Memorandum

Making Conservation a California Way of Life

To: WENYILONG

SENIOR TRANSPORTATION ENGINEER

Division of Local Assistance

**File:** TCEP 5006(882)

**Date:** October 1, 2021

From: LAN NGUYEN the

TRANSPORTATION ENGINEER Engineering Support Branch Office of Civil Rights

Subject: PORT OF LOS ANGELES GOOD FAITH EFFORT EVALUATION

The Port of Los Angeles determined that the Disadvantaged Business Enterprise (DBE) contract goal for this project is 20%. According to the documentation provided by Port of Los Angeles, the DBE commitment listed the apparent lowest bidder, Herzog and Stacy and Witback (Herzog/Stacy and Witback), a joint venture, is 10.12% or \$5,609,377.00 of the total bid for the Pier 400 Corridor Storage Tracks and Expansion project.

Engineering Support Branch (ESB) has reviewed the submitted Disadvantaged Business Enterprises (DBE) forms from Herzog/Stacy and Witback. ESB determined that Herzog/Stacy and Witback's DBE commitment of 10.12% or \$5,609,377.00 did not meet the 20% contract goal.

ESB concurs with Port of Los Angeles's determination that Herzog/Stacy and Witback did demonstrate adequate Good Faith Effort (GFE) to meet the contract goal.

According to the DBE Program, when a bidder has not committed to meet the contract goal, ESB evaluates the bidder's good faith efforts using Appendix A of 49 CFR Part 26.

#### **EVALUATION OF GOOD FAITH EFFORT DOCUMENTATION**

The Good Faith Efforts (GFE) are all necessary and reasonable steps to achieve a DBE goal or other requirement of this part which, by their scope, intensity, and appropriateness to the objective, could reasonably be expected to obtain sufficient DBE participation.

#### 1. Outreach Efforts

In Part A of the "Exhibit 15-H: Proposer/Contractor Good Faith Efforts" form, the Contractor was asked to describe their outreach efforts, list the dates, location and results.

Herzog/Stacy and Witback reached out to one publication and started their advertisements 55 days before bid opening for solicitation of DBE subcontractors and suppliers. This allowed the DBE firms time to respond to the solicitation as well as provided adequate information about the contract.

The following table indicates a summary of Herzog/Stacy and Witback's advertisements.

Publications	Advertisement Date	Bid Opening Date	Number of Days Published	Supporting Documents Provided
Dodge Data & Analytics	6/23/2021 – 8/17/2021	8/17/2021	55	Yes

Herzog/Stacy and Witback provided a copy of the advertisements in the GFE supporting documentation.

# 2. Documentation of Solicitation Efforts and Follow Up

In Part B of the "Exhibit 15-H: Proposer/Contractor Good Faith Efforts" form, the Herzog/Stacy and Witback was to list the name of DBEs solicitated, the date of initial solicitation, items of work offered, and the follow up methods. Herzog/Stacy and Witback stated, "Please See Attached."

Herzog/Stacy and Witback indicated that they utilized the California United Certification Program (CUCP). However, Herzog/Stacy and Witback did not provide the search results from their query. Therefore, ESB is unable to verify that Herzog/Stacy and Witback utilized the CUCP database.

Herzog/Stacy and Witback indicated that they solicited 122 DBE firms, via email, on June 24, 2021.

Date	Solicitation	Method	Sent	Total
June 24, 2021	Initial	Email	122	122

An addendum notification was sent out on July 2, 2021, a second addendum notification was sent out on July 23, 2021, and a third addendum was sent out on August 9, 2021. It was also indicated that there were three "Q & A"s on July 2, 2021, July 26, 2021, and August 3, 2021. Herzog/Stacy and Witback followed up with the DBE firms via phone calls between July 8, 2021 and August 13, 2021. Herzog/Stacy and Witback continued to follow up with eleven DBE firms between August 5, 2021 and August 16, 2021 if they were unable to reach the DBE firm, left voicemail, or interested in bidding.

