportation Board work with the General Assembly to obtain a revised opinion from the State Attorney General or modify the State Constitution to allow GDOT to set aside certain small contracts for competition exclusively among ESBs.

Methodology

This study resulted in the creation of several distinct deliverables. The first is a policy brief entitled *Creating Opportunities for Georgia's Emerging Small Businesses* (see Appendix 1). This short brief provides policymakers a quick summary of the rationale and compelling need for a set-aside for emerging small businesses. It argues that there is a serious underutilization of ESBs, even though they can perform small contracts. For example, in FY 2014 large businesses made up 13 percent of GDOT's contractors and received 42 percent of the total small project award value (i.e., projects \$500,000 and lower). Mid-size, small firms made up 21 percent of contractors and won 51 percent of the small project award value.

In contrast, emerging small businesses composed 66 percent of GDOT's contractors and gained only 7 percent of the small project award value. No matter how efficient ESBs are, they do not have the economies of scale to compete with medium-sized small businesses or with large companies. The second deliverable is a white paper entitled *A Proposal for Creating more Opportunities for GDOT's Small Businesses* (see Appendix 2). It provides detailed information on the rationale for a set-aside and the manner to implement it.

The third deliverable is a national review of how state DOT small business programs operate (see Appendix 3). The research team examined programs of 50 states and the District of Columbia. The information collected included the following: the size standard used to determine program eligibility, whether the standard is applied uniformly across all industries or varies by industry, whether the states have a set-aside program for small businesses, and whether the small business program applies to both state and federally funded contracting.

The next deliverable is an impact analysis of GDOT's Small Business Program (see Appendix 4). The research identified firms at GDOT that had the potential to become certified small businesses.

The information was recorded alongside the total value of project awards they received. The impact analysis for planning (IMPLAN) model was then used to estimate the total economic output and new jobs created as a result of expenditures in various industries.

Following the impact analysis, the research team examined the growth and development of small businesses prequalified with GDOT (see Appendix 5). Baseline conditions were established to measure the growth and performance of GDOT's small businesses. The revenue growth and development of firms that were potentially certifiable as ESBs and MSBs were measured with FY2014 as the base year. The research established a framework for measuring the growth in revenue capacity and utilization over time and isolating the effects of the small business program.

The penultimate procedure was the development of a template that can be used by the small business program to submit quarterly reports on the program to the State Transportation Board (see Appendix 6). The template has embedded macros that automatically calculate certain key metrics when one inserts the requested information. It also has a framework for measuring trends over time.

Finally, the research team compiled a list of businesses that are potentially eligible to become GDOT certified small businesses (see Appendix 7). Revenue and employment data were used to determine whether the firms are potential candidates for the SBP. A database was created that contains firms' DBE status and potential ESB/MSB status. The file is accompanied by a CD-ROM that has more detailed information.

Findings

Emerging small businesses (i.e., those with 100 and fewer employees) struggle to win even the small awards they can perform. They compose 95 percent of all employer-based firms in the state and employ over 1 million workers, which is 30 percent of Georgia's workforce. More importantly, they added the most significant number of net new jobs and carried the state through the last recession. At GDOT, emerging small businesses account for two thirds of all prequalified and registered contractors. A recent study showed those businesses received less than 7 percent of the value of awards \$500,000 and smaller. The firms are capable and valuable to the state, but they cannot compete on price with large contractors and mid-size contractors, because those larger companies have the advantages created by economies of scale. The policy brief from this research urges policymakers in Georgia to join their counterparts in all surrounding states by giving special consideration to emerging small firms.

In 2014 there were 2,335 firms prequalified and registered with GDOT. Medium-sized small businesses (MSBs) composed 21 percent of registered firms and large businesses made up 13 percent. In comparison, ESBs composed two thirds or 66 percent.

The research analyzed five years of contract solicitations (FY 2009 – FY 2014) and selected all awards of \$500,000 and smaller. During that time, ESBs made up 66 percent of all registered and prequalified firms, but they received only 16 percent of projects awarded and 7 percent of award value. In contrast, MSBs (i.e., firms with 101 to 500 employees) made up 21 percent of registered firms and received 51 percent of the total award value. Finally, large firms accounted for 13 percent of registered contractors and gained 42 percent of the award value. Both MSBs and large contractors were very successful at winning prime awards, including relatively small-valued awards of \$500,000 and less. However, the situation was different for ESBs.

One half of ESBs had annual revenues of \$1.0 million to \$4.0 million. Presumably, they could perform contracts \$500,000 and smaller. Nevertheless, large companies and MSBs were considerably more successful at winning contracts of \$500,000 and lower. Even though ESBs could perform small projects, they did not have the economies of scale necessary to compete against larger firms. For example, between FY 2009 and FY 2014, four of GDOT's five largest contractors won prime awards valued below \$200,000, and they also won projects ranging in value up to \$42 million. GDOT must find a way to level the playing field for ESBs when they compete for small awards. They deserve this consideration because of their valuable contribution to Georgia's economy.

The team examined 50 state DOT small business programs and District of Columbia's program. The results indicate that GDOT's small business program policies are not in step with those of most of the remaining state DOTs. Specifically, 50 percent of state DOTs used set-aside provisions in their state contracting program, including all states bordering Georgia: Alabama, Tennessee, North Carolina, South Carolina, and Florida. However, GDOT does not. Likewise, 28 percent of state DOTs use set-asides in their federal small business program. GDOT does not.

The examination also found that 62 percent of state DOTs use multiple tiers within their small business program to separate mid-size small businesses from smaller ones to provide more assistance to smaller businesses. GDOT does not. Finally, 76 percent of state DOTs use small business size standards that differ from the U.S. Small Business Administration (SBA) size standard, and their alternative standards differ by industry.

The next step was estimating the impact of small businesses at GDOT. It involved determining how much contracting occurred with small businesses and the industries in which the contracting occurred. The research team created a random sample of firms that could qualify as small

businesses. The sample consisted of 659 firms. The number of contracts received by those firms, the industries in which they operated, as well as their average revenue and employment size were determined. The research team then used the impact analysis for planning (IMPLAN) model to estimate the total amount of output and employment created by each dollar of expenditures with small businesses in specific industries.

The model works by replicating how contracting dollars and household income circulates and recirculates through the regional economy to generate additional spending. A multiplier expresses the relationship between the initial expenditures and the cumulative total of all successive rounds of spending. The multiplier allowed the team to estimate the total dollar impact of each dollar spent and the amount of employment (new jobs) created thereby.

The project awards made by GDOT to small businesses created an estimated total economic impact of \$2.115 billion between FY 2009 and FY 2014. An estimated 34,196 new jobs accompanied this output. The FY 2009–14 multipliers were applied to spending between July 1, 2015 and December 30, 2017 GDOT's awards to small businesses created new economic output of \$6.593 billion, and 43,539 new jobs.

The study examined the impact of GDOT's Small Business Program on the development and growth in revenue capacity of firms, which required several steps. First, the research team used a random sample consisting of 659 firms. The data were used to classify firms into ESB, MSB, and large business categories. Additionally, the prequalification information was used to categorize firms as prime contractors, subcontractors, or consultants. The results indicated that 88 of the firms in the sample were large businesses, 128 were MSBs, and 443 were ESBs.

This information was used to establish the baseline conditions of GDOT small businesses at the end of FY 2014. It may be tracked over time to determine the relative impact of the program on the progress and performance of small businesses.

GDOT's vendor registration records for 2014 indicate there were 88 large businesses, for which the average revenue was \$671.6 million, and the median revenue was \$67.5 million. There were 128 mid-size businesses; their average revenue was \$2.2 million and median revenue \$8.6 million. There were also 443 emerging small businesses, with average revenue of \$1.5 million and a median revenue of \$750,000. This result reinforces the need to have a set-aside provision for emerging small businesses. Otherwise, firms with an average revenue of \$1.5 million must compete with firms whose average revenue is \$671.6 million.

The sample was broken down into Disadvantaged Business Enterprise (DBE), Women Business Enterprise (WBE), and non-DBE-WBE status. The average and median revenues for non-DBEs or WBEs were \$181.9 million and \$4.9 million, respectively. For DBEs, the respective figures were \$1.7 million and \$506,819. For WBEs, the figures were \$2.9 million and \$1.5 million, respectively.

Recommendations

This report was designed to assist the Georgia Department of Transportation (GDOT) in implementing the recommendations of a previous study. Task A, entitled “Evaluation of GDOT’s Small Business Program”, of GDOT RP 13-29 and the findings of the current study conclude the most effective way for GDOT’s Small Business Program (SBP) to level the playing field for small businesses is to implement a set-aside provision for emerging small businesses (ESBs). The studies recommend the following:

1. The State Transportation Board should work with the State Attorney General to change the current procurement guidelines to allow set-asides for ESBs. Doing this is easier than working with the General Assembly to amend the state constitution. Tell the Attorney General and the General Assembly that one half (i.e., 50 percent) of the nation’s state DOTs use set-aside provisions in their state contracting program. More importantly, all states bordering Georgia have set-aside provisions; Alabama, Tennessee, North Carolina, South Carolina, and Florida.
2. GDOT should create a two-tiered small business program to separate ESBs from MSBs. ESBs need special assistance while MSBs do well in contract awards. Also, 62 percent of state DOTs use multiple tiers within their small business program to separate mid-size small businesses from smaller ones. These states can provide more assistance to smaller businesses.
3. GDOT’s small business program should use the reporting template designed by the research team to submit quarterly and annual reports to the Board. That format would also allow the program to monitor the growth and progress of small businesses.

4. The revenue and utilization of small businesses should be monitored and evaluated on an ongoing basis to determine when ESBs should be graduated to MSB status and help evaluate the growth and development of small businesses.
5. Currently, all DBEs are considered small businesses. This practice should be modified because some DBEs are too large to qualify as ESBs. Some could only qualify as MSBs.
6. The goal of the SBP is to increase prime contracting opportunities for small businesses. Therefore, each small business should be encouraged to become a prequalified prime contractor or prequalified professional consultant.
7. The SBP should focus more attention on prime contracting opportunities awarded to ESBs for the following reasons: (a) The general goal of small business programs is to increase prime contracting opportunities that would not otherwise be available to small businesses; (b) Small businesses that are also DBEs only receive subcontracting assistance through the DBE Program; and (c) MSBs are very successful in winning prime contracts, but ESBs are not.
8. It is important that policymakers be able to determine how the SBP versus the DBE program causes progress. For this reason, reports should not combine utilization attributable to the DBE program with utilization attributable to the SBP. DBE utilization may or may not be race-neutral. All small business utilization is race-neutral. GDOT is required to separate race-neutral attainment from race-conscious attainment in its annual report to FHWA. The template designed by the research team would facilitate this reporting.
9. The SBP should use the list provided in Appendix 7 to recruit firms for the small business program. The research team identified the revenue and employment size of about 659 firms prequalified or registered with GDOT. The revenue and employment data were used

to determine whether the firms are potential candidates for the SBP. The list indicates firms' DBE status and potential ESB/MSB status. Detailed information, including contact numbers, is provided on an accompanying CD-ROM.

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APPENDIX 1

Policy Brief:

Creating Opportunities for Georgia's Emerging Small Businesses

Creating Opportunities for Georgia's Emerging Small Businesses

A policy brief prepared for GDOT's Small Business Program



Prepared by the Georgia Institute of Technology Research Team

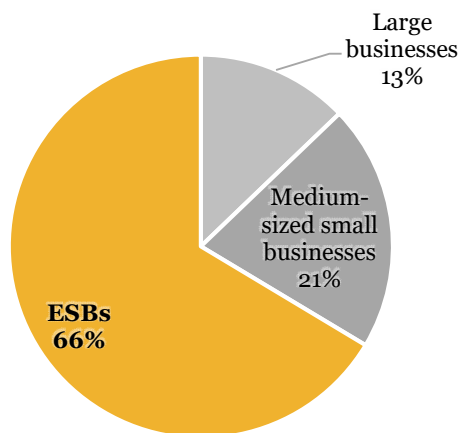
The Importance of Georgia's Emerging Small Businesses

The Georgia Legislature and GDOT Board are firmly committed to supporting small businesses. This policy brief argues that it would be a mistake to lump all small businesses into the same category. Mid-size small companies (i.e., those with 101–500 workers) and large businesses (i.e., those with 500+ employees) do well when it comes to receiving contracting awards from GDOT.

In contrast, GDOT's emerging small businesses (i.e., those with 100 and fewer employees) struggle to win even the small awards they can perform. According to the Census Bureau's 2016 Annual Survey of Entrepreneurs, firms of this size comprise 94.5 percent of all employer-based firms in the State of Georgia, and employ over 1.1 million workers, which is 30 percent of Georgia's workforce. More importantly, they added the most significant number of net new jobs and carried

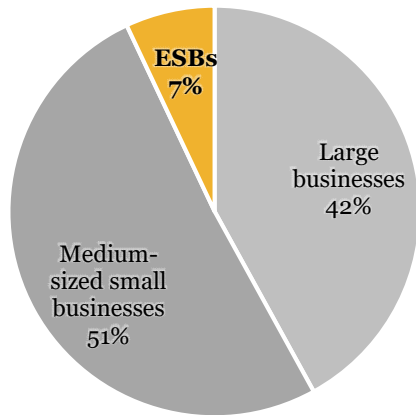
the state through the last recession. At GDOT, emerging small businesses account for two thirds of all prequalified and registered contractors. A recent study showed those businesses received less than 7 percent of the value of awards \$500,000 and smaller. The firms are capable and valuable to the state, but they cannot compete on price

Firms Registered with GDOT, 2014



with large contractors and mid-size contractors, because those larger companies have the advantages created by economies of scale. This brief urges policymakers in Georgia to join their counterparts in all surrounding states by giving special consideration to emerging small firms.

Project Award Values, 2009–2014 Contracts \$500,000 and smaller



Project Award Imbalance at GDOT, 2009–2014

Large businesses made up 13 percent of GDOT’s contractors and received 42 percent of the small project award value (i.e., projects \$500,000 and lower). Mid-size small firms made up 21 percent of contractors and won 51 percent of the small project award

value. In contrast, emerging small businesses composed 66 percent of GDOT’s contractors, and they gained only 7 percent of the small project award value.

The Problem

No matter how efficient emerging small businesses are, they do not have the economies of scale to compete with medium-sized small businesses or with large companies. Research revealed that four of GDOT’s five largest contractors competed successfully for projects smaller than \$200,000. During the same period of analysis, they were awarded projects valued greater than \$40 million.

The Best Solution: Set-Aside Provision for Emerging Small Businesses

GDOT operates a Small Business Program for all small firms. This policy brief recommends that GDOT create a separate tier within the program for emerging small businesses and establish a

set-aside provision for specific small projects. Competition for those projects would be restricted exclusively to emerging small firms. Why do this? Because it is the only practical way of leveling the playing field for emerging small businesses. Furthermore, it would have a minimal adverse impact on mid-size small firms and large contractors.

Remove the Legal Constraint

In 1980, the State Attorney General rendered an opinion which seems to imply that setting aside contracts in Georgia is not permitted by law. The Federal Highway Administration (FHWA) requires all state DOTs to establish a Small Business Program. However, FHWA does not mandate that states establish set-aside programs, but it permits them to do so if it does not violate state laws. FHWA also allows states to create tiers within the program for different size small firms.

The Policy Recommendation

This policy brief recommends that the State Transportation Board work with the General Assembly and the State Attorney General to modify the state constitution or state purchasing code to allow GDOT to set aside specific small projects for exclusive competition among emerging small businesses. This action would remove the apparent legal constraint; spur profitable, healthy growth among the segment of Georgia's small businesses that is creating the most significant number of new jobs; and, bring Georgia in line with Alabama, Tennessee, North Carolina, South Carolina, and Florida—all of whom allow set-asides in state contracting.

