

EXHIBIT 2-L

DEVELOPER'S PRELIMINARY DBE PERFORMANCE PLAN

[attached]

4.1.3 Preliminary DBE Performance Plan

To meet the IFA’s goal to spur economic development within Monroe and Morgan Counties, the I-69 DP Team has developed a targeted Disadvantaged Business Enterprise (DBE) Performance Plan. Our plan will generate participation above the DBE goals of 11% (see [Figure 4.1-16](#)) and is in compliance with the requirements and regulations associated with the applicable federal and state programs.



Matti McCormick

Leading our DBE program is Matti McCormick, as DBE Coordinator. She is an experienced DBE Coordinator, and as a DBE certified vendor in four states, she has direct knowledge of program requirements and the issues DBE firms face in competing on transportation projects. Matti, and her experienced

team, will direct the execution, planning and management of the I-69 DP DBE program.

4.1.3.a Comprehensive Approach

The I-69 DP Team is committed to having DBE firms in Monroe and Morgan Counties, and

Matti brings over two decades of experience and knowledge of the Indiana DBE program. Her leadership will serve to maximize DBE participation in all components of project delivery

throughout Indiana, successfully compete for contracts and subcontracts. Our processes to qualify firm and receive bids, our outreach to the DBE community, and our interface with the three major local subcontractors to identify participation opportunities will maximize participation by the DBE community.

We will:

- Conduct DBE outreach to introduce the project and build awareness of process and opportunities
- Create a level playing field and remove barriers so DBEs can compete fairly for contracts
- Publicize the DBE program and fully communicate contract opportunities and promote DBE bidding participation
- Encourage eligible DBE firms that meet 49 CFR Part 26 standards to become certified and participate
- Ensure nondiscrimination in the award and administration of IFA/INDOT – assisted contracts; operate the DBE Program in full accordance with applicable laws; fully document DBE participation and contractor good faith efforts to include DBEs
- Work closely with the I-69 DP Team members and the local major subcontractors to identify and award DBE contracting opportunities at every opportunity
- Serve as a central point of contact for all DBE related planning and executions

4.1.3.b Approach to Encourage Participation

Our plan includes a grass root, web-based program that will remove barriers and promote DBE participation. From day one of the contract award, the I-69 DP Team will initiate the DBE Compliance Program.

To publicize our efforts to attract DBEs to be welcome to bid on job opportunities, we will utilize the INDOT DBE program as the contact benchmark. We will then build on that list through close partnership with the following local organizations:

- El Centro Comunal Latino
- Mid-States Minority Supplier Development Council
- NAWBO
- IBRBA
- Network of Women in Business
- Local Small Business Meet-ups

Section 5
I-69 Development Partners

SCOPE PACKAGE	POTENTIAL DBES	I-69 DP Team Potential %	SCOPE PACKAGE	POTENTIAL DBES	I-69 DP Team Potential %	SCOPE PACKAGE	POTENTIAL DBES	I-69 DP Team Potential %						
Design Consultants	Keramida	1.12%	Road Milling	CE Hughes Milling, Inc.	0.55%	Traffic Maintenance	Indiana Sgn & Barricade, Inc.	0.97%						
	AS Engineering			Cherokee Construction and Excavation, LLC										
	K&S Engineers			Free Contracting, Inc.										
	Kiafra Engineering			Jones and Bourland, Inc.										
	Shrewsbury & Associates			NWK Construction, Inc.										
	Rajagawany & Associates			PBTHNOJJ Construct on Company, Inc.										
	Cam Island Archaeology			Mc Enterprises										
	Third Rock Consultants			3D Company, Inc.										
	Cultural Resource Management and Historic Preservation			Headlines Design			0.13%		Structural Removal and Demolition	L.L. Brown Construction	0.41%	Guardrail, Attenuators, Fence Signals	IAG, Inc.	0.27%
				McCormick Group						HCL, Inc.				
Engaging Solutions		Cherokee Construction and Excavation, LLC												
Indiana Strategic Resource Group		Mezzetta Construction												
Vick Strategic		Choice Construction												
United Construction & Design Group		Javier Steel Corporation												
Barr & Prevost, Inc.		Annelle Construction & Supply, LLC												
Structure Designs		Advanced Ready Mix												
Jacobi, Toombs and Lanz		AF Concrete & Supplies, LLC												
United Construction & Design Group		American Ready Mix												
Survey	United Construction & Design Group	0.36%	Precast Beams - Furnish and Install	Bancroft Group	0.44%	Highway Lighting, Traffic Signals, Fiber Optic Cables, ITS	The Hoosier Company	0.30%						
	Barr & Prevost, Inc.			Pioneer Associates, Inc.										
	Structure Designs			Marlin Asphalt and Concrete Construction										
	Jacobi, Toombs and Lanz			Seven Seas Construction										
	United Construction & Design Group			DC Concrete, LLC										
	United Construction & Design Group			Eaton Construction Co., Inc.										
	Barr & Prevost, Inc.			Choice Construction (MA - Gg Harbor)										
	Resource International, Inc.			Javier Steel Corporation										
	King's Trucking & Excavation			Annelle Construction & Supply, LLC										
	Central Engineering & Construction Assoc.			Central Painting										
Quality Control and Materials Testing	King's Trucking & Excavation	0.19%	Ready Mix Concrete	Atlantic Painting	0.15%	Aggregate Haul	Messier & Associates	0.71%						
	Resource International, Inc.			Annelle Adams Painting, Inc.										
	King's Trucking & Excavation			Circle City Rebar, Inc.										
	Central Engineering & Construction Assoc.			Bar Tie Reinforcing, Inc.										
	HTA Enterprises			J & B Steel Erectors										
	C Lee Construction			Javier Steel Corporation										
	3D Company, Inc.			J & B Steel Erectors										
	Natural Construction, Inc.			Javier Steel Corporation										
	Spartan Construction, Inc.			Cardinal Indiana, Inc.										
	Corbett & Sots			Sims & Pedigo Co., Inc.										
Reyes Group, Ltd	Eaton Construction Co., Inc.													
Excavation and Embankment Construction	C & L General & Mechanical Maintenance	0.57%	Concrete and Rebarwork - Miscellaneous	Seven Seas Construction	0.39%	Trucking	Hoosier Bulk Transport, Inc.	1.27%						
	Seven Seas Construction			DC Concrete, LLC										
	Leong Enterprises			Eaton Construction Co., Inc.										
	Earth Images			Choice Construction (MA - Gg Harbor)										
	3D Company, Inc.			Javier Steel Corporation										
	B&B Contracting			Annelle Construction & Supply, LLC										
	C.A. Fulkerson			Central Painting										
	NWK Construction, Inc.			Atlantic Painting										
	Environmental Landscape			Annelle Adams Painting, Inc.										
	Drainage			Seven Seas Construction			0.41%		Structural Steel - Furnish and Install	Circle City Rebar, Inc.	0.27%	Fuel and Petroleum Supplier	B & Mesrow Oil, Inc.	0.19%
Leong Enterprises		Bar Tie Reinforcing, Inc.												
Earth Images		J & B Steel Erectors												
3D Company, Inc.		Javier Steel Corporation												
B&B Contracting		J & B Steel Erectors												
C.A. Fulkerson		Javier Steel Corporation												
NWK Construction, Inc.		Cardinal Indiana, Inc.												
Environmental Landscape		Sims & Pedigo Co., Inc.												
Landscaping Erosion Control		Seven Seas Construction	0.26%	Reinforcing Steel - Furnish and Install	Bar Tie Reinforcing, Inc.	0.43%		ANTICIPATED TOTAL DBE PARTICIPATION		11.76%				
		Leong Enterprises			J & B Steel Erectors									
	Earth Images	Javier Steel Corporation												
	3D Company, Inc.	J & B Steel Erectors												
	B&B Contracting	Javier Steel Corporation												
	C.A. Fulkerson	Cardinal Indiana, Inc.												
	NWK Construction, Inc.	Sims & Pedigo Co., Inc.												
	Environmental Landscape	Eaton Construction Co., Inc.												