Date	Solicitation	Method	Sent
July 8, 2021 – August 13, 2021	Follow-up	Phone	122
August 5, 2021 – August 16, 2021	Follow-up	Phone	11

Date	Solicitation	Method	Unable	L/M	Not	Will	Interested	Total
					Bid	Bid		
7/ 8/2021 – 8/3/2021	Follow-up	Phone	11	67	21	12	11	122
8/5/2021 – 8/16/2021	Follow-up	Phone	1	0	2	8	0	11

Herzog/Stacy and Witback provided proof of follow up efforts and the results. The results are summarized below:

- Voice messages left to 67 DBE firms
- 23 DBE firms indicated they would not bid
- 20 DBE firms would submit a bid
- 11 DBE firms were interested in bidding
- 12 DBE firms could not be contacted due to no answer

At bid time, Herzog/Stacy and Witback had confirmations for 13 DBE firms as a result of their solicitation efforts.

#### 3. Work Made Available to DBEs

In Part C of the "Exhibit 15-H: Proposer/Contractor Good Faith Efforts" form, selecting portions of the work to be performed by DBEs in order to increase the likelihood that the DBE goals will be achieved, including breaking out contract work items into economically feasible units to facilitate DBE participation.

According to the list of items of work provided, Herzog/Stacy and Witback indicated that they made approximately \$29,052,500.00 or 50.14% of work available to DBE firms.

# 4. Rejected DBEs

In Part D of the "Exhibit 15-H: Proposer/Contractor Good Faith Efforts" form, the Contractor was asked to list the items of work, names of firms that were selected over the rejected DBE firm, and the quote amount. If a non-DBE firm was selected over a DBE firm, provide the price difference, reasons for selection and evidence to why additional agreements could not be reached for DBEs to perform the work. Herzog/Stacy and Witback stated, "Please see attached"

Herzog/Stacy and Witback provided accepted and rejected DBE quotes. Herzog/Stacy and Witback also provided the reasons why a non-DBE firm was selected over a DBE firm.

Work Description	Accepted Firm	DBE or Non-DBE	DBE Rejected	Reason
Railroad Bridge	Pacific Steel	Non-DBE	LA Steel	Price Difference of \$231,924.00

Railroad Bridge	Pacific Steel	Non-DBE	Heavy Metal Steel	Price Difference of \$2,151,493.0 0
Railroad Bridge	Pacific Steel	Non-DBE	Marvella Steel	Price Difference of 183,864.00
Railroad Bridge	Pacific Steel	Non-DBE	Legacy Reinforcing Steel	Price Difference of \$240,911.00
Bearing Pads	Scougal	Non-DBE	Rupert Construction Supply	Price Difference of \$28,758.00

Herzog/Stacy and Witback rejected the DBE firms, LA Steel, Heavy Metal Steel, Marvella Steel, and Legacy Reinforcing Steel, and accepted non-DBE firm, Pacific Steel, for railroad bridge items due to price differences. Herzog/Stacy and Witback also rejected the DBE firm, Rupert Construction Supply, and accepted non-DBE firm, Scougal, for bearing pads due to a price difference of \$28,758.00. Per the Appendix A to Part 26, "Prime contractors are not, however, required to accept higher quotes from DBEs if the price difference is excessive or unreasonable."

#### 5. Assistance Given on Plans, Specifications, and Contract Requirements

In Part E of the "Exhibit 15-H: Proposer/Contractor Good Faith Efforts" form, Herzog/Stacy and Witback stated, "Herzog/Stacy and Whitbeck, A Joint Venture offered assistance in obtaining information related to plans, specifications and requirements for the work in our advertisement as well is in our direct solicitation to DBE's. Please see attached." A copy of their advertisements state that plans and specifications are available to view at their iSqFt by invitation and will need to be contacted to request an invitation.

# 6. Assistance or Services Offered for Bonding, Lines of Credit, Insurance, Equipment, Supplies, Materials, or Related Assistance or Services

In Part F of the "Exhibit 15-H: Proposer/Contractor Good Faith Efforts" form, Herzog/Stacy and Witback stated, "Herzog/Stacy and Witbeck, A Joint Venture offered assistance in obtaining bonding, lines of credit or insurance, necessary equipment, supplies, and materials, or related assistance or services, excluding supplies and equipment in our advertisement and direct solicitation. Please see attached." Herzog/Stacy and Witback provided a copy of their advertisements which clearly states this.

# 7. Contacting Recruitment Agencies

In Part G of the "DBE Good Faith Efforts Documentation" form, Herzog/Stacy and Witback listed six agencies they contacted via email on June 28, 2021.