APPENDIX 2

White Paper: A Proposal for Creating Opportunities for GDOT's Small Businesses

White Paper:

A Proposal for Creating Opportunities for GDOT's Small Businesses

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Nature of the Problem

The Georgia General Assembly and State Transportation Board want to create more contracting and purchasing opportunities for small businesses because of the important role they play in the state's economic vitality. In 2016, small businesses employed 41.5 percent of Georgia's workforce, which amounted to 1.5 million workers. Between 2010 and 2014, the contracts awarded to small businesses by GDOT created 24,000 new jobs and \$2.7 billion in economic activity.

Nationally, small businesses with 100 or fewer workers are especially significant. In Georgia, they accounted for two thirds of the 1.5 million small business jobs. Also, they have consistently added more new jobs to the state's economy than have businesses with more than 100 employees or large corporations with 500 or more workers. For example, in 2010 the state was recovering from the severest recession since the Great Depression. That year, the net reduction in jobs by large firms was 53,000. By contrast, firms with fewer than five workers added a net of 15,000 new jobs. The vitality of Georgia's economy depends on contributions from businesses of all sizes, but job creation depends heavily on the welfare of emerging small businesses (ESBs).

This study focuses on all small businesses but is mainly concerned with the well-being of ESBs. It defines ESBs as firms with 100 or fewer employees (if they operate in manufacturing industries) or \$4.0 million or less in annual revenue (if they operate in non-manufacturing sectors). Among large and small businesses, ESBs contribute the most to new job creation in Georgia and the nation.

This white paper highlights the findings of a much larger study commissioned by the Georgia Department of Transportation (GDOT), entitled, "Evaluation of GDOT's Small Business Program" (2017). The report found that while ESBs are a crucial component of Georgia's workforce expansion, it is tough for them to win small-sized contracts at GDOT. Many ESBs can perform

prime contracts of \$500,000 and lower, but they cannot compete successfully against medium-sized small firms and large contractors. The economies of large-scale operation make it almost impossible for ESBs to compete successfully on price. ESBs need special assistance, and this white paper recommends what they need and the reasons why. It proposes a strategy to help these businesses succeed at GDOT—one that minimizes the adverse impacts on medium-sized small businesses and large contractors.

The Situation

In 2014 there were 2,335 firms prequalified and registered with GDOT. Medium-sized small businesses (MSBs) composed 21 percent of registered firms and large businesses made up 13 percent. In comparison, ESBs composed two thirds or 66 percent.

The research analyzed five years of contract solicitations (2009–2014) and selected all awards of \$500,000 and smaller. During that time, ESBs made up 66 percent of all registered and prequalified firms, but they received only 16 percent of projects awarded and 7 percent of award value. In contrast, MSBs (i.e., firms with 101 to 500 employees) made up 21 percent of registered firms and received 51 percent of total award value. Finally, large firms accounted for 13 percent of registered contractors and gained 42 percent of the award value. Both MSBs and large contractors were very successful at winning prime awards, including relatively small-valued awards of \$500,000 and less. However, the situation was different for ESBs.

One half of ESBs had annual revenues of \$1.0 million to \$4.0 million. Presumably, they could perform contracts \$500,000 and smaller. Nevertheless, large companies and MSBs were considerably more successful at winning contracts of \$500,000 and lower. Even though ESBs could perform small projects, they did not have the economies of scale necessary to compete against larger firms. For example, between FY 2009 and FY 2014, four of GDOT's five largest contractors

won prime awards valued below \$200,000, and they also won projects ranging in value up to \$42 million.

GDOT should not penalize MSBs and large contractors for being successful. However, it must find a way to level the playing field for ESBs when they compete for small awards. They deserve this consideration because of their valuable contribution to Georgia's economy.

Motivation Behind the Research on the Small Business Program

The Federal Highway Administration (FHWA) requires each state DOT to create a Small Business Program (SBP) if it wants to receive federal assistance. As a result, GDOT set up its program in 2012. The federal regulation mandates that SBPs use the U.S. Small Business Administration (SBA) size limitation for small business. The definition varies by industry. Firms in construction services can earn up to \$33.5 million in average annual revenue. In manufacturing industries, SBA uses employment rather than income limits. Generally, they can have up to 500 workers.

When the State Transportation Board set up GDOT's Small Business Program, numerous activities were identified to create opportunities for small companies. The SBP implemented the Board's recommendations. The Board also stated that sheltered market procurements would be one of the most effective ways of creating small business opportunities. This means setting aside certain small contracts for competition exclusively among small businesses. The Board identified 121 solicitations under \$500,000 that it felt were appropriate for small business set-asides.

However, the Board needed three questions answered before the SBP could implement set-asides:

1. Do Georgia State procurement laws permit small business set-asides?
2. Do GDOT purchasing regulations permit small business set-asides?

3. Would set-asides be beneficial to small contractors at GDOT?

Researchers at Georgia Tech were commissioned to answer those questions. The final report is a comprehensive evaluation of GDOT's SBP, and this white paper summarizes their findings.

It is important to note that the Georgia General Assembly is also committed to creating more opportunities for small businesses. In fact, in July 2015 the General Assembly modified the definition of a small business in Georgia's purchasing code. The stated purpose was to create more opportunities for smaller establishments. The new definition reduced the size limit of a small business from \$30.0 million to \$1.0 million and the maximum employment size from 399 to 100 workers.

The legislation authorizing the modification stated the following:

“Only through the existence of free and vigorous competition can free entry into business and opportunities for personal initiative and individual achievement be assured. The preservation and expansion of such competition is essential for economic well-being. In order to encourage such competition, it is the declared policy of the state to ensure that a fair proportion of the total purchases and contracts or subcontracts for property, commodities, and services for the state be placed with small businesses so long as the commodities and services of small businesses are competitive as to price and quality.”

Findings and Conclusions of the Research

In 2017, Georgia Tech researchers issued their final report entitled, *Evaluation of GDOT's Small Business Program* (see, Georgia DOT Research Project 13-29). The report's significant conclusions are listed below:

1. FHWA requires that federal SBPs be open to all small businesses that meet the SBA size standard. However, GDOT should create within its program a separate category for ESBs because they are significantly less successful in winning contract awards than are MSBs.
2. ESBs can perform small-valued prime contracts, but they cannot compete successfully with MSBs and large contractors who enjoy the pricing advantages of economies of scale.
3. A sheltered market policy that sets aside certain small-valued contracts for competition exclusively among ESBs would level the playing field without having a significant adverse impact on MSBs and large contractors.
4. Small-valued contracts awarded to ESBs add more jobs to Georgia's economy than similar awards of the same amount made to MSBs and large corporations.
5. The research team's legal consultant concluded that GDOT's procurement regulations neither prohibit nor permit procurement set-asides for small businesses.
6. The legal consultant also noted that in 1980 the State Attorney General rendered an opinion that implied set-aside contracts of any type might be illegal.
7. The research recommended that the State Transportation Board should work with the General Assembly to modify the State Constitution to allow GDOT to set aside contracts for competition exclusively among ESBs.
8. Finally, there is a compelling rationale for setting aside small-valued projects for ESBs. ESBs add more net new jobs to Georgia's economy than do large businesses. ESBs make up the most significant percentage of GDOT's registered contractors but receive a tiny share of awards. Also, ESBs can perform small-valued prime contracts, but they do not have the economies of scale to compete successfully with MSBs and large businesses.

Finally, targeting small-valued solicitations as set-asides and restricting competition to ESBs (rather than to all small businesses) reduces the adverse impact on MSBs and large companies.

Frequently Asked Questions

Q: Why should GDOT implement a set-aside provision for emerging small businesses?

A: ESBs (i.e., firms with 100 or fewer employees or \$4.0 million or less in annual revenue) added more net new jobs to the state's economy over the last decade than did large corporations. ESBs compose two thirds of GDOT's registered and prequalified firms. Despite their significant contribution to the state's economy, they receive only a tiny share of GDOT's small-valued contracts. ESBs can perform small-valued prime projects, but they cannot compete with the medium-sized and large contractors who enjoy economies of scale.

Q: How would a set-aside for emerging small businesses differ from GDOT's current Small Business Program?

A: GDOT's current Small Business Program (SBP) includes all businesses that meet the Small Business Administration size limitation, which allows for contractors to earn up to \$33.5 million in annual revenue. GDOT's SBP does not distinguish between ESBs (whose revenue limit is \$4.0 million) and other medium-sized small contractors with revenues up to \$33.5 million. The recommendation proposes a separate tier for ESBs and a set-aside provision exclusively for them. The current SBP does not have a set-aside provision.

Q: Would the modified SBP assist all small businesses or only ESBs?

A: The SBP would still assist all small businesses. FHWA requires this. Certified small firms would operate in two tiers. Tier 1 is limited to ESBs, i.e., companies with \$4.0 million or less in

revenue or 100 or fewer workers. Tier 2 includes medium-sized small businesses that have less than \$33.5 million in annual revenue. ESBs compete among themselves for small-valued solicitations that are set aside. Medium-sized small companies still benefit from all other policies implemented by the SBP.

Q: Would the set-aside provision eliminate bid competition and harm to the interest of the State?

A: No. The ESB set-aside program would have robust competitive features. Based on estimates, 2,171 of GDOT's prequalified contractors could qualify as ESBs. They operate in 34 work class codes (i.e., industries). The ability to set aside solicitations in a work class code depends on the characteristics of the small businesses in the code. The following requirements must be met:

1. Five or more ESBs must operate in the work class code.
2. The "median" revenue of ESBs in the work class code must be equal to or greater than the median value of GDOT contracts in the class code (note that median is the mid-point value, not the average value).
3. A solicitation that is set aside must have at least three competitive bids from ESBs.

These conditions are intended to ensure healthy competition.

Q: Would the set-aside provision adversely affect opportunities of medium-sized small businesses and large corporations?

A: The proposed program is designed to minimize adverse effects on other businesses. First, it restricts set-asides to ESBs, rather than including all small businesses. Second, set-asides are contingent upon the conditions outlined in the preceding answer. If those criteria were applied

to GDOT contracting between 2009 and 2014, only eight of the 34 work class codes would qualify for set-aside solicitations and 15 would not. There was not enough information to determine the status of the remaining 11 work class codes.

Q: Does FHWA require State DOTs to establish set-asides?

A: No. FHWA regulations do not require state DOTs to establish a set-aside provision for small businesses. The rules permit agencies to do so if such arrangements comply with state laws and regulations.

Q: Would the set-aside provision draw attention away from GDOT's Disadvantaged Business Enterprise (DBE) program?

A: No. Federal law requires GDOT to operate both programs, the DBE and SB programs. The small business program must be race- and gender-neutral, and DBE programs are not necessarily so. FHWA expects the SBP to increase opportunities for all firms. Any certified small business that meets the size standard of the ESB program would qualify, including DBEs.

Q: How many other State DOTs use set-aside provisions in their federal Small Business Program?

A: Slightly less than one half of the nation's state DOTs use set-asides in their federal small business programs. A national review of federal small business programs at state DOTs was conducted. The results indicated that 14 of the 31 programs examined used small business set-asides.

APPENDIX 3

A National Review of State DOT Small Business Programs

National Review of State DOT Small Business Programs: What Other State DOTs Are Doing

This report summarizes provisions of small business programs of state departments of transportation in 49 states (other than Georgia) and the District of Columbia. The assessment was conducted by examining the following source documents and records:

- FHWA-approved Disadvantaged Business Enterprise (DBE) and Small Business Program documents
- Disparity studies
- FHWA DBE goal attainment records
- State DOT program websites and manuals
- U.S. Small Business Administration
- National Association of State Procurement Officials
- National Council of State Legislatures
- National Institute of Governmental Purchasing
- Council of State Governments
- Additional reports published by research institutes (e.g., Policy Link, John H. Heldrich Center for Workforce Development)

Findings

Table A3-1 below summarizes the findings of the 49-state and District of Columbia review of state DOT small business program policies. Georgia is not included in the state review since it serves as the comparison state. The information summarized includes the size standard used to determine program eligibility, whether the standard is applied uniformly across all industries or varies by industry, whether the states have a set-aside program for small businesses, and finally whether the small business program applies to both state and federally funded contracting. The figures and charts provide a visual summary of the findings. Table A3-2 provides state-specific program details.

The results indicate that GDOT's small business program policies are not in step with those of most of the remaining state DOTs. They differ in the following ways:

- 50 percent of state DOTs used set-aside provisions in their state contracting program, including all states bordering Georgia: Alabama, Tennessee, North Carolina, South Carolina, and Florida (see Map 1). GDOT does not.
- 28 percent of state DOTs use set-asides in their federal small business program (see Map 2). GDOT does not.
- 62 percent of state DOTs use multiple tiers within their small business program to separate mid-size small businesses from smaller ones. This allows them to provide more assistance to smaller businesses (see Map 3). GDOT does not.
- 76 percent of state DOTs use small business size standards that differ from the U.S. SBA size standard, and their alternative standards differ by industry.

TABLE A3-1

Summary of State DOT Small Business Programs by Operational Strategy

Description	Research Inquiry	Finding	Number and Percent	Findings by State
<p>Set-aside provisions</p> <p>- “Set-aside” programs reserve a certain percentage of government contracts for small and/ or disadvantaged firms</p> <p>- Program guidelines and enforcement mechanisms for these “set-aside” programs vary by state</p>	<p>Does the SB/ESB program use set-aside provisions in state-sponsored or federally supported contracting?</p>	Yes	25 (50%)	AL, AK, AR, CO, CT, DE, FL, IL, IA, KY, MI, MO, NV, NH, NJ, NC, OH, OR, RI, SC, TN, UT, VA, WI, WY
		No	16 (32%)	AZ, CA, DC, ID, IN, KS, LA, MD, MA, MN, MT, NY, OK, PA, TX, WA
		Unknown	9 (18%)	HI, ME, MS, NE, NM, ND, SD, VT, WV

Description	Research Inquiry	Finding	Number and Percent	Findings by State
<p>State vs. federal set-aside provisions</p> <ul style="list-style-type: none"> - States may apply their set-aside guidelines to federal contracts, state contracts, or both. - In some cases, the procurement regulations are unclear as written. 	<p>Is the small business set-aside program applicable to federally funded contracts?</p>	No	14 (28%)	AL, CA, CT, ID, KY, MA, MN, NJ, NY, NC, OH, OR, TX, VA
		Yes	14 (28%)	AK, LA, MI, MO, NH, RI, UT, WY, CO, DE, DC, FL, MD, WA
		Unclear application	7 (14%)	AR, IL, IA, NV, SC, TN, WI
		Unknown	15 (30%)	AZ, HI, IN, KS, MS, MT, NE, ND, OK, PA, SD, WV, ME, MN, VT
<p>Criteria used for size standard</p> <ul style="list-style-type: none"> - Some states use the U.S. SBA definition of “small business” exclusively, while others create categories of small businesses (tiers) within the SBA definition 	<p>Does the state DOT use the U.S. SBA definition of “small business” exclusively?</p>	Yes	14 (28%)	AK, AZ, AR, CT, ID, IL, IN, KY, NE, NY, RI, SC, TX, UT
		No	33 (66%)	AL, CA, CO, DC, DE, FL, HI, IA, KS, LA, MD, MA, MI, MN, MS, MO, MT, NV, NH, NJ, NC, ND, OH,

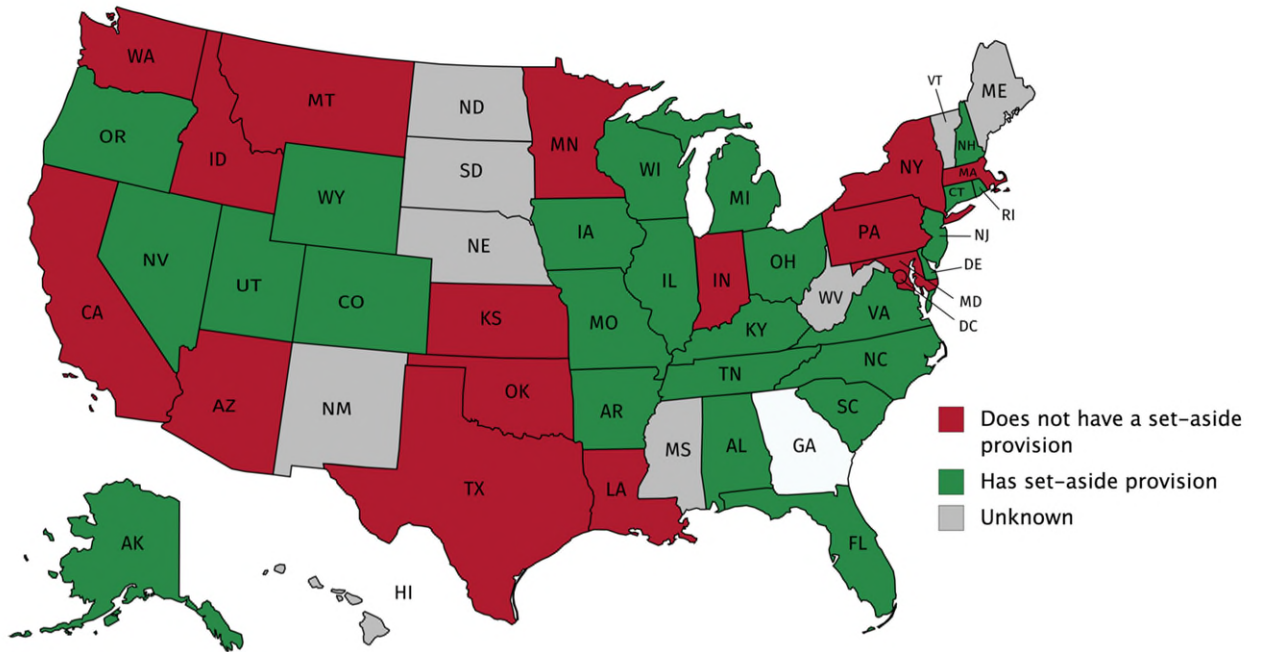
Description	Research Inquiry	Finding	Number and Percent	Findings by State
				OK, OR, PA, SD, TN, VA, WA, WV, WI, WY
		Unknown	3 (6%)	ME, NM, VT
Standardization of size criteria - Some states apply the same definition of “small business” to all industries, or they may distinguish between industries (e.g., different definitions for construction and non-construction firms).	Is one small business size criterion applied across all industries (NAICS**)?	Yes	9 (18%)	CA, HI, IA, KS, MA, NJ, NC, TN, VA
		No	38 (76%)	AL, AK, AZ, AR, CO, CT, DE, DC, FL, ID, IL, IN, KY, LA, MD, MI, MN, MS, MO, MT, NE, NV, NH, NY, ND, OH, OK, OR, PA, RI, SC, SD, TX, UT, WA, WV, WI, WY
		Unknown	3 (6%)	ME, NM, VT
Small business tiers - Small business programs that have “tiers” to distinguish between mid-size small businesses and emerging small	Does the small business program separate small businesses into “tiers” to distinguish between mid-size small businesses	Yes	31 (62%)	AL, AK, AR, CA, CO, CT, DE, DC, FL, ID, IL, IA, KY, LA, MD, MA, MN, MO, NV, NH, NJ, NY,

Description	Research Inquiry	Finding	Number and Percent	Findings by State
businesses (ESBs), thus giving ESBs more opportunity.	and emerging small businesses?			NC, OH, OR, PA, RI, TN, TX, VA, WA
		No	16 (32%)	AZ, HI, IN, KS, MI, MS, MT, NE, ND, OK, SC, SD, UT, WV, WI, WY
		Unknown	3 (6%)	ME, NM, VT

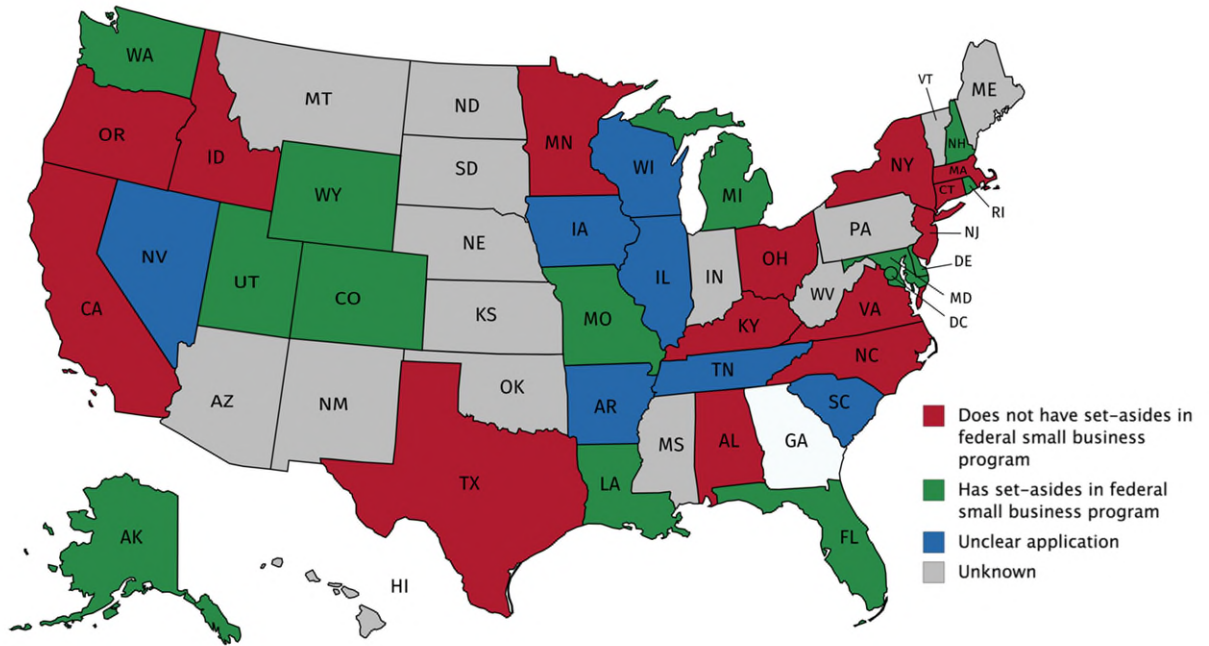
*Results for 49 states (excluding Georgia) and District of Columbia. The states are compared to Georgia, which does not have special provisions for small businesses other than what is required by the Federal Highway Administration.

**NAICS is the North American Industry Classification System.

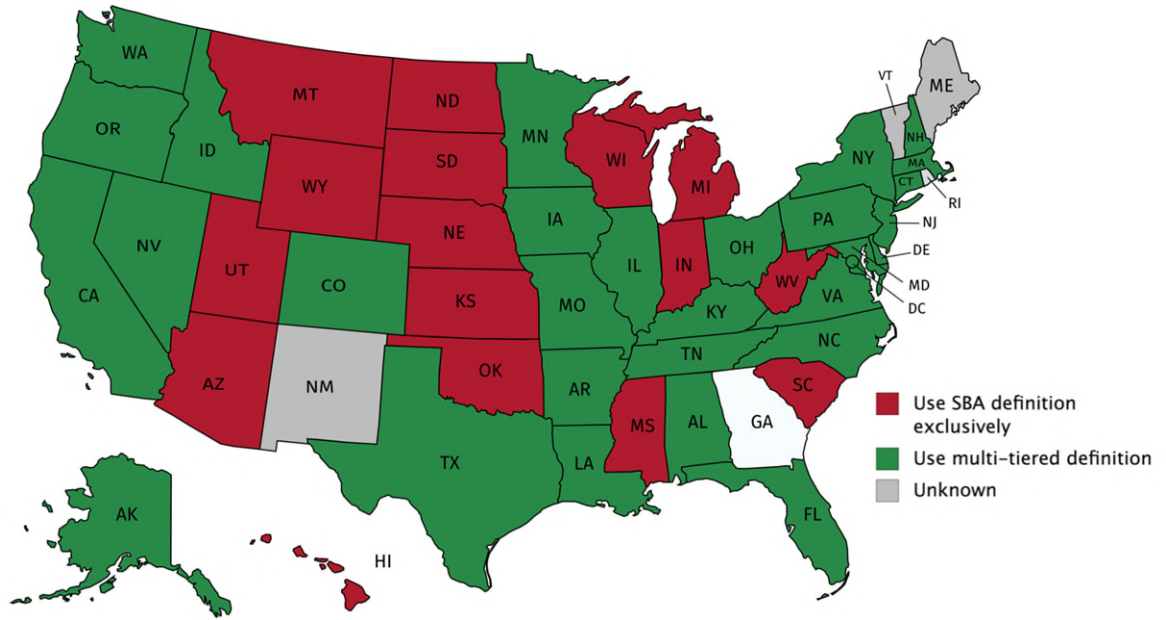
Map 1. Spatial Summary of How Other State DOTs Are Using Set-Asides:
State DOTs that use set-aside provisions in their federal or state small business program
(50 states and District of Columbia)



Map 2. Spatial Summary of Set-Aside Provisions in Federal Programs:
 State DOTs that use set-aside provisions in their federal small business program



Map 3. Spatial Summary of States with Provisions for Emerging Small Businesses: State DOTs that use a multitiered small business program in either their state or federal procurement



Size Standards

Small business program participation size standards vary by state. About one third of states use the U.S. Small Business Administration’s (SBA) size standards as criteria for participation in their small business program, while other states apply their own size standards.¹ For example, Colorado’s size standard is one half the SBA standard for each industry by NAICS code. Nevada and Oregon distinguish their size standard across two broad industry categories—construction and non-construction. In contrast, some states such as California, Iowa, Kansas, Massachusetts, and North Carolina use the same size standard for all industries. For example, California defines a small business as having 100 or fewer employees or average annual gross receipts of \$14 million or less over the last three tax years. In Massachusetts, a small business is defined as having 50 or fewer employees or average annual gross receipts of 15 million and less over the last three years.

Set-Asides

Some states have “set-aside” programs where a certain percentage of government contracting is reserved for small and/or disadvantaged firms. These set-asides are expressed as goals that government agencies try to meet. Some states do not treat these as enforceable quotas, while others mandate that government agencies set aside several designated contracts for minority-owned business enterprises (MBEs).

Table A3-1 shows that about half of the states adopt set-aside contracts on which only small business program participants can bid, but the exact mechanisms and program guidelines vary by state. For example, Alaska, Louisiana, Michigan, Missouri, New Hampshire and Wyoming apply the program to federally funded contracts only, whereas states like Colorado, Delaware, and

¹ https://www.naics.com/wp-content/uploads/2017/10/SBA_Size_Standards_Table.pdf

Florida apply the program to state and federal contracts. Other states such as California, Connecticut, Kentucky, and Massachusetts apply the program to state contracts only.

Examples of states with set-asides include:

- Connecticut

C.G.S.A. § 4a-60g. Set-aside program for small contractors and minority business enterprises—Requires agencies to set-aside contracts for small contractors or minority business enterprises. Value of contracts set aside should be at least 25 percent of the total value of all contracts that year. Small contractor is defined as any contractor, subcontractor, manufacturer, service company, or nonprofit that (a) maintains principal place of business in state, (b) has gross revenues not exceeding \$15 million in last fiscal year, and (c) is independent.

- Illinois

Sec. 45-45. Small businesses.

(a) Set-asides. The chief procurement officer has authority to designate as small business set-asides a fair proportion of construction, supply, and service contracts for award to small businesses in Illinois. Advertisements for bids or offers for those contracts shall specify designation as small business set-asides. In awarding the contracts, only bids or offers from qualified small businesses shall be considered.

(b) Fair proportion. For the purpose of sub-section (a), for State agencies of the executive branch, a fair proportion of construction contracts shall be no less than 25 percent nor more than 40 percent of the annual total contracts for construction.

- Kentucky

45A.675 Small or small minority business set aside.

(1) The cabinet shall designate as small or small minority business set-aside state contracts of goods, equipment, construction, or services requested to be purchased by or for any agency whenever there is a reasonable expectation that bids can be obtained from at least three (3) small or small minority businesses capable of furnishing the desired property or services at a fair and reasonable price. Such designation should be made prior to the public notice for bids, and the notice shall designate this invitation as a small or small minority business set aside.

- Missouri

Chapter 70. 2. The state and any participating counties and cities shall provide with respect to each qualifying project: (1) That at least ten percent of the total dollar value of the contract or contracts for construction of the qualifying project, and structures and improvements associated with operation of the qualifying project, or rehabilitation or remodeling of any structures for use as or associated with the use of the qualifying project, shall be set aside, awarded to and procured from socially and economically disadvantaged small business concerns; and (2) That at least ten percent of the total dollar value of all contract or contracts for concessions, shall be set aside, awarded to and procured from socially and economically disadvantaged small business concerns.

- New Jersey

N.J.S.A. § 5232-20. Set-Aside Act for Small Businesses, Female Businesses, and Minority Businesses—Agencies may designate contracts for small business, female, or minority set-aside pursuant to goals and procedures established in the Set-Aside Act whenever

expectation is that bids can be obtained from at least three qualified small business or female or minority businesses. Statutory goal is 15 percent for small businesses.

- Oregon

The Emerging Small Business (ESB) program has several millions of dollars' worth of contracts that can only be bid on by certified ESB firms. These contracts are \$100,000 or less. All contracts in the ESB program are promoted on the Oregon Procurement Information Network.

- Tennessee

Project set-asides—Tennessee Department of Transportation (TDOT) may establish that a portion of FHWA-assisted contracts be set aside for participation by small businesses, when feasible. DBEs are presumed eligible for participation on any and all project set-asides.

- Virginia

When setting aside procurements, there must be adequate competition to ensure the Commonwealth continues to obtain fair and reasonable prices and the orders must be placed through Virginia's eProcurement Marketplace. Set-asides do not apply to mandatory sources of procurement such as the Virginia Industries for the Blind, Virginia Correctional Enterprises or mandatory statewide contracts, nor does it apply to classifications of goods/services specifically exempted by the Department of Procurement Services (DPS).

Alternative Strategies

This review indicates that there are alternatives to set-asides that have been used by states in administering procurement preferences that seek to assist small businesses. Some states apply the preference to noncompetitive contracting opportunities, such as giving them preferential

treatment, typically by treating their bid price as lower than it is (“price/percentage preferences”). Some states included breaking up large contracts to ensure that they are not too large for small businesses (“unbundling”), or engaging prime contractors at the bidding phase to establish a subcontracting plan with specific dollar and percent goals for subcontracting to small businesses (“required subcontracting plan”).

In what follows, the researchers further elaborate each of these strategy categories and provide several examples.

1. Price (Percentage) Preferences

Bid price preferences can take one of two forms. For one, a bid from an eligible business is discounted by a given percentage, such as by cutting their bid price by 5 percent if the firm meets the preference criteria, thus making it more competitive with bids from businesses that do not meet the criteria. The other method is to add a percentage of the bid price to the bids of businesses that do not meet the preference criteria.

- California

Chapter 6.5. Small Business Procurement and Contract Act

Article 1. General Provisions – 14838. In solicitations where an award is to be made to the lowest responsible bidder meeting specifications, the preference to small business and microbusiness shall be 5 percent of the lowest responsible bidder meeting specifications. The preference to non-small business bidders that provide for small business or microbusiness subcontractor participation shall be, up to a maximum of 5 percent of the lowest responsible bidder meeting specifications, determined according to rules and regulations established by the Department of General Services. The maximum preference

is \$50,000 and when combined with other preferences, the preference total cannot exceed \$100,000.

- Indiana

Price preference for supplies to Indiana small business – Sec. 23. (a) A governmental body shall give a fifteen percent (15%) preference for supplies to an Indiana small business (as defined in IC 5-22-14-1) that submits an offer for purchase under this article.

- Minnesota

§1230.1830 Preference Procurements from Economically Disadvantaged Small Businesses. A certified economically disadvantaged small business may be awarded up to a 6 percent preference for commodities and services and a 4 percent preference for construction projects.