Herzog/Stacy and Witback provided supporting documentation indicating that they contacted the following minority and women community organizations, minority and women contractors' groups, local, state, and federal minority and women business assistance offices, and other organizations:

- Latino Business Chamber
- Greater Los Angeles African American COC
- American Indian COC
- Chinese COC
- Women's Business Center
- NAWBO-LA

# 8. Additional Good Faith Efforts

There is no evidence or assertion of additional good faith efforts performed by Herzog/Stacy and Witback.

# 9. Bidder Comparison of Confirmed DBE Commitment

The lowest bidder, Herzog/Stacy and Witback's, apparent DBE participation is 10.12% of the total bid. Herzog/Stacy and Witback did not meet the contract goal of 20%.

The second lowest bidder, Reyes Construction Inc. (Reyes) apparent DBE participation is 21.05% of the total bid. Reyes appears to meet the 20% DBE goal. However, ESB has not reviewed Reyes' bid submittal.

The third lowest bidder, Flatiron West, Inc. (Flatiron) apparent DBE participation is 6.21% of the total bid. Flatiron did not meet the 20% DBE goal. ESB has not reviewed Flatiron's bid submittal.

The bids were as follows:

Bid Rank	Bidder	Bid Amount	Claimed DBE Commitment
1	Herzog/Stacy and Witback	\$57,947,265.00	\$5,609,377.00 or 10.12%
2	Reyes Construction Inc.	\$58,054,505.00	\$11,689,257.88 or 21.05%
3	Flatiron West, Inc.	\$58,614525.00	\$3,640,275.78 or 6.21%

#### CONCLUSION

ESB has determined that Herzog/Stacy and Witback did not meet the contract goal but did demonstrate adequate good faith efforts through soliciting by indirect and direct methods. ESB considers the quantity, quality, and intensity of the different kinds of efforts that Herzog/Stacy and Witback has made. Based on the following facts:

- Herzog/Stacy and Witback reached out to one publication and started their advertisements 55 days before bid opening for solicitation of DBE subcontractors and suppliers.
- Herzog/Stacy and Witback indicated that they solicited 122 DBE firms, via email, on June 24, 2021.
- An addendum notification was sent out on July 2, 2021, a second addendum notification was sent out on July 23, 2021, and a third addendum was sent out on August 9, 2021.
- It was also indicated that there were three "Q & A"s on July 2, 2021, July 26, 2021, and August 3, 2021.
- Herzog/Stacy and Witback followed up with the DBE firms via phone calls between July 8, 2021 and August 13, 2021. Herzog/Stacy and Witback continued to follow up with eleven DBE firms between August 5, 2021 and August 16, 2021 if they were unable to reach the DBE firm, left voicemail, or interested in bidding.
- Herzog/Stacy and Witback indicated that they made approximately \$29,052,500.00 or 50.14% of work available to DBE firms.
- Herzog/Stacy and Witback provided accepted and rejected DBE quotes.
   Herzog/Stacy and Witback also provided the reasons why a non-DBE firm was selected over a DBE firm.
- Herzog/Stacy and Witback contacted six agencies via email on June 28, 2021.
- Herzog/Stacy and Witback offered assistance with plans, specifications, obtaining bonding, lines of credit or insurance, necessary equipment, supplies, and materials, or related assistance or services in their advertisements.
- Herzog/Stacy and Witback did demonstrate that they took all necessary and reasonable steps and available means to obtain sufficient DBE participation for this contract.

From: Doan, Hau N@DOT on behalf of DBE Goal GFE@DOT

To: Pan, Mahsa; DBE Goal GFE@DOT; Goudeau, Annette@DOT

Cc: Konareddy, Prashant; Mallakis, Kosta; Balasubramaniam, Thuraisamy@DOT

**Subject:** RE: Caltrans concurrence with low bidder DBE GFE - Pier 400 Rail

**Date:** Wednesday, November 3, 2021 3:58:37 PM

#### **CAUTION:** External email.

#### Mahsa,

Caltrans confirmed that lowest bidder did have adequate GFE.