Certified Targeted Group small businesses owned and operated by eligible minorities, women, and disabled individuals will receive preference in the evaluation of their project proposals for state funded highway construction project, except federally funded projects. This preference will be equal to 6 percent of the amount bid by the prime contractor and will not exceed \$60,000.00.

- Oklahoma

§74 85.45c. Bid preference program.

A. For competitive bids submitted to the state pursuant to the Oklahoma Central Purchasing Act or pursuant to the Public Competitive Bidding Act of 1974 by certified minority businesses, the State Purchasing Director shall prepare and implement a bid preference program. The program shall require that a percentage be added to the price of the lowest bid and if the certified minority business enterprise submits a bid that falls between the lowest bid plus the percentage, it shall receive the contract. Provided

however, in no instance shall the minority business enterprise be entitled to both a minority bid preference under this act and the preference for state produced goods pursuant to Section 85.32 of this title.

- Alaska

Contract preferences for goods and services procured by Alaska state agencies are determined by affecting the cost of the bid during the evaluation process. In Alaska, there are two groups of preferences. For Group One (including the basic Alaska Bidder Preference) the amount of the preference is based on the qualifying bid price (for example, a 5 percent reduction/adjustment in the bid price). In Group Two (which includes the disability-related preferences), the amount of the preference is based on the lowest bid price, adjusted from preferences applied in Group One.

2. Unbundling the Procurement

Unbundling the procurement refers to breaking procurements up to ensure that they are not too large for small businesses. Unbundling the procurement gives the opportunity for the small business to focus on only the portion of a project relevant to their industry, product, or services, thereby mitigating unnecessary time and effort required for them to digest an entire project. However, the challenge is that there is tension with the goals of efficiency and cost savings, which often push in the direction of aggregated purchasing.

- Tennessee

TDOT considers unbundling projects, or separating large contracts into smaller contracts (which may be more suitable for small business participation), when feasible.

- Minnesota

Minnesota's Small Business Development Program identifies opportunities to unbundle portions of projects when a small business could deliver those portions as effectively and efficiently as a larger prime without increased risk or cost. Many large projects, especially in construction, bundle multiple disciplines into a single request for proposal (RFP) that only a large prime contractor has the ability to fulfill. Small businesses with a narrower focus of services or products do not have the capacity to bid. Appropriate portions of large projects could be unbundled to allow inclusion of small businesses to bid directly as appropriate when a small business could provide the work as efficiently and effectively as a larger prime contractor.

- Virginia

Executive Order 103

The implementation of small business enhancement tools, including but not limited to, the small business set-aside, unbundling of selected State contracts, small procurements under \$5,000, and early posting of potential contract awards.

- Washington

39.26.090. (6)

Develop procurement policies and procedures, such as unbundled contracting, that encourage and facilitate the purchase of goods and services from Washington small businesses, microbusinesses, and mini-businesses, and minority- and women-owned businesses.

3. Required Subcontracting Plans

According to the Office of Procurement, required subcontracting plans refer to a procurement preference that requires contractors, if they are a large business, to establish a subcontracting plan with specific dollar and percent goals for subcontracting to small, disadvantaged, women-owned, veteran-owned, and service-disabled veteran-owned small business firms.

- Minnesota

Many Prime Contractors are accustomed to utilizing incumbent Small/Women/Minority/Veteran-owned business enterprises (S/W/M/VBEs) as subcontractors. To encourage broader participation of S/W/M/VBEs, major government entities should consider providing prime contractors incentives for utilization of S/W/M/VBEs, when possible and appropriate. Minnesota Department of Transportation (MnDOT) is using subcontracting language on state funded projects to instruct prime contractors to utilize small businesses in specific areas. Specific contract language instructs the prime contractor to subcontract specific bid items.

- Colorado

The Colorado Department of Transportation's (CDOT) Emerging Small Business (ESB) Program provides incentives for prime contractors to utilize ESB subcontractors. The ESB Program seeks to assist small businesses in obtaining work on CDOT construction, professional service, and research contracts. CDOT provides incentives to primes for the utilization of ESB subcontractors on their highway construction, design and study contracts; offers projects restricted for bidding only by ESBs; and provides free technical assistance to firms.

- North Carolina

Firms that are eligible and certified as Historically Underutilized Business (HUB) are placed in the State Division of Purchases and Contract's HUB vendor directory (Vendor Link System) and the E-procurement database, which are used to solicit bids from certified HUBs for state procurements and public works contracts. In addition, North Carolina has the authority to require prime contractors to subcontract a portion of the work to certified HUB firms.

- Virginia

Unless the procurement has been set aside for disadvantaged minority business enterprise-certified small businesses or a determination, signed by the chief purchasing officer and supported by factual evidence explaining in sufficient detail why no subcontracting opportunities exist, all agencies and institutions shall include in the terms and conditions, the requirement for a Small Business Subcontracting Plan for the award of any prime contract in excess of \$100,000.

- Washington

Washington State Department of Transportation (WSDOT) requests prime contractors use SBE-certified contractors for 10 percent of the contract total. Also, WSDOT developed an SBE participation program that requires prime contractors to submit an SBE Participation Plan after the contract has been awarded before work begins.

TABLE A3-2

Summary of Small Business Programs by State

Name of State	Size Standard Criteria	Is the Same Size Standard Applied to All Industries? (NAICS)	Does State Have Separate SB/ESB Program?	Does the SB/ESB Program Use Set-Aside Provisions?	Is the Program Applicable to State and Federal Contracts?
Alabama	U.S. SBA standard & < \$23.98 million gross receipts	No	Yes	Yes	State
Alaska	U.S. SBA standard	No	Yes	Yes	Federal
Arizona	U.S. SBA standard	No	No	No	-
Arkansas	U.S. SBA standard	No	Yes	Yes	Unclear
California	<100 employees, or <\$14 million gross receipts	Yes	Yes	No	State only
Colorado	One half of SBA size standard for each NAICS** with an overall cap at \$11.205 million gross receipts	No	Yes	Yes	Both
Connecticut	U.S. SBA standard	No	Yes	Yes	State
Delaware	U.S. SBA standard & < \$23.98 million gross receipts	No	Yes	Yes	Both
District of Columbia	U.S. SBA standard & < \$23.98 million gross receipts	No	Yes	No	Both
Florida	\$22.31 million or \$13.1 million gross receipts by industry	No	Yes	Yes	Both
Hawaii	<\$23.98 million gross receipts	Yes	No	-	-
Idaho	U.S. SBA standard	No	Yes	No	State
Illinois	U.S. SBA standard	No	Yes	Yes	Unclear
Indiana	U.S. SBA standard	No	No	No	-
Iowa	< 20 employees or < \$3 million gross receipts	Yes	Yes	Yes	Unclear
Kansas	< \$23.98 million gross receipts	Yes	No	No	-
Kentucky	U.S. SBA standard	No	Yes	Yes	State

Name of State	Size Standard Criteria	Is the Same Size Standard Applied to All Industries? (NAICS)	Does State Have Separate SB/ESB Program?	Does the SB/ESB Program Use Set-Aside Provisions?	Is the Program Applicable to State and Federal Contracts?
Louisiana	U.S. SBA standard & < \$23.98 million gross receipts	No	Yes	No	Federal
Maine	No Program identified	No Program identified	No Program identified	No Program identified	No Program identified
Maryland	U.S. SBA standard & <\$23.98 million gross receipts	No	Yes	No	Both
Massachusetts	< 50 employees & < \$15 million gross receipts	Yes	Yes	No	State
Michigan	U.S. SBA standard & < \$23.98 million gross receipts	No	No	Yes	Federal
Minnesota	U.S. SBA standard & < \$23.98 million gross receipts	No	Yes	No	State
Mississippi	U.S. SBA standard & < \$23.98 gross receipts	No	No	-	-
Missouri	U.S. SBA standard and < \$23.98 million gross receipts	No	Yes	Yes	Federal
Montana	U.S. SBA standard and < \$23.98 million gross receipts	No	No	No	-
Nebraska	U.S. SBA Standard	No	No	-	-
Nevada	Tier 1: < 20 full-time employees & < \$700,000 gross receipts for goods and services other than construction (< \$1.7 million for construction); Tier 2: < 30 full-time employees and 1.3 million gross receipt for others (or 3.5 million for construction)	No	Yes	Yes	Not specified

Name of State	Size Standard Criteria	Is the Same Size Standard Applied to All Industries? (NAICS)	Does State Have Separate SB/ESB Program?	Does the SB/ESB Program Use Set-Aside Provisions?	Is the Program Applicable to State and Federal Contracts?
New Hampshire	U.S. SBA standard & < \$23.98 million gross receipts	No	Yes	Yes	Federal
New Jersey	< 100 full-time employees by industry	Yes	Yes	Yes	State
New Mexico	No Program identified	No Program identified	No Program identified	No Program identified	No Program identified
New York	U.S. SBA standards	No	Yes	No	State
North Carolina	Gross income after cost of goods sold < \$1.5 million	Yes	Yes	Yes	State
North Dakota	U.S. SBA standard and < \$23.98 million gross receipts	No	No	-	-
Ohio	If construction or construction-related, < \$1.32 million personal net worth and < \$350,000 gross income	No	Yes	Yes	State
Oklahoma	U.S. SBA Standard & \$17.42 million gross receipts	No	No	No	-
Oregon	Tier 1: \$1,925,200 for construction; \$770,080 for non-construction firms, and < 19 employees; Tier 2: Not exceeding \$3,850,339 for construction firms and \$1,283,466 for non-construction, and < 29 employees	No	Yes	Yes	State
Pennsylvania	< 100 full-time employees and < \$25 million gross receipts (varies by industry)	No	Yes	No	-
Rhode Island	U.S. SBA Standard	No	Yes	Yes	Federal
South Carolina	U.S. SBA Standard	No	No	Yes	Unclear

Name of State	Size Standard Criteria	Is the Same Size Standard Applied to All Industries? (NAICS)	Does State Have Separate SB/ESB Program?	Does the SB/ESB Program Use Set-Aside Provisions?	Is the Program Applicable to State and Federal Contracts?
South Dakota	U.S. SBA standard & < \$23.98 million gross receipts	No	No	-	-
Tennessee	< \$10 million gross receipts, or < 99 full-time employees	Yes	Yes	Yes	Unclear
Texas	U.S. SBA standards	No	Yes	No	State
Utah	U.S. SBA standards	No	No	Yes	Federal
Vermont	No Program identified	No Program identified	No Program identified	No Program identified	No Program identified
Virginia	< 250 full time employees, or < \$10 million gross receipts	Yes	Yes	Yes	State
Washington	U.S. SBA standards & < \$23.98 million gross receipts	No	Yes	No	Both
West Virginia	U.S. SBA standards & < \$23.98 million gross receipts	No	No	-	-
Wisconsin	U.S. SBA standards & < \$23.98 million gross receipts	No	No	Yes	Unclear
Wyoming	U.S. SBA standards & < \$23.98 million gross receipts	No	No	Yes	Federal

**NAICS is the North American Industry Classification System.

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APPENDIX 4

Impact Analysis of Small Businesses in the State and at GDOT

The Economic Impact of Small Businesses in Georgia and at GDOT

Impact of Small Businesses in the State

In 2016, small businesses accounted for 41.5 percent of Georgia's workforce, which amounted to 1.5 million persons. Large businesses employed 2.2 million workers. Emerging small businesses (ESBs) make up the most important segment of small businesses; they account for 30 percent of the state's workforce, or 1.1 million workers (see Table A4-1). Equally as important, ESBs add more new workers to the state's workforce than do mid-size small businesses or large businesses. According to the U.S. Small Business Administration's 2018 Small Business Profile of Georgia², small businesses in the state created 73,251 net jobs in 2015. Firms employing fewer than 20 employees experienced the largest gains adding 37,573 net jobs. The smallest gains were in firms employing 100 to 499 employees, which accounted for 9406 net jobs.

Tables A4-2 and A4-3 indicate that small businesses account for a large majority of workers in the construction industries (overall 82 percent or 117,220 employees). Similarly, small business owners held 15,752 of the construction firms, while owners of large businesses operated only 137 businesses, Table A4-4.

Impact of Small Businesses at GDOT

To estimate the impact of small businesses at GDOT, it is first necessary to determine how much contracting occurs with small businesses, and the industries in which the contracting occurred. At present, not all businesses that meet the small business size standard are enrolled in the GDOT Small Business Program. While DBEs are automatically enrolled, many DBEs do not currently participate in the program. Therefore, to estimate small business impact, the research team

² <https://www.sba.gov/sites/default/files/advocacy/2018-Small-Business-Profiles-GA.pdf>

identified all firms that could potentially be certified as small businesses. To do this, a random sample was drawn that consisted of 659 firms. The amount of contracting received by those firms, the industries in which they operated, as well as their average revenue and employment size were determined. Using that information, it was possible to apply the impact analysis for planning (IMPLAN) model to estimate the total amount of output and employment that is generated for each dollar of expenditures with small businesses in specific industries.

The model works by replicating how contracting dollars and household income circulate and recirculate through the regional economy to generate additional spending. The relationship between the initial expenditures and the cumulative total of all successive rounds of spending is reflected in a multiplier, which estimates the total dollar impact of each dollar spent and the amount of employment (new jobs) created thereby.

The total amount of spending that occurred with small businesses, the output and employment multipliers associated with each industry, and the total output and employment impact are provided respectively in Tables A4-5, A4-6, and A4-7.

It is estimated that project awards made by GDOT to small businesses created a total economic impact of \$2.115 billion between FY 2009 and FY 2014. This output was accompanied by an estimated 34,196 new jobs. The size of the IMPLAN multipliers does not change significantly from year to year. Therefore, it is possible to get a rough estimate of the economic impact of GDOT's contracting with small businesses for a more recent period; specifically, starting July 1, 2015 through December 30, 2017. The total GDOT prime contracting increased significantly during that period. According to GDOT prime contracting data provided by Ms. Betty Mason, Assistant State EEO Administrator, prime contracting during this period totaled \$6,296,980,739. Task A Small Business Evaluation Report, (see Figure 8), determined that 41.6% of GDOT's prime contract are

awarded to small businesses, where those businesses are defined by the U.S. Small Business Administration’s small business size standard. This means that approximately \$2,619,543,987 of GDOT’s total \$6.296,980,739 in prime contracting went to small businesses tween July 1, 2015 through December 30, 2017. Therefore, the study applied the total output multiplier 2.517, and employment multiplier 16.621 (see Table A4-6,) to the estimated value of GDOT’s small business contracting. The result gives the following: total new economic output was \$6.593 billion, and estimated new jobs created totaled 43,539.

TABLE A4-1
2016 Distribution of All Firms in Georgia by Employment Size
and Number of Workers

Employment Size of Firms	Number of Firms	Paid Employees
All firms with paid employees	150,090	3,705,350
Firms with 1 to 4 employees	83,922	162,396
Firms with 5 to 9 employees	26,593	174,621
Firms with 10 to 19 employees	16,858	223,401
Firms with 20 to 49 employees	11,000	317,091
Firms with 50 to 99 employees	3,539	219,356
Firms with 100 to 249 employees	2,137	219,511
Firms with 250 to 499 employees	1,618	219,598
Firms with 500 employees or more	4,423	2,169,376

Source: 2016 Annual Survey of Entrepreneurs
<https://www.census.gov/data/tables/2016/econ/ase/allcompanytables.html>

TABLE A4-2**Total Employment by Firm Size in Construction Industries, 2013**

Industry	Firm Size	
	500+ Employees	Fewer than 500 Employees
Total Employment in Construction Industries	26,283	117,220
Employment in Construction of Buildings	5,883	24,993
Employment in Heavy and Civil Engineering Construction	8,147	14,227
Employment in Specialty Trade Contractors Industries	12,253	78,000

Source: Small Business Administration Office of Advocacy, *2013 Statistics of U.S. Businesses*
<https://www.sba.gov/advocacy/firm-size-data#int>

TABLE A4-3**Percent Distribution of Employees in Construction by Firm Size, 2013**

Industry	Firm Size	
	500+ Employees	Fewer than 500 Employees
Percent Employment in Construction Industries	18.32%	81.68%
Percent Employment in Construction of Buildings	19.05%	80.95%
Percent Employment in Heavy and Civil Engineering Construction	36.41%	63.59%
Percent Employment in Specialty Trade Contractors Industries	13.58%	86.42%

Source: Small Business Administration Office of Advocacy, *2013 Statistics of U.S. Businesses*
<https://www.sba.gov/advocacy/firm-size-data#int>

TABLE A4-4
Total Number of Firms by Firm Size and Employment
in Construction Industries, 2013

Industry	Firm Size	
	500+ Employees	Fewer than 500 Employees
Total Number of Firms in Construction Industries	*137	*15,752
Number of Firms in Construction of Buildings	44	4,531
Number of Firms in Heavy and Civil Engineering Construction	33	1,066
Number of Firms in Specialty Trade Contractors Industries	68	10,161

Source: Small Business Administration Office of Advocacy, *2013 Statistics of U.S. Businesses*
<https://www.sba.gov/advocacy/firm-size-data#int>.