Hau Doan, PE
DBE Program Oversight Engineer
Office of Guidance and Oversight
Division of Local Assistance
California Department of Transportation
1120 N St., Sacramento, CA 95814
(916) 654-4318

From: Pan, Mahsa < MPan@portla.org >

Sent: Wednesday, November 3, 2021 3:10 PM

To: DBE Goal GFE@DOT <dbegoal.gfe@dot.ca.gov>; Goudeau, Annette@DOT

<Annette.Goudeau@dot.ca.gov>

**Cc:** Konareddy, Prashant < PKonareddy@portla.org>; Mallakis, Kosta < KMallakis@portla.org>;

Balasubramaniam, Thuraisamy@DOT <tbalasub@dot.ca.gov>

Subject: RE: Caltrans concurrence with low bidder DBE GFE - Pier 400 Rail

# EXTERNAL EMAIL. Links/attachments may not be safe.

Good afternoon Annette,

Thank you for your support on the Pier 400 Rail project. I work with Prashant and wanted to reach out to you about the bidder's good faith effort.

We received two letters from the second lowest bidder, Reyes Construction, Inc. and they asked us to share their concerns with Caltrans. We also received a letter from the lowest bidder, Herzog/Stacy and Witbeck, A Joint Venture, in response the first letter from Reyes.

#### Attached to this email are:

- Letter from Reyes, dated 9/22/21
- 2. Letter from Herzog/Stacy and Witbeck, dated 9/29/21
- Letter to Reyes from the Port of LA, dated 10/12/21
- 4. Letter from Reyes, dated11/2/21

We would like to ask for your help to review and confirm the position previously taken, in

that the lowest bidder made a good faith effort to meet the DBE contract goal. We would appreciate your expedited review by the end of this week, since we are working on our board report regarding award of the contract.

Please don't hesitate to contact me to discuss this issue further or to provide additional clarification.

Thanks,

#### Mahsa Hematabadi Pan, P.E., CCM, LEED GA

**PORT OF LOS ANGELES** 

Senior Civil Engineer | Senior Construction Manager 310-387-3662 MOBILE | 310-831-5389 FAX | MPan@portla.org Construction Division | 425 S. Palos Verdes St. | San Pedro, CA 90731 | portoflosangeles.org



**From:** Konareddy, Prashant < <a href="mailto:PKonareddy@portla.org">PKonareddy@portla.org</a>>

**Sent:** Friday, October 1, 2021 4:04 PM

**To:** Mallakis, Kosta <<u>KMallakis@portla.org</u>>; Pan, Mahsa <<u>MPan@portla.org</u>>; Wafer, Angelica <<u>AWafer@portla.org</u>>

**Cc:** Samaro, Daniel <<u>DSamaro@portla.org</u>>; Zambrano, Salvador <<u>SZambrano@portla.org</u>>; Arend, Kurt <<u>KArend@portla.org</u>>; Walsh, Dave <<u>DWalsh@portla.org</u>>; Chuc, Brian <<u>BChuc@portla.org</u>> **Subject:** Caltrans concurrence with low bidder DBE GFE - Pier 400 Rail

Kosta and Mahsa,

Please see below e-mail and attachment from Caltrans DBE coordinator concurrence with low bidder GFE.

Angelica,

Please file this document under PRO 25435-1-1-2

Have a great weekend!!

Thanks,

Prashant

**From:** Goudeau, Annette@DOT <<u>Annette.Goudeau@dot.ca.gov</u>> on behalf of DBE Goal GFE@DOT <<u>dbegoal.gfe@dot.ca.gov</u>>

Sent: Friday, October 1, 2021 2:07 PM

**To:** Konareddy, Prashant < <a href="mailto:PKonareddy@portla.org">PKonareddy@portla.org</a>>

**Cc:** DBE Goal GFE@DOT < dbegoal.gfe@dot.ca.gov>; Balasubramaniam, Thuraisamy@DOT

<tbalasub@dot.ca.gov>

**Subject:** FW: DBE Goal/GFE package - TCEP 5006(882)

**CAUTION:** External email.

## Good afternoon,

Per GFE review, we concur with the Port of Los Angeles that the lowest bidder <u>did</u> <u>perform good faith efforts</u>.

Thank you, have a wonderful weekend.

**From:** Konareddy, Prashant < <a href="mailto:PKonareddy@portla.org">PKonareddy@portla.org</a>>

**Sent:** Wednesday, September 22, 2021 3:18 PM **To:** DBE Goal GFE@DOT < dbegoal.gfe@dot.ca.gov>

**Cc:** Balasubramaniam, Thuraisamy@DOT < <a href="mailto:tbalasub@dot.ca.gov">tbalasub@dot.ca.gov</a>>

**Subject:** Re: DBE Goal/GFE package - TCEP 5006(882)

# **EXTERNAL EMAIL.** Links/attachments may not be safe.

Hi Annette/Wenyi and DBE team,

Please see attached DBE related documents from the low bidder. Here is the breakdown of documents I have attached.