NOTE: Individual cell counts do not necessarily sum to total.

TABLE A4-5**Small Business Contract Award by Industry, FY 2009 – FY 2014**

Industry	Mid-Size Small Business Award	Emerging Small Business Award	Total Small Business Award
Statewide System Planning	\$908,428		\$908,428
Traffic Control and Signal Installations	\$27,567,122		\$27,567,122
Drainage Structures	\$27,821,056		\$27,821,056
Hauling and Trucking		\$441,842	\$441,842
Asphalt and Cement Paving	\$459,567,891	\$1,519,092	\$461,086,983
Subsurface Engineering and Erosion Control	\$1,083,991		\$1,083,991
Specialty Item and Equipment Rentals	\$6,199,929		\$6,199,929
Fiber Optics and Telecommunications		\$436,298	\$436,298
Mixed Modal Planning		\$1,776,011	\$1,776,011
Clearing, Grubbing, Excavation	\$7,003,119	\$5,422,539	\$12,425,658
Hydraulic Systems Installation	\$11,992,845		\$11,992,845
Highway Construction, Streets and Bridges	\$271,513,592		\$271,513,592
Environmental Consulting	\$882,393	\$2,751,318	\$3,633,711
Scientific Services, Surveying, Materials Testing	\$154,858		\$154,858
Small Business Contract Award Outputs by Industry Total	\$814,695,223	\$12,347,099	\$827,042,322

TABLE A4-6

IMPLAN Code and Multiplier Effect of Small Business Contracts, 2014

Industry	IMPLAN Code	Code Description	Output Multiplier	Employment Multiplier
Statewide System Planning	374	Management, scientific, and technical consulting services	2.593666	18.956255
Traffic Control and Signal Installations	351	Telecommunications	2.109104	8.182920
Drainage Structures	36	Construction of other new nonresidential structures	2.573057	16.349235
Hauling and Trucking	335	Transport by truck	2.608318	17.593927
Asphalt and Cement Paving	36	Construction of other new nonresidential structures	2.573057	16.349235
Subsurface Engineering and Erosion Control	375	Environmental and other technical consulting services	2.621286	21.925046
Specialty Item and Equipment Rentals	365	Commercial and industrial machinery and equipment rental and leasing	2.444105	13.417490
Fiber Optics and Telecommunications	351	Telecommunications	2.109104	8.182920
Mixed Modal Planning	376	Scientific research and development services	2.629538	16.229065
Clearing, Grubbing, Excavation	36	Construction of other new nonresidential structures	2.573057	16.349235
Hydraulic Systems Installation	375	Environmental and other technical consulting services	2.621286	21.925046
Highway Construction, Streets and Bridges	36	Construction of other new nonresidential structures	2.573057	16.349235
Environmental Consulting	375	Environmental and other technical consulting services	2.621286	21.925046
Scientific Services, Surveying, Materials Testing	374	Management, scientific, and technical consulting services	2.593666	18.956255
		Average	2.517399	16.620779

TABLE A4-7
Estimated Output and Employment Impact of Small Business Contracts,
FY 2009 – FY 2014

Industry	Small Business Estimated Output Impact	Small Business Estimated Employment Impact
Statewide System Planning	\$ 2,356,158	17
Traffic Control and Signal Installations	\$ 58,141,929	226
Drainage Structures	\$ 71,585,160	455
Hauling and Trucking	\$ 1,152,463	8
Asphalt and Cement Paving	\$ 1,186,403,028	7538
Subsurface Engineering and Erosion Control	\$ 2,841,450	24
Specialty Item and Equipment Rentals	\$ 15,153,276	83
Fiber Optics and Telecommunications	\$ 920,198	4
Mixed Modal Planning	\$ 4,670,088	29
Clearing, Grubbing, Excavation	\$ 31,971,924	203
Hydraulic Systems Installation	\$ 31,436,681	263
Highway Construction, Streets and Bridges	\$ 698,619,913	4439
Environmental Consulting	\$ 9,524,998	80
Scientific Services, Surveying, Materials Testing	\$ 401,650	3
Average	\$ 2,115,178,916	34,196

APPENDIX 5

Baseline Report to Measure the Growth and Development of GDOT's Small Businesses

Baseline Report to Measure the Growth and Development of GDOT's Small Businesses

To examine the impact of GDOT's Small Business Program under development and growth in revenue capacity of firms, several initial steps were taken. First, the research team selected a random sample consisting of 659 firms. The sample allowed the researchers to drill down and determine the revenue and employment size of each firm, in addition to its industry of operation. With that information, they were able to classify firms into ESB, MSB, and large business categories. Additionally, the prequalification information on each firm allows those firms to be categorized as prime contractors, subcontractors, or consultants. The results indicated that 88 of the firms in the sample were classified as large businesses, 128 as MSBs, and 443 as ESBs (Table A5-1).

The information is used below to establish the baseline conditions of GDOT small businesses at the end of FY 2014. This information may be tracked over time to determine the relative impact of the program on the progress and performance of small businesses.

Research Findings

GDOT's vendor registration records for 2014 indicate there were 88 large businesses, for which the average revenue was \$671.6 million, and the median revenue was \$67.5 million. There were 128 mid-size businesses; their average revenue was \$2.2 million and median revenue \$8.6 million. There were also 443 emerging small businesses, with an average revenue of \$1.5 million and a median revenue of \$750,000. This result reinforces the need to have a set-aside provision for emerging small businesses. Otherwise, firms with an average revenue of \$1.5 million must compete with firms whose average revenue is \$671.6 million. (See Tables A5-1 and A5-2.)

The sample was broken down into DBE, WBE, and non-DBE-WBE status. The average and median revenues for non-DBE-WBEs was measured at \$181.9 million and \$4.9 million, respectively. For DBEs, the respective figures were \$1.7 million and \$506,819. For WBEs, the figures were \$2.9 million and \$1.5 million, respectively. (See Tables A5-3 and A5-4.)

The average revenue of mid-size small businesses that were also DBEs was \$8.6 million, and the median revenue was similar at \$8.0 million. WBEs that were mid-size small businesses had average revenues of \$8.8 million and median revenues of \$7.0 million. The average revenue of emerging small businesses that were also DBEs was \$779,449, while the median revenue was \$389,331. This suggests that many businesses in this category had low incomes. (See Table A5-5.)

Table A5-6 provides the average revenue of firms by race and ethnicity, independent of small business status. Table A5-7 provides the same information by gender status, and Table A5-8 by veteran status.

TABLE A5-1
GDOT Businesses by Prequalification and Potential Small Business Status

	Total Number of Large Business	Percent Share of Large Business	Total Number of MSB	Percent Share of MSB	Total Number of ESB	Percent Share of ESB
Prime Contractor	23	26%	56	44%	34	8%
Subcontractor	4	5%	23	18%	204	46%
Consultant	61	69%	49	38%	205	46%
Total	88	100%	128	100%	443	100%

TABLE A5-2

GDOT Businesses by Prequalification Status, Potential Small Business Status, and Revenue

	Large Business		MSB		ESB	
	Mean (\$)	Median (\$)	Mean (\$)	Median (\$)	Mean (\$)	Median (\$)
Prime Contractor	91,958,246	65,000,000	5,762,453	9,818,110	4,226,024	2,000,000
Subcontractor	26,590,659	3,135,511	9,913,823	8,048,128	1,067,547	610,079
Consultant	894,824,431	100,000,000	9,077,959	6,700,000	1,371,472	750,000
Total	671,655,598	67,500,000	2,152,619	8,597,273	1,450,601	750,000

TABLE A5-3

GDOT Businesses by DBE Status and Potential Small Business Status

DBE Status	Large Business		MSB		ESB	
	Number	Percent	Number	Percent	Number	Percent
Non-DBE or WBE	83	94%	83	65%	167	38%
DBE GDOT	2	2%	21	16%	171	39%
WBE GDOT	3	3%	24	19%	105	24%

TABLE A5-4

GDOT Businesses by DBE Status and Revenue

DBE Status	Mean	Median
Non-DBE or WBE	\$ 181,953,333	\$ 4,900,000
DBE GDOT	\$ 1,725,615	\$ 506,819
WBE GDOT	\$ 2,868,296	\$ 1,528,173

TABLE A5-5

GDOT Businesses by DBE Status, Potential Small Business Status, and Revenue

DBE Status	Large Business		MSB		ESB	
	Mean (\$)	Median (\$)	Mean (\$)	Median (\$)	Mean (\$)	Median (\$)
Non-DBE or WBE	711,474,667	73,245,467	14,021,350	10,000,000	2,241,259	1,200,000
DBE GDOT	10,082,566	10,082,566	8,634,208	8,026,639	779,449	389,331
WBE GDOT	11,043,370	10,300,000	8,768,536	7,042,002	1,286,096	1,129,644

TABLE A5-6
GDOT Businesses by Race and Ethnicity and Revenue

Race/Ethnicity	Mean	Median
Caucasian American	\$ 139,970,564	\$ 3,460,390
Black American	\$ 1,548,912	\$ 454,642
Hispanic American	\$ 2,494,344	\$ 670,874
Asian American	\$ 2,919,282	\$ 500,000
Native American/American Indian	\$ 2,692,963	\$ 1,078,407

TABLE A5-7
Number of GDOT Businesses by Gender and Revenue

Gender	Number	Percent	Mean	Median
Male Owned	465	71%	\$ 130,575,318	\$ 2,274,443
Woman Owned	194	29%	\$ 3,022,275	\$ 1,281,609
Total/Average	659	100%	\$ 93,025,560	\$ 1,983,148

TABLE A5-8
Number and Revenue of GDOT Businesses by Veteran Status

Veteran Status	Number	Percent	Mean	Median
Non-Veteran	630	96%	\$ 96,811,712	\$ 1,961,684
Veteran	29	4%	\$ 10,774,661	\$ 2,294,000
Total	659	100%	\$ 93,025,560	\$ 1,983,148

APPENDIX 6

Template for Submitting Quarterly Reports on GDOT's Small Business Program

Indicators

- 1 Total number of certified small businesses: first quarter 2019:
- 2 Change in the total number of certified small businesses from last quarter:
 - Change in number
 - Percent change from last quarter
- 3 Year-end number of certified small businesses:
 - 2016
 - 2017
 - 2018
- 4 Average revenue of certified small businesses:
 - 2016
 - 2017
 - 2018

Median revenue of certified small businesses:

 - 2016
 - 2017
 - 2018
- 5 Percent change in the average revenue of certified small businesses:
 - 2016–2017
 - 2017–2018
- 6 Revenue profile of small businesses, 2018:
 - Average revenue
 - Median revenue
 - 25th percentile
 - 75th percentile

- 7 Prime contract awards:
 - Prime contract awards to all firms, 2018: Total number
 - Prime contract awards to all firms, 2018: Total value
 - Prime contract awards to small businesses, 2018: Number and percent of total number
 - Prime contract awards to small businesses, 2018: Value and percent of all total value
- 8 Prime contract awards to small businesses, 2018 by number of awards and award value:
 - All small businesses
 - DBE status
 - Non-DBE status
 - Veteran status
 - Women
 - Caucasian American
 - Hispanic
 - Black
 - Asian
- 9 Subcontract awards to small businesses, 2018 by number of awards and award value:
 - All small businesses
 - DBE status
 - Non-DBE status
 - Veteran status
 - Women
 - Caucasian American
 - Hispanic
 - Black
 - Asian
- 10 Total value of race-neutral and race-conscious subcontract awards to small businesses:
 - Race-neutral amount
 - Race-conscious amount

- 13 Statistics on prime contracts received by small businesses:
 - Number of awards
 - Average value
 - Median value
 - 25th percentile
 - 75th percentile
 - Largest contract

- 14 Statistics on subcontracts received by small businesses:
 - Number of awards
 - Average value
 - Median value
 - 25th percentile
 - 75th percentile
 - Largest contract

- 15 Industry distribution of certified small businesses and the median revenue of small businesses in each industry:
 - Industry distribution of mid-size small businesses by median revenue
 - Industry distribution of emerging small businesses by median revenue

- 16 Total number of small businesses headquartered in Georgia:
 - Number
 - Percent of all certified small businesses

APPENDIX 7

List of Firms Eligible to be Recruited into the SBP

List of Firms Eligible to be Recruited into the SBP

Small Business Recruitment File

List of Variables in Complete File

GDOT ID
Company Name
NAICS Code
Industry (NAICS) Description
Small/ Emerging Business Status
GDOT Prequalification Status
Annual Revenue (2014)
Total Employees (2014)
U.S. Small Business Revenue Size Standard
U.S. Small Business Employee Size Standard
DBE/ Non-DBE Status
Race/ Ethnicity Status
State
Owner's Name
Street Address
City Zip Code
Phone Number
Email Address
Gender Status
Veteran Status

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
LAI Engineering Dba Formerly Lowe & Associates	Statewide System Planning	Mid-Size Small Business	Non-DBE or WBE
Croy Engineering, LLC	Statewide System Planning	Mid-Size Small Business	Non-DBE or WBE
Grice Consulting Group, LLC	Statewide System Planning	Emerging Small Business	DBE GDOT
DW & Associates, Inc.	Statewide System Planning	Emerging Small Business	DBE GDOT
International Design Services, Inc. /DBA/IDS Global	Mixed Modal Planning	Emerging Small Business	Non-DBE or WBE
The Architecture Group, Inc.	Mass Transit Planning	Emerging Small Business	WBE GDOT
S. L. King & Associates, Inc.	Mass Transit Planning	Emerging Small Business	DBE GDOT
Bowler Engineers, Inc.	Mass Transit Planning	Emerging Small Business	WBE GDOT
Kennedy Engineering & Associates Group, LLC	Mixed Modal Planning	Emerging Small Business	WBE GDOT
Foresite Group, Inc.	Mixed Modal Planning	Emerging Small Business	Non-DBE or WBE
Brockington and Associates, Inc.	Environmental Consulting	Mid-Size Small Business	WBE GDOT
Robert and Company	Environmental Consulting	Mid-Size Small Business	Non-DBE or WBE
Edwards-Pitman Environmental, Inc.	Environmental Consulting	Mid-Size Small Business	WBE GDOT
New South Associates, Inc.	Environmental Consulting	Mid-Size Small Business	WBE GDOT
River To Tap (R2T), Inc.	Environmental Consulting	Emerging Small Business	WBE GDOT
The Jaeger Company	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Southeastern Engineering, Inc. (SEI)	Environmental Consulting	Emerging Small Business	WBE GDOT
Ecological Solutions	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
GT Hill Planners Corporation	Environmental Consulting	Emerging Small Business	WBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Adrian Collaborative, LLC	Environmental Consulting	Emerging Small Business	WBE GDOT
CCR Environmental, Inc.	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Southeastern Archeological Services, Inc.	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Southern Research Historic Preservation Consultant	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Sycamore Consulting, Inc.	Mixed Modal Planning	Emerging Small Business	WBE GDOT
The Schapiro Group, Inc.	Mixed Modal Planning	Emerging Small Business	Non-DBE or WBE
Precision Planning, Inc.	Mixed Modal Planning	Mid-Size Small Business	Non-DBE or WBE
Brindley Pieters & Associates, Inc.	Mixed Modal Planning	Mid-Size Small Business	DBE GDOT
Long Engineering, Inc.	Mixed Modal Planning	Mid-Size Small Business	WBE GDOT
Integrated Science & Engineering, Inc.	Mixed Modal Planning	Mid-Size Small Business	Non-DBE or WBE
Williams, Sweitzer & Barnum, Inc.	Mixed Modal Planning	Emerging Small Business	Non-DBE or WBE
Beyondsites, Inc.	Mixed Modal Planning	Emerging Small Business	DBE GDOT
LCW Engineering, Inc.	Mixed Modal Planning	Emerging Small Business	DBE GDOT
R.K. Shah & Associates	Mixed Modal Planning	Emerging Small Business	DBE GDOT
Banneker Energy, LLC	Hauling and Trucking	Emerging Small Business	DBE GDOT
Ace Tree Surgery, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	Non-DBE or WBE
Southern Forestry Consultants, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	Non-DBE or WBE
A.C. Blount Concrete Service Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
Blount & Sons Concrete Finishing Services, Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Centerline Surveying, Inc.	Construction: General Contracting and Building	Emerging Small Business	WBE GDOT
All(N)1 Traffic Control Solutions, LLC	Traffic Control and Signal Installations	Mid-Size Small Business	DBE GDOT
Civiltec, Inc.	Traffic Control and Signal Installations	Emerging Small Business	WBE GDOT
CTCS, Inc. Traffic Control Specialists	Traffic Control and Signal Installations	Emerging Small Business	DBE GDOT
National Traffic Control, LLC	Traffic Control and Signal Installations	Emerging Small Business	DBE GDOT
Athena Construction Group, Inc.	Construction: General Contracting and Building	Emerging Small Business	WBE GDOT
Tandem Contracting, LLC	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
Sitec, LLC	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
Management Solutions, Inc. #1	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
Stone Mountain Turf & Shrub Care, Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
Greener Pasture Landscaping, Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
JAT Consulting Services, Inc.	Mass Transit Planning	Emerging Small Business	WBE GDOT
Gude Management Group, LLC	Mass Transit Planning	Emerging Small Business	DBE GDOT
Khafra Engineering Consultants, Inc.	Mass Transit Planning	Mid-Size Small Business	DBE GDOT
Civil Services, Inc.	Mass Transit Planning	Emerging Small Business	DBE GDOT
RLS & Associates, Inc.	Mass Transit Planning	Emerging Small Business	WBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Prime Engineering, Inc.	Civil and Environmental Engineering	Mid-Size Small Business	Non-DBE or WBE
Aulick Engineering, LLC	Civil and Environmental Engineering	Emerging Small Business	WBE GDOT
Caffrey Construction Company	Clearing, Grubbing, Excavation	Mid-Size Small Business	WBE GDOT
R.A. Smith Asphalt Paving Contractors, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	DBE GDOT
Charter Construction Services, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	DBE GDOT
Gable Drilling Company, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	WBE GDOT
Knight & Associates, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	DBE GDOT
Wagner Hauling, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	WBE GDOT
Southeastern Site Development, Inc.	Clearing, Grubbing, Excavation	Mid-Size Small Business	Non-DBE or WBE
Scott and Sons Holdings, LLC	Clearing, Grubbing, Excavation	Emerging Small Business	DBE GDOT
J. Hiers Company, Incorporated	Clearing, Grubbing, Excavation	Emerging Small Business	Non-DBE or WBE
CJ-Hearne Construction Co.	Clearing, Grubbing, Excavation	Emerging Small Business	DBE GDOT
R & R Grading and Demolition, LLC	Clearing, Grubbing, Excavation	Emerging Small Business	DBE GDOT
Quantum-Mac International, Inc	Clearing, Grubbing, Excavation	Emerging Small Business	DBE GDOT
SD & C, Inc.	Hauling and Trucking	Mid-Size Small Business	DBE GDOT
Collins Construction Services, Inc.	Hauling and Trucking	Mid-Size Small Business	WBE GDOT
Todd Smith Grading, Inc.	Hauling and Trucking	Emerging Small Business	WBE GDOT
Bedward & Miller Transport, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Kelly Dukes Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Georgia Sod & Erosion, Inc.	Hauling and Trucking	Emerging Small Business	WBE GDOT
Mother Trucker, LLC	Hauling and Trucking	Emerging Small Business	WBE GDOT
Paulette Tucker Enterprises Inc./DBA/Tucker Grading	Hauling and Trucking	Emerging Small Business	WBE GDOT
Commercial Contracting Services, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Willie D. Pierce Contractor	Hauling and Trucking	Emerging Small Business	DBE GDOT
McAfee Design & Distributing Co., Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Rider Grinding Services, LCC	Hauling and Trucking	Emerging Small Business	WBE GDOT
Graham Hauling, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Angie's Enterprise, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Mack's Hauling Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
SOS Contractors	Hauling and Trucking	Emerging Small Business	DBE GDOT
Santana Trucking, L.L.C.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Scooby Doo Trucking, LLC	Hauling and Trucking	Emerging Small Business	DBE GDOT
Eco-Safe Solutions, Inc.	Hauling and Trucking	Emerging Small Business	WBE GDOT
M.C. Trucking Company, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
L H Hauling, Inc.	Hauling and Trucking	Emerging Small Business	WBE GDOT
Hendrix Hauling Company, Inc.	Hauling and Trucking	Emerging Small Business	WBE GDOT
Bulkhaulers, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Four Seasons Trucking, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
SAWA Transportation, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Edward A. Scott Trucking Company, Inc.	Hauling and Trucking	Emerging Small Business	WBE GDOT
Derrick Pugh, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Powell's Trucking, LLC	Hauling and Trucking	Emerging Small Business	DBE GDOT
Mountain Stone Transport, LLC	Hauling and Trucking	Emerging Small Business	WBE GDOT
Tony Cook Trucking, Ltd.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Atlanta Paving & Concrete Construction, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
DTS Transport, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Dills Trucking, LLC	Hauling and Trucking	Emerging Small Business	WBE GDOT
MVG Trucking Co.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Blade Trucking Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
K.N.C. Trucking	Hauling and Trucking	Emerging Small Business	DBE GDOT
G & J Trucking, LLC	Hauling and Trucking	Emerging Small Business	DBE GDOT
K.C. Trucking, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Joe Dirt Hauling	Hauling and Trucking	Emerging Small Business	WBE GDOT
Harrell Hauling, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
F. Boyington Trucking, LLC	Hauling and Trucking	Emerging Small Business	DBE GDOT
Best Trucking Around, LLC	Hauling and Trucking	Emerging Small Business	WBE GDOT
JSV Trucking	Hauling and Trucking	Emerging Small Business	DBE GDOT
Circle B Hauling, LLC	Hauling and Trucking	Emerging Small Business	DBE GDOT
DW & Son, Inc. D/B/A Willis Trucking	Hauling and Trucking	Emerging Small Business	DBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Clifton Construction, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	WBE GDOT
Asque's Construction & Home Inspections, LLC	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
Shea Engineering, LLC	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
Testing, Engineering and Consulting Services, Inc.	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
Fuqua Companies, Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
Ezekiel Construction, Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
Southern Demolition, LLC	Construction: General Contracting and Building	Emerging Small Business	WBE GDOT
Inland Group, LLC	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
Inland Surveying, LLC	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
Paul S. Akins Co., Inc.	Construction: General Contracting and Building	Mid-Size Small Business	Non-DBE or WBE
Foskey and Sons Construction, LLC	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
Phillips Brothers Contracting, Inc.	Painting and Striping	Mid-Size Small Business	Non-DBE or WBE
WBM Construction, Inc.	Painting and Striping	Mid-Size Small Business	Non-DBE or WBE
Archimetric Design & Construction, Inc.	Painting and Striping	Emerging Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
C & S Paving, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	WBE GDOT
Phoenix Solutions, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	DBE GDOT
Diversified Construction of Georgia, Inc.	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
C.P. Richards Construction Co., Inc.	Construction: General Contracting and Building	Mid-Size Small Business	Non-DBE or WBE
Pioneer Construction, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	Non-DBE or WBE
Swofford Construction, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	Non-DBE or WBE
JCI General Contractors, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	Non-DBE or WBE
Dabbs-Williams General Contractors, LLC	Construction: General Contracting and Building	Mid-Size Small Business	Non-DBE or WBE
Utility Support Systems, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	Non-DBE or WBE
W.E. Contracting Co., Inc.	Construction: General Contracting and Building	Emerging Small Business	WBE GDOT
E & D Contracting Service, Inc.	Construction: General Contracting and Building	Emerging Small Business	WBE GDOT
Contract Management, Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
Montgomery Consulting Group, Inc.	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Technique Concrete Construction, LLC	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
Arentz General Contracting, Inc.	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
Satori Construction, LLC	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
Johnson and Company, LLC	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
The Collaborative Firm, LLC	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
Infrasite Management, Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
TCG Consulting, Inc.	Construction: General Contracting and Building	Emerging Small Business	WBE GDOT
Soil and Environmental Testing Services, Inc.	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
Heavy Constructors, Inc.	Hydraulic Systems Installation	Mid-Size Small Business	Non-DBE or WBE
Crawford Grading & Pipeline, Inc.	Hydraulic Systems Installation	Mid-Size Small Business	Non-DBE or WBE
Site Engineering Inc.	Hydraulic Systems Installation	Mid-Size Small Business	Non-DBE or WBE
Copper Construction Co., Inc.	Hydraulic Systems Installation	Mid-Size Small Business	Non-DBE or WBE
North American Pipeline Management, Inc.	Hydraulic Systems Installation	Emerging Small Business	Non-DBE or WBE
ABE Consulting, Inc.	Hydraulic Systems Installation	Emerging Small Business	Non-DBE or WBE
Paragon Pipeline, Inc.	Hydraulic Systems Installation	Emerging Small Business	Non-DBE or WBE
Pond Constructors, Inc.	Hydraulic Systems Installation	Mid-Size Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Standard Contractors, Inc.	Hydraulic Systems Installation	Mid-Size Small Business	Non-DBE or WBE
Delta Equipment Enterprises	Fiber Optics and Telecommunications	Emerging Small Business	Non-DBE or WBE
Construction Control Services of Georgia, LLC	Fiber Optics and Telecommunications	Emerging Small Business	WBE GDOT
Privett & Associates	Foundation Work	Emerging Small Business	Non-DBE or WBE
Carter Engineering Consultants, Inc.	Foundation Work	Emerging Small Business	Non-DBE or WBE
Astra Group, Inc.	Highway Construction, Streets and Bridges	Mid-Size Small Business	Non-DBE or WBE
CMES, Inc.	Highway Construction, Streets and Bridges	Mid-Size Small Business	DBE GDOT
Colwell Construction Co., Inc.	Highway Construction, Streets and Bridges	Mid-Size Small Business	Non-DBE or WBE
The Sharon Company, Inc.	Highway Construction, Streets and Bridges	Mid-Size Small Business	WBE GDOT
Summers Concrete Contracting, Inc.	Highway Construction, Streets and Bridges	Mid-Size Small Business	Non-DBE or WBE
Ed Smith Construction Co., Inc.	Highway Construction, Streets and Bridges	Mid-Size Small Business	Non-DBE or WBE
North Georgia Concrete, Inc.	Highway Construction, Streets and Bridges	Mid-Size Small Business	Non-DBE or WBE
Ebony Construction Co., Inc.	Highway Construction, Streets and Bridges	Mid-Size Small Business	DBE GDOT
Curb-Tech, Inc.	Highway Construction, Streets and Bridges	Mid-Size Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Gregory Bridge Company	Highway Construction, Streets and Bridges	Mid-Size Small Business	Non-DBE or WBE
Martin-Robbins Fence Company, Inc.	Highway Construction, Streets and Bridges	Mid-Size Small Business	Non-DBE or WBE
McCoy Grading, Inc.	Highway Construction, Streets and Bridges	Mid-Size Small Business	Non-DBE or WBE
Reeves Construction Company	Highway Construction, Streets and Bridges	Mid-Size Small Business	Non-DBE or WBE
Lagniappe Development Company, Inc.	Highway Construction, Streets and Bridges	Emerging Small Business	WBE GDOT
Dixie Fence & Kennel, Inc.	Highway Construction, Streets and Bridges	Emerging Small Business	Non-DBE or WBE
O.C.S., Inc.	Highway Construction, Streets and Bridges	Emerging Small Business	Non-DBE or WBE
Poppell-Eller, Inc.	Highway Construction, Streets and Bridges	Emerging Small Business	Non-DBE or WBE
Espinosa Construction Services, Inc.	Highway Construction, Streets and Bridges	Emerging Small Business	DBE GDOT
Bridgecreek Construction, Inc.	Highway Construction, Streets and Bridges	Emerging Small Business	Non-DBE or WBE
TLC Lawn Care Co., Inc.	Highway Construction, Streets and Bridges	Emerging Small Business	WBE GDOT
Bly, Bly & Pittman Contracting Co., Inc	Highway Construction, Streets and Bridges	Emerging Small Business	DBE GDOT
The Angus Corporation	Highway Construction, Streets and Bridges	Emerging Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Sam Hall & Sons, Inc.	Highway Construction, Streets and Bridges	Emerging Small Business	Non-DBE or WBE
Carlson Construction Services, LLC	Highway Construction, Streets and Bridges	Emerging Small Business	WBE GDOT
Ohmshiv Construction, LLC	Highway Construction, Streets and Bridges	Emerging Small Business	Non-DBE or WBE
CMC, Inc	Highway Construction, Streets and Bridges	Emerging Small Business	DBE GDOT
Sandhill A.L.S. Construction, Inc.	Highway Construction, Streets and Bridges	Emerging Small Business	DBE GDOT
Perkins & Perkins Construction	Highway Construction, Streets and Bridges	Emerging Small Business	DBE GDOT
S & S Asphalt & Concrete	Highway Construction, Streets and Bridges	Emerging Small Business	DBE GDOT
J.D. Shuler Contracting Co., Inc.	Highway Construction, Streets and Bridges	Emerging Small Business	WBE GDOT
Brown Boy II, Inc.	Highway Construction, Streets and Bridges	Emerging Small Business	DBE GDOT
CEI Partners Joint Venture (S.L. King Technologies, Inc.)	Highway Construction, Streets and Bridges	Emerging Small Business	DBE GDOT
Essex Geoscience, Inc.	Highway Construction, Streets and Bridges	Emerging Small Business	Non-DBE or WBE
Martin-Pinero Construction Project Management, LLC	Highway Construction, Streets and Bridges	Emerging Small Business	DBE GDOT
Team Excavating Company	Concrete Retaining Walls and Structures	Mid-Size Small Business	Non-DBE or WBE
Erosion Solutions, Inc.	Concrete Retaining Walls and Structures	Emerging Small Business	WBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Roche, Inc.	Concrete Retaining Walls and Structures	Emerging Small Business	Non-DBE or WBE
Stewart's Professional Tree Service & Landscaping, Inc.	Concrete Retaining Walls and Structures	Emerging Small Business	Non-DBE or WBE
C.E. Garbutt Construction Company	Construction: General Contracting and Building	Mid-Size Small Business	Non-DBE or WBE
LRA Constructors, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	Non-DBE or WBE
Southern Concrete & Construction, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	WBE GDOT
Two State Construction Company, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	Non-DBE or WBE
Woodard Construction Company, Inc.	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
American Shoring, Inc.	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
AIM Partners, PLC	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
Esquinn Concrete, Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
Quad T General Contractors, LLC	Construction: General Contracting and Building	Emerging Small Business	WBE GDOT
Wall Technologies Company, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	Non-DBE or WBE
MCN Construction & Management, Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
AAA Contractors, Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Prince Welding & Fabrication	Painting and Striping	Emerging Small Business	DBE GDOT
Clark Welding, Inc.	Painting and Striping	Emerging Small Business	DBE GDOT
All Star Concrete Construction Inc.	Painting and Striping	Emerging Small Business	DBE GDOT
R. Communications, Inc. DBA R2R Communication	Traffic Control and Signal Installations	Mid-Size Small Business	DBE GDOT
Precision Approach, LLC	Traffic Control and Signal Installations	Emerging Small Business	Non-DBE or WBE
Pitts Electric Co., Inc.	Traffic Control and Signal Installations	Emerging Small Business	Non-DBE or WBE
Larry Ford and Associates, Inc.	Traffic Control and Signal Installations	Emerging Small Business	DBE GDOT
J.M. Clayton Company	Hydraulic Systems Installation	Mid-Size Small Business	Non-DBE or WBE
CWI Construction, Inc.	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
Monoko, LLC	Painting and Striping	Emerging Small Business	WBE GDOT
Airco Sandblasting, Inc.	Painting and Striping	Emerging Small Business	WBE GDOT
Southeast Painting Group, Inc.	Painting and Striping	Emerging Small Business	Non-DBE or WBE
Sacal Environmental & Management Company	Painting and Striping	Emerging Small Business	Non-DBE or WBE
N.J. Wilbanks Contractor, Inc.	Clearing, Grubbing, Excavation	Mid-Size Small Business	Non-DBE or WBE
Nutter, Overcash & Associates, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	Non-DBE or WBE
Merela Consultants Co Dba Geotech Walls Inc	Clearing, Grubbing, Excavation	Emerging Small Business	DBE GDOT
B & B Demolition and Contractors, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	DBE GDOT
Mallory T&K Contracting, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	DBE GDOT
J.D. James, Inc. D/B/A Nature Bridges	Fencing	Mid-Size Small Business	WBE GDOT
Asphalt Enterprises, Inc.	Fencing	Mid-Size Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Marine Specialties, Inc.	Fencing	Mid-Size Small Business	Non-DBE or WBE
Central Fence Company	Fencing	Emerging Small Business	Non-DBE or WBE
Chapman Fence Company, Inc.	Fencing	Emerging Small Business	Non-DBE or WBE
Lincoln Trucking, Inc.	Fencing	Emerging Small Business	DBE GDOT
Celebrity Fence Company, Inc.	Fencing	Emerging Small Business	DBE GDOT
Roadscape North Florida, Inc.	Fencing	Emerging Small Business	DBE GDOT
Shepco Paving, Inc.	Fencing	Emerging Small Business	Non-DBE or WBE
Infrastructure Engineers, Inc.	Asphalt and Cement Paving	Mid-Size Small Business	DBE GDOT
Engineering Design Technologies, Inc.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Paragon Consulting Group	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Johnson, Laschober & Associates, P.C.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
W.R. Toole Engineers, Inc.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Columbia Engineering	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Haines, Gipson & Associates, Inc.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Cranston Engineering Group, P.C.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Rochester & Associates, Inc.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Hulsey McCormick & Wallace, Inc.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Hodges, Harbin, Newberry & Tribble, Inc.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Kun-Young Chiu and Associates	Asphalt and Cement Paving	Emerging Small Business	DBE GDOT
Metrocorp Development Enterprises, Inc.	Traffic Control and Signal Installations	Emerging Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Mekuria Engineering, Inc.	Traffic Control and Signal Installations	Emerging Small Business	Non-DBE or WBE
Hayes, James & Associates, Inc.	Scientific Services, Surveying, Materials Testing	Mid-Size Small Business	Non-DBE or WBE
ENVIRO AgScience, Inc.	Scientific Services, Surveying, Materials Testing	Mid-Size Small Business	DBE GDOT
Hughes, Good, O'Leary & Ryan, Inc.	Scientific Services, Surveying, Materials Testing	Mid-Size Small Business	Non-DBE or WBE
Kern-Coleman & Co., LLC	Scientific Services, Surveying, Materials Testing	Mid-Size Small Business	Non-DBE or WBE
Travis Pruitt & Associates, Inc.	Scientific Services, Surveying, Materials Testing	Mid-Size Small Business	Non-DBE or WBE
Tunnell-Spangler-Walsh & Associates, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Site Solutions, LLC	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
AEC, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
McFarland-Dyer & Associates, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
B & A Enterprises	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Centricity, LLC	Scientific Services, Surveying, Materials Testing	Emerging Small Business	WBE GDOT
Randall-Paulson Architects, Incorporated	Architectural and Civil Engineering	Mid-Size Small Business	Non-DBE or WBE
Smith Dalia Architects, LLC	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
McLees, Boggs & Selby, Architects, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
IPG, Incorporated	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Richard + Wittschiebe Architects	Architectural and Civil Engineering	Emerging Small Business	WBE GDOT
Alan Bell Architects, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Lominack Kolman Smith Architects LLP	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Palmer Architects, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Civil Engineering Consulting Services, Inc.	Hydraulic Systems Installation	Emerging Small Business	WBE GDOT
Skyline Engineering & Construction, LLC	Hydraulic Systems Installation	Emerging Small Business	DBE GDOT
TDK Engineers, LLC	Hydraulic Systems Installation	Emerging Small Business	Non-DBE or WBE
Cogdell & Mendrala Architects, Inc	Construction: General Contracting and Building	Emerging Small Business	WBE GDOT
Statewide Engineering, Inc.	Construction: General Contracting and Building	Emerging Small Business	WBE GDOT
Clemmons Engineers	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
J M Smith Engineering, LLC	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
Coastal Civil Engineering, Inc	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
RWP Engineering, Inc.	Civil and Environmental Engineering	Emerging Small Business	Non-DBE or WBE
Morrison Design, LLC	Civil and Environmental Engineering	Emerging Small Business	Non-DBE or WBE
R. Powell & Associates, Inc.	Traffic Control and Signal Installations	Emerging Small Business	DBE GDOT
U.S. Cost	Painting and Striping	Mid-Size Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Buffington & Smith Contracting Company, Inc.	Soil, Cement Construction	Emerging Small Business	DBE GDOT
Desmear Systems, Inc.	Soil, Cement Construction	Emerging Small Business	DBE GDOT
Technicon Engineering, Inc.	Specialty Item and Equipment Rentals	Mid-Size Small Business	Non-DBE or WBE
PRAD Group, Inc. (Planning, Research, Analysis, Design)	Signage	Mid-Size Small Business	DBE GDOT
Blastech Enterprises, Inc.	Signage	Mid-Size Small Business	Non-DBE or WBE
Brite Star, Inc. D/B/A Advantage Graphics & Signs	Signage	Emerging Small Business	WBE GDOT
Browder + Leguizamón & Associates, Inc.	Erection Of Major Structures, Bridges, Culverts	Mid-Size Small Business	DBE GDOT
Pont Engineering, Inc.	Erection Of Major Structures, Bridges, Culverts	Emerging Small Business	DBE GDOT
Sastry and Associates, Inc.	Erection Of Major Structures, Bridges, Culverts	Emerging Small Business	DBE GDOT
Reames and Son Construction Company, Inc.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Scott & Sons Trucking, L.L.C.	Asphalt and Cement Paving	Emerging Small Business	DBE GDOT
Frank T. Loud Trucking, Inc.	Asphalt and Cement Paving	Emerging Small Business	DBE GDOT
Alvin McNair Co., Inc.	Asphalt and Cement Paving	Emerging Small Business	DBE GDOT
Tucker Trucking Enterprises, Inc.	Asphalt and Cement Paving	Emerging Small Business	DBE GDOT
Complete Hauling, Inc.	Asphalt and Cement Paving	Emerging Small Business	WBE GDOT
Summit Trucking, Inc.	Asphalt and Cement Paving	Emerging Small Business	WBE GDOT
RDLC, LLC	Asphalt and Cement Paving	Emerging Small Business	WBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Gayle Archer D/B/A Trinity Trucking	Asphalt and Cement Paving	Emerging Small Business	WBE GDOT
Norwood Trucking, LLC	Asphalt and Cement Paving	Emerging Small Business	DBE GDOT
Thompson Carriers, Inc.	Hauling and Trucking	Mid-Size Small Business	WBE GDOT
ISC, Inc.	Signage	Emerging Small Business	Non-DBE or WBE
Blount Construction Company, Inc.	Asphalt and Cement Paving	Mid-Size Small Business	Non-DBE or WBE
Simpson Trucking and Grading, Inc.	Asphalt and Cement Paving	Mid-Size Small Business	Non-DBE or WBE
International Contractors, Inc.	Hydraulic Systems Installation	Emerging Small Business	DBE GDOT
Kissberg Construction, Inc.	Hydraulic Systems Installation	Emerging Small Business	DBE GDOT
Tem Construction, LLC	Hydraulic Systems Installation	Emerging Small Business	DBE GDOT
Forrest Construction, Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
International Pools, LLC	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
Elixson Transport, Inc.	Hauling and Trucking	Emerging Small Business	WBE GDOT
Gibco Construction, LLC	Hauling and Trucking	Mid-Size Small Business	WBE GDOT
G & R Trucking Company	Hauling and Trucking	Emerging Small Business	WBE GDOT
Cornerstone Demolition & Grading, Inc.	Hauling and Trucking	Emerging Small Business	WBE GDOT
D A T Trucking, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Gay's Radiator Trucking	Hauling and Trucking	Emerging Small Business	DBE GDOT
Jackson Trucking & Enterprises, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Iron-Willed, LLC	Hauling and Trucking	Emerging Small Business	DBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
McCormack Trucking, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Marquez Enterprises, LLC	Hauling and Trucking	Emerging Small Business	DBE GDOT
Q Smith Hauling, LLC	Hauling and Trucking	Emerging Small Business	DBE GDOT
RJ Hauling, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Smith Trucking	Hauling and Trucking	Emerging Small Business	DBE GDOT
Lindsey Jacks Trucking, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
RRB Trucking, LLC	Hauling and Trucking	Emerging Small Business	Non-DBE or WBE
Palmer, Incorporated	Hauling and Trucking	Emerging Small Business	WBE GDOT
KFH Group, Incorporated	Mixed Modal Planning	Emerging Small Business	WBE GDOT
Rotoworks, LLC	Mass Transit Planning	Emerging Small Business	Non-DBE or WBE
C&M Associates, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
MA Engineering Consultants, Inc.	Scientific Services, Surveying, Materials Testing	Mid-Size Small Business	DBE GDOT
Accura Engineering & Consulting Services, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	DBE GDOT
Metro Engineering and Surveying Co., Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
CC Land Surveyors, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	WBE GDOT
TerraMark Land Surveying, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
GeoSurvey, Ltd.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Land Engineering, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Boundary Zone, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
James M. Anderson & Associates, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Jack W. Berry & Associates, Inc.	Scientific Services, Surveying, Materials Testing	Mid-Size Small Business	WBE GDOT
Georgia Aerial Surveys, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Photogrammetric Science, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	DBE GDOT
Overland Engineering, LLC	Subsurface Engineering and Erosion Control	Emerging Small Business	Non-DBE or WBE
Engineered Restorations, Inc.	Concrete Retaining Walls and Structures	Mid-Size Small Business	Non-DBE or WBE
Coleman Webb, LLC	Concrete Retaining Walls and Structures	Emerging Small Business	WBE GDOT
Land-Ends Trucking	Concrete Retaining Walls and Structures	Emerging Small Business	WBE GDOT
Lemongrass Consulting, Inc.	General Administrative Services	Emerging Small Business	DBE GDOT
Bias Enterprises, Inc.	Fiber Optics and Telecommunications	Mid-Size Small Business	Non-DBE or WBE
Environmental International Corporation	Specialty Item and Equipment Rentals	Emerging Small Business	DBE GDOT
Cameron Miles & Jackson, PC	Consulting and Administrative Services	Emerging Small Business	WBE GDOT
Carmichael, Brasher, Tuvell & Co.	General Administrative Services	Mid-Size Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Surber Barber Choate & Hertlein Architects, Inc.	Architectural and Civil Engineering	Mid-Size Small Business	Non-DBE or WBE
Albion Scaccia Enterprises, LLC	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Hartrampf, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Riley, Park, Hayden & Associates, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
David L. Woodburn AIA Architects	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
LKS Architects, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Nicholas Dickinson & Associates, P.C.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Ed Castro Landscape, Inc.	Environmental Consulting	Mid-Size Small Business	Non-DBE or WBE
The Spriggs Group, P.C.	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Kennedy Ragsdale & Associates, Inc.	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Hinesley and Associates	Environmental Consulting	Emerging Small Business	WBE GDOT
Studio Ala	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
ZT3 Placemaker Studio, Inc.	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Urban Studio, Inc.	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Ingenium Design Group, Inc.	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Eberly & Associates, Inc.	Architectural and Civil Engineering	Mid-Size Small Business	Non-DBE or WBE
Kurt Swensson, Inc. DBA KSi / Structural Engineers	Architectural and Civil Engineering	Mid-Size Small Business	Non-DBE or WBE
GMB Engineers & Planners, Inc.	Architectural and Civil Engineering	Emerging Small Business	DBE GDOT
Toole Design Group, LLC	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
CSI Geo, Inc.	Architectural and Civil Engineering	Emerging Small Business	DBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Simpson Engineers & Associates, PC	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
All Traffic Data Services, Inc.	Architectural and Civil Engineering	Emerging Small Business	WBE GDOT
Focus Development & Engineering, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Pace Geotechnical, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Dulohery, Weeks & Gagliano, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Johnson, Spellman & Associates, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Southern Civil Engineers, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Civil Engineering Associates, Inc.	Architectural and Civil Engineering	Emerging Small Business	DBE GDOT
Traffic Data Services, LLC	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Key Engineering Group, Inc.	Architectural and Civil Engineering	Emerging Small Business	DBE GDOT
Vision Engineering and Planning, LLC	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
BSI Associates, Inc.	Architectural and Civil Engineering	Emerging Small Business	DBE GDOT
Babbs Engineering Consultants, LLC	Architectural and Civil Engineering	Emerging Small Business	DBE GDOT
Lilly Young & Associates, Inc.	Architectural and Civil Engineering	Emerging Small Business	WBE GDOT
Russell Engineering, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Alpha Engineering and Associates, LLC	Architectural and Civil Engineering	Emerging Small Business	WBE GDOT
Parker Engineering, LLC	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Integrated Structural Services, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Multi Energy Group, LLC	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Shields Engineering Group Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Dovetail Consulting, Inc.	Architectural and Civil Engineering	Emerging Small Business	DBE GDOT
Lindsey & Ritter, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
PM&A Consulting Engineers, Inc.	Architectural and Civil Engineering	Emerging Small Business	Non-DBE or WBE
Q-B Engineering, Inc.	Architectural and Civil Engineering	Emerging Small Business	DBE GDOT
ConTech Design Group, Inc.	Architectural and Civil Engineering	Emerging Small Business	WBE GDOT
ACR Engineering, Inc.	Architectural and Civil Engineering	Emerging Small Business	DBE GDOT
McCall & Associates, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Lott + Barber Architects	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
S. Nelson & Associates, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Earth Mapping International, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	DBE GDOT
Smoak Designs, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Thompson, Hancock, Witte & Associates, Inc. (THW Design)	Consulting and Administrative Services	Mid-Size Small Business	Non-DBE or WBE
QORE Property Sciences	Consulting and Administrative Services	Mid-Size Small Business	Non-DBE or WBE
The Marglan Group, LLC	Consulting and Administrative Services	Emerging Small Business	WBE GDOT
ASA Engineering & Surveying, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	DBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Advanced Technology Solutions, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	DBE GDOT
LandAir Mapping, Inc.	Clearing, Grubbing, Excavation	Mid-Size Small Business	Non-DBE or WBE
Donaldson, Garrett & Associates, Inc.	Clearing, Grubbing, Excavation	Mid-Size Small Business	Non-DBE or WBE
Leading Edge Land Services Ga., Inc.	Clearing, Grubbing, Excavation	Mid-Size Small Business	WBE GDOT
Gaskins Surveying Company, Inc.	Clearing, Grubbing, Excavation	Mid-Size Small Business	Non-DBE or WBE
Diversified Design & Drafting Services, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	WBE GDOT
Larry Sibley Surveying, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	Non-DBE or WBE
Ecos Environmental Design, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	Non-DBE or WBE
Geoimage, LLC	Clearing, Grubbing, Excavation	Emerging Small Business	Non-DBE or WBE
Cypress Cultural Consultants, LLC	Clearing, Grubbing, Excavation	Emerging Small Business	Non-DBE or WBE
Exclusive Land Surveying, LLC	Clearing, Grubbing, Excavation	Emerging Small Business	Non-DBE or WBE
EES Consulting, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	DBE GDOT
Urban Engineers, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	Non-DBE or WBE
Maxwell-Reddick & Associates, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	Non-DBE or WBE
Preston Testing & Engineering Company, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Piedmont Geotechnical Consultants, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Arpeggio Acoustic Consulting, LLC	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Pieper O'Brien Herr, Architects	General Administrative Services	Mid-Size Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Schofield Interior Contractors, Inc.	General Administrative Services	Emerging Small Business	WBE GDOT
IT Corporation	Computer Systems and Design	Emerging Small Business	Non-DBE or WBE
Boyken International	Consulting and Administrative Services	Mid-Size Small Business	Non-DBE or WBE
BAT Associates, Inc.	Consulting and Administrative Services	Emerging Small Business	Non-DBE or WBE
Transit Capital Support Services, LLC	Consulting and Administrative Services	Emerging Small Business	DBE GDOT
The Lynch Group, Inc.	Consulting and Administrative Services	Emerging Small Business	Non-DBE or WBE
Whittington & Associates	Consulting and Administrative Services	Emerging Small Business	DBE GDOT
The Catena Group, Inc.	General Administrative Services	Emerging Small Business	DBE GDOT
Jones Worley Design, Inc.	Consulting and Administrative Services	Emerging Small Business	DBE GDOT
The Estis Group	General Administrative Services	Emerging Small Business	Non-DBE or WBE
Terranext, LLC	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Lanier Environmental Consultants, Inc.	Environmental Consulting	Emerging Small Business	WBE GDOT
R.S. Webb & Associates, Inc.	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Slade Land Use, Environmental, & Transportation Planning, LLC	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Fox Environmental, LLC	Environmental Consulting	Emerging Small Business	WBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Applied Wetland Sciences	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Connie Tallman & Associates, Inc.	Environmental Consulting	Emerging Small Business	WBE GDOT
ALDH & Associates, Inc.	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Arrowood Environmental Group, Inc.	Environmental Consulting	Emerging Small Business	Non-DBE or WBE
Integrated Science & Technology, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Urban GIS, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Quest Corporation of America, Inc.	General Administrative Services	Emerging Small Business	Non-DBE or WBE
Full Circle Communications, Inc.	General Administrative Services	Emerging Small Business	DBE GDOT
Planners for Environmental Quality (PEQ), Inc.	Consulting and Administrative Services	Emerging Small Business	DBE GDOT
Ellis Wood Contracting, Inc.	Drainage Structures	Mid-Size Small Business	Non-DBE or WBE
McLendon Enterprises, Inc.	Drainage Structures	Mid-Size Small Business	Non-DBE or WBE
Barnett Southern Corporation, Inc.	Drainage Structures	Mid-Size Small Business	Non-DBE or WBE
IDS Global – International Design Services, Inc.	Drainage Structures	Emerging Small Business	DBE GDOT
Anderson Construction Company of Fort Gaines	Construction: General Contracting and Building	Mid-Size Small Business	Non-DBE or WBE
All-N-1 Security Services, Inc.	Janitorial and Security Services	Mid-Size Small Business	DBE GDOT
ALZAN Services, LLC	Janitorial and Security Services	Emerging Small Business	DBE GDOT
Parker Grassing, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	WBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Leon & Son's Landscaping and Sprinkler, LLC	Clearing, Grubbing, Excavation	Emerging Small Business	DBE GDOT
Mitchell Hydroseeding Services, LLC	Clearing, Grubbing, Excavation	Emerging Small Business	WBE GDOT
EnviroMasters, Inc.	Painting and Striping	Emerging Small Business	Non-DBE or WBE
Willmer Engineering, Inc.	Scientific Services, Surveying, Materials Testing	Mid-Size Small Business	WBE GDOT
Geo-Hydro Engineers, Inc.	Scientific Services, Surveying, Materials Testing	Mid-Size Small Business	Non-DBE or WBE
Contour Engineering, LLC	Scientific Services, Surveying, Materials Testing	Mid-Size Small Business	DBE GDOT
Ranger Consulting, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	WBE GDOT
MC Squared, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	WBE GDOT
Whitaker Laboratory, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Construction Materials Services, Inc.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
EGSci Consulting, Inc., formerly known as Engeo Consulting	Scientific Services, Surveying, Materials Testing	Emerging Small Business	DBE GDOT
Corporate Environmental Risk Management, L.L.C.	Scientific Services, Surveying, Materials Testing	Emerging Small Business	DBE GDOT
Timely Engineering Soil Tests, LLC	Scientific Services, Surveying, Materials Testing	Emerging Small Business	Non-DBE or WBE
Moses Grass Company	Hauling and Trucking	Emerging Small Business	WBE GDOT
RT Moore Trucking, LLC	Hauling and Trucking	Emerging Small Business	WBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Triad Supply & Services, Inc.	Hauling and Trucking	Emerging Small Business	WBE GDOT
Pegg Trucking, Inc.	Hauling and Trucking	Emerging Small Business	WBE GDOT
Z-Cope Trucking	Hauling and Trucking	Emerging Small Business	DBE GDOT
James Hightower Trucking	Hauling and Trucking	Emerging Small Business	DBE GDOT
Bonn-J Contracting, Inc. of Florida	Erection Of Major Structures, Bridges, Culverts	Mid-Size Small Business	WBE GDOT
Tricor Construction, Inc.	Erection Of Major Structures, Bridges, Culverts	Mid-Size Small Business	WBE GDOT
Atwood Fence Company, Inc.	Signage	Mid-Size Small Business	WBE GDOT
Mills Specialty Metal, LLC	Signage	Emerging Small Business	WBE GDOT
Peachtree Telecommunications International, LLC	Signage	Emerging Small Business	WBE GDOT
D.E.T., Inc	Traffic Control and Signal Installations	Emerging Small Business	DBE GDOT
Dixie Electric Company	Traffic Control and Signal Installations	Emerging Small Business	WBE GDOT
Pro-Tech Pavement Markings, Inc.	Painting and Striping	Emerging Small Business	DBE GDOT
Pyles Plumbing & Utility Contractors, Inc.	Hydraulic Systems Installation	Mid-Size Small Business	Non-DBE or WBE
Charles E. Shaw Electrical Contractor	Electrical and Communications Services	Emerging Small Business	DBE GDOT
Mr. Dee's Electric, LLC	Electrical and Communications Services	Emerging Small Business	Non-DBE or WBE
AFCO Realty, LLC	General Administrative Services	Emerging Small Business	Non-DBE or WBE
Smith Real Estate Services, Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Luster National, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	DBE GDOT
Rohadfox Construction Control Services Corporation	Construction: General Contracting and Building	Mid-Size Small Business	WBE GDOT
Keville Enterprises, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	WBE GDOT
NXL Construction Services, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	DBE GDOT
Coastline Consulting Services, Inc.	Construction: General Contracting and Building	Emerging Small Business	DBE GDOT
JDMR & Associates, Inc.	Construction: General Contracting and Building	Emerging Small Business	Non-DBE or WBE
Randolph and Company, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
S.A.B.E., Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Wilkes Concrete Co., Inc.	Hauling and Trucking	Emerging Small Business	WBE GDOT
Kelly Construction Co., Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
G.D. Swing, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Grimes Trucking, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Level Transport, LLC	Hauling and Trucking	Emerging Small Business	DBE GDOT
K Ware Trucking, Inc.	Hauling and Trucking	Emerging Small Business	DBE GDOT
Ladd Trucking	Hauling and Trucking	Emerging Small Business	WBE GDOT
A.M.S.I. (American Material Services, Inc.)	Asphalt and Cement Paving	Emerging Small Business	WBE GDOT
Reynolds Trucking and Transportation, Inc.	Asphalt and Cement Paving	Emerging Small Business	DBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Metals & Materials Engineers, LLC	Subsurface Engineering and Erosion Control	Mid-Size Small Business	Non-DBE or WBE
Ladds Farm Supply, Inc.	Subsurface Engineering and Erosion Control	Emerging Small Business	Non-DBE or WBE
Soil-Tek Solutions, Inc.	Subsurface Engineering and Erosion Control	Emerging Small Business	Non-DBE or WBE
Jake Martin & Son Contractors, Inc.	Subsurface Engineering and Erosion Control	Emerging Small Business	WBE GDOT
Alpha Consulting Engineers, LLC (ACE)	Subsurface Engineering and Erosion Control	Emerging Small Business	Non-DBE or WBE
South Georgia Erosion Control, LLC	Subsurface Engineering and Erosion Control	Emerging Small Business	WBE GDOT
Brenco Contractors, Inc.	Subsurface Engineering and Erosion Control	Emerging Small Business	WBE GDOT
D.V. Anderson, Inc.	Subsurface Engineering and Erosion Control	Emerging Small Business	DBE GDOT
Turner Company and Erosion Control, Inc.	Subsurface Engineering and Erosion Control	Emerging Small Business	WBE GDOT
Clean Water Consultants, Inc.	Hydraulic Systems Installation	Emerging Small Business	WBE GDOT
Garrett Consulting, Inc.	Fiber Optics and Telecommunications	Emerging Small Business	DBE GDOT
Remediation Resources, Inc.	Clearing, Grubbing, Excavation	Emerging Small Business	Non-DBE or WBE
Turpin, Inc.	Curbs, Gutters and Guard Rails	Emerging Small Business	WBE GDOT
Adams Grading Company, Inc.	Curbs, Gutters and Guard Rails	Emerging Small Business	WBE GDOT
Doyle Hancock & Sons Construction, Inc.	Subsurface Engineering and Erosion Control	Mid-Size Small Business	WBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Clover Construction Services, LLC	Subsurface Engineering and Erosion Control	Emerging Small Business	WBE GDOT
T.M.C. Grassing, Inc.	Subsurface Engineering and Erosion Control	Emerging Small Business	WBE GDOT
Strickland & Sons Pipeline, Inc.	Hydraulic Systems Installation	Mid-Size Small Business	Non-DBE or WBE
Aldridge-Jordan, Inc.	Hydraulic Systems Installation	Emerging Small Business	Non-DBE or WBE
Precision 2000, Inc.	Curbs, Gutters and Guard Rails	Mid-Size Small Business	DBE GDOT
F.L. Haynie Construction Co., Inc.	Drainage Structures	Emerging Small Business	WBE GDOT
Chief Construction Services, LLC	Concrete Retaining Walls and Structures	Emerging Small Business	DBE GDOT
Haibach Trucking	Hauling and Trucking	Emerging Small Business	DBE GDOT
Peach State Hauling, Inc.	Hauling and Trucking	Emerging Small Business	WBE GDOT
River Valley Transport Enterprises, LLC	Hauling and Trucking	Emerging Small Business	WBE GDOT
Matriarch Construction Co., Inc.	Asphalt and Cement Paving	Emerging Small Business	DBE GDOT
Georgia Asphalt, Inc.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Massana Construction, Inc.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Jeffery Harris Trucking, Inc.	Asphalt and Cement Paving	Emerging Small Business	DBE GDOT
Higgins Construction Co.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Princi Communication, Inc.	Asphalt and Cement Paving	Emerging Small Business	DBE GDOT
Interstate Sealant & Concrete, Inc.	Asphalt and Cement Paving	Mid-Size Small Business	WBE GDOT
Eaton Construction Co., Inc.	Asphalt and Cement Paving	Mid-Size Small Business	WBE GDOT
Pittman Construction Company	Asphalt and Cement Paving	Mid-Size Small Business	Non-DBE or WBE