- 1. Bid Summary I have attached 15D that references Bid Analysis attachment. The Port performs detailed Bid Analysis that includes detailed breakdown of all the bid items. This document includes Engineer's estimate and all 10 bidder's bid proposal.
- 2. Exhibits 15 G &H I am attaching 264 pages of document that include 15 B, G&H forms and attachments supporting these forms. Please use the "Bookmark" tab on the PDF file to easily navigate all the forms and supporting documents. The DBE goal prior to bid was established at 20%. The lowest bidder's DBE participation is at 10.12%. The attachments show GFE by the low bidder. I have signed the 15G form. The contract is not awarded yet.
- 3. Exhibit 9-B See attached Port of Los Angeles reviewed and signed documents verifying low bidder's GFE.

Please let me know if you have comments. Due to size of e-mail attachment (over 20MB), please confirm receipt of this e-mail. I would appreciate if could expedite the review and provide response/approval by next week.

Port will also send these documents via formal letter.

Thanks.

Prashant Konareddy
Port of Los Angeles

From: Long, Wenyi@DOT < wenyi.long@dot.ca.gov > on behalf of DBE Goal GFE@DOT

<dbegoal.gfe@dot.ca.gov>

**Sent:** Tuesday, September 21, 2021 2:14 PM

**To:** Konareddy, Prashant < <a href="Monareddy@portla.org">PKonareddy@portla.org</a>; DBE Goal GFE@DOT < <a href="mailto:dbegoal.gfe@dot.ca.gov">dbegoal.gfe@dot.ca.gov</a>>

**Cc:** Balasubramaniam, Thuraisamy@DOT < <a href="mailto:tbalasub@dot.ca.gov">tbalasub@dot.ca.gov</a>>

Subject: RE: DBE Goal - TCEP 5006(882)

**CAUTION:** External email.

Hi Prashant,

Annette is off today. The GFE package for a construction contract consists of:

- 1. A bid summary such as Exhibit 15-D: Bid Tabulation Summary Sheet
- 2. All bidder's Exhibits 15-G: Construction Contract DBE Commitment
- 3. All bidder's Exhibit 15-H: Proposer/Bidder Good Faith Efforts
- 4. Exhibit 9-E: Local Agency Good Faith Efforts Review

Above are the documents that should be submitted for GFE review.

Please let us know if you have questions.

Thank you,

Wenyi Long Senior Transportation Engineer Division of Local Assistance Caltrans (916) 654-6832

**From:** Konareddy, Prashant < <a href="mailto:PKonareddy@portla.org">PKonareddy@portla.org</a>>

Sent: Tuesday, September 21, 2021 12:08 PM

**To:** DBE Goal GFE@DOT < <a href="mailto:dbegoal.gfe@dot.ca.gov">dbegoal.gfe@dot.ca.gov</a>>

**Cc:** Balasubramaniam, Thuraisamy@DOT < <a href="mailto:tbalasub@dot.ca.gov">tbalasub@dot.ca.gov</a>>

**Subject:** RE: DBE Goal - TCEP 5006(882)

**EXTERNAL EMAIL.** Links/attachments may not be safe.

Hi Annette,

Port of Los Angeles Terminal Island Railyard Enhancement project was in bid phase over last several months. The Project was advertised on June 16<sup>th</sup> and bids were opened on August 17<sup>th</sup> 2021. The lowest bidder's DBE % is at 10.12%. The DBE goal prior to advertisement was at 20%. The lowest 3 bidders have submitted the Good Faith Effort (GFE) documents to Port. I want to further discuss or provide documents for Caltrans DBE to review and provide concurrence. Please let me know if you are available later this afternoon or tomorrow to discuss the documents Port to Submit for review and approval by your office.