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Baldwin Paving Co., Inc.	Asphalt and Cement Paving	Mid-Size Small Business	Non-DBE or WBE
C & G Concrete Construction Co., Inc.	Asphalt and Cement Paving	Emerging Small Business	DBE GDOT
Robinson Paving Company	Asphalt and Cement Paving	Mid-Size Small Business	Non-DBE or WBE
Oxford Construction Company	Asphalt and Cement Paving	Mid-Size Small Business	Non-DBE or WBE
Littlefield Construction Company	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Kelly Road Builders, Inc. D/B/A Kelly Construction	Asphalt and Cement Paving	Mid-Size Small Business	DBE GDOT
Griffin Contracting, Inc.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
The Miller Group, Inc.	Asphalt and Cement Paving	Emerging Small Business	Non-DBE or WBE
Gulf Coast Rebar, Inc.	Painting and Striping	Mid-Size Small Business	DBE GDOT
Enterprise Rebar	Manufacturing, Bearings, Metals	Emerging Small Business	DBE GDOT
Cymco 7, Inc.	Manufacturing, Bearings, Metals	Emerging Small Business	DBE GDOT
Schnabel Foundation Company	Concrete Retaining Walls and Structures	Mid-Size Small Business	Non-DBE or WBE
Al Lewis Construction Co., Inc.	Concrete Retaining Walls and Structures	Emerging Small Business	DBE GDOT
Border Rebar, LLC	Structural Steel Erection	Mid-Size Small Business	DBE GDOT
World Fiber Technologies, Inc.	Traffic Control and Signal Installations	Mid-Size Small Business	Non-DBE or WBE
Contract Services Inc.	Traffic Control and Signal Installations	Mid-Size Small Business	Non-DBE or WBE
Corbett Electrical Construction, Inc.	Traffic Control and Signal Installations	Emerging Small Business	WBE GDOT
B/E Electrical Contractors, Inc.	Electrical and Communications Services	Emerging Small Business	WBE GDOT
Paulk Landscaping & Nursery, Inc.	Grassing and Grading	Emerging Small Business	Non-DBE or WBE
Leon's Fence & Guardrail, LLC	Curbs, Gutters and Guard Rails	Emerging Small Business	DBE GDOT