Thanks,

Prashant Konareddy Port of Los Angeles (310) 592- 5524 (Cell)

From: Goudeau, Annette@DOT < Annette.Goudeau@dot.ca.gov > On Behalf Of DBE Goal GFE@DOT

Sent: Wednesday, February 24, 2021 8:47 AM

**To:** Konareddy, Prashant < <a href="mailto:PKonareddy@portla.org">PKonareddy@portla.org</a>; DBE Goal GFE@DOT < <a href="mailto:dbegoal.gfe@dot.ca.gov">dbegoal.gfe@dot.ca.gov</a>>

**Cc:** Balasubramaniam, Thuraisamy@DOT < <a href="mailto:tbalasub@dot.ca.gov">tbalasub@dot.ca.gov</a>>

Subject: RE: DBE Goal - TCEP 5006(882)

**CAUTION:** External email.

Good morning,

You're welcome Prashant!

Annette Goudeau Caltrans, HQ Division of Local Assistance Program Reviews & Outreach Branch

Single Audit Reporting, DBE Goal Setting & Good Faith Efforts, Civil Rights Title VI & ADA, Divisional Forms

Office: 916.653.4850

**From:** Konareddy, Prashant < <a href="mailto:PKonareddy@portla.org">PKonareddy@portla.org</a>>

Sent: Tuesday, February 23, 2021 5:43 PM

**To:** DBE Goal GFE@DOT < <a href="mailto:dbegoal.gfe@dot.ca.gov">dbegoal.gfe@dot.ca.gov</a>>

**Cc:** Balasubramaniam, Thuraisamy@DOT < <a href="mailto:tbalasub@dot.ca.gov">tbalasub@dot.ca.gov</a>>

**Subject:** Re: DBE Goal - TCEP 5006(882)

**EXTERNAL EMAIL.** Links/attachments may not be safe.

Annette and DBE Team,

Thank you for review and concurrence on DBE%. Appreciate your quick review.

Prashant Konareddy Port of Los Angeles **From:** Goudeau, Annette@DOT <<u>Annette.Goudeau@dot.ca.gov</u>> on behalf of DBE Goal GFE@DOT <<u>dbegoal.gfe@dot.ca.gov</u>>

Sent: Tuesday, February 23, 2021 3:12 PM

**To:** Konareddy, Prashant < <a href="mailto:PKonareddy@portla.org">PKonareddy@portla.org</a>>

**Cc:** DBE Goal GFE@DOT < dbegoal.gfe@dot.ca.gov >; Balasubramaniam, Thuraisamy@DOT

<tbalasub@dot.ca.gov>

Subject: FW: DBE Goal - TCEP 5006(882)

**CAUTION:** External email.

## Good afternoon,

We have reviewed the proposed DBE goal of 20% and concur with it. Please let us know if you have any questions. Thank you

**From:** Konareddy, Prashant < <a href="mailto:PKonareddy@portla.org">PKonareddy@portla.org</a>>

Sent: Saturday, February 20, 2021 3:55 PM

**To:** Balasubramaniam, Thuraisamy@DOT < <a href="mailto:tbalasub@dot.ca.gov">tbalasub@dot.ca.gov</a>>; DBE Goal GFE@DOT

<<u>dbegoal.gfe@dot.ca.gov</u>>

**Cc:** Goudeau, Annette@DOT < <u>Annette.Goudeau@dot.ca.gov</u>>

**Subject:** DBE Goal - TCEP 5006(882)

# **EXTERNAL EMAIL.** Links/attachments may not be safe.

All,

See attached spreadsheet showing DBE% calculations for Terminal Island Railyard Enhancement project. The project is in District 7, Los Angeles county. Please review and let me know if you have questions or comments.

Thanks,

Prashant Konareddy Port of Los Angeles (310) 592 5524 (cell)

**From:** Balasubramaniam, Thuraisamy@DOT < tbalasub@dot.ca.gov >

**Sent:** Monday, February 15, 2021 10:31 PM

**To:** Konareddy, Prashant < <a href="mailto:PKonareddy@portla.org">PKonareddy@portla.org</a>>

Subject: DBE goal contacts in HQ

**CAUTION:** External email.

Hi Prashant,

Your DBE goal Exh 9-D should be sent to: DBE Goal GFE@DOT < dbegoal.gfe@dot.ca.gov >;

You can copy the email to Annette.Goudeau@dot.ca.gov>

I think Annetta is one of the coordinator. She says whoever is free in the branch, will respond to your email sent to DBE goal GFE

Please copy it to me as well, please

I'll talk to you tomorrow Prashant, please

Thank you Bala

Thuraisamy Balasubramaniam Local Assistance Caltrans D-7 (213) 266-3646

reading or saving in any manner.

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