Company Name	Industry (NAICS) Description	Small/Emerging Business Status	DBE/Non-DBE Status
Southern Advanced Solutions, LLC	Fencing	Emerging Small Business	WBE GDOT
Natural Enclosure Fence Co., LLC	Fencing	Emerging Small Business	Non-DBE or WBE
TJR Group, Inc.	Fencing	Emerging Small Business	WBE GDOT
Sheets Construction Co., Inc.	Specialty Item and Equipment Rentals	Mid-Size Small Business	Non-DBE or WBE
The Navitus Group, Inc.	Electrical and Communications Services	Emerging Small Business	DBE GDOT
The Corbett Group, LLC	Consulting and Administrative Services	Emerging Small Business	DBE GDOT
EMC Engineering Services, Inc.	Construction: General Contracting and Building	Mid-Size Small Business	Non-DBE or WBE
United Consulting, LLC	Civil and Environmental Engineering	Mid-Size Small Business	Non-DBE or WBE
Middle Georgia Signs – Design Effex, Inc.	Traffic Control and Signal Installations	Emerging Small Business	DBE GDOT
Safety Signal Co., Inc.	Traffic Control and Signal Installations	Emerging Small Business	WBE GDOT
Highway Services, Inc.	Traffic Control and Signal Installations	Emerging Small Business	WBE GDOT
Columbus Barricade, Inc.	Traffic Control and Signal Installations	Emerging Small Business	WBE GDOT