Figure 4-1-16: The I-69 DB Team is committed to actively engaging DBE firms on the I-69 Section 5 Project

Internally, Matti and her team will work with the I-69 DP Team members to include DBE firms by monitoring monthly DBE utilization assessment reports and holding monthly meetings to notify all subcontractors of our stated commitments to the IFA. As the project continues we will issue monthly updates on project activity and establish a timeline for bid notifications. We will meet with the DBE Team prior to establishing bid postings and will meet with DBE awarded contractors monthly to build positive reception and to proactively monitor any of their concerns. We recognize that each DBE contractor will need to have a direct contact as this important project moves forward and Matti will be that point of contact, serving as a liaison between INDOT, and sub-contractors.

4.1.3.c Approach to Outreach

The I-69 DP Team is serious about DBE participation. We held our first DBE/MBE/WBE Subcontractor Outreach Event on December 10, 2013 (Figure 4.1-17)

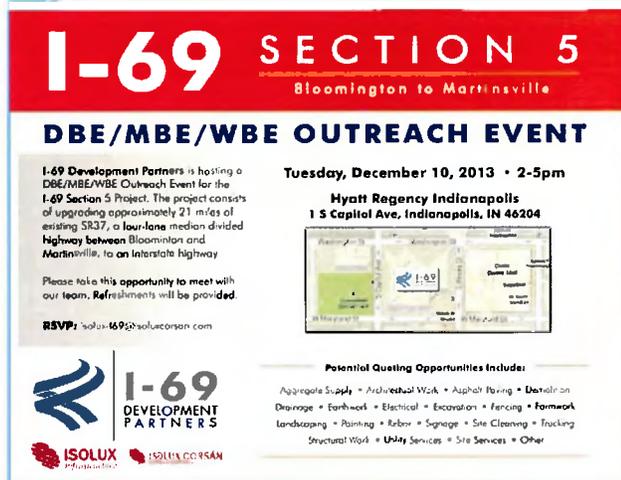


Figure 4.1-17: The I-69 DP Team’s first outreach session on December 10, 2013.

At this event we introduced the DBE attendees to the I-69 DP Team, provided an overview of the I-69 Section 5 project, answered questions pertaining to the potential bidding opportunities, and created a database of attendees for future notification purposes. Based on this meeting we have developed Figure 4.1-16: a preliminary list of anticipated DBE firms who may participate in the Project.

We will hold a second DBE Outreach Event to maximize awareness and participation upon

notification of award, utilizing the project-specific database created from attendees to our first event and INDOT’s DBE databases. We will advertise the meeting in local newspapers, Trade and Professional Associations, on the web, and through networking within the DBE community.

Following the identification and prequalification of a potential subcontractor/supplier, an Invitation to Bid is formulated and electronically issued to the subcontractor. A log is maintained to track the

Our team already includes four DBE firms: The McCormick Group, Keramida, Inc., VS Engineering, and Hardlines Design Company.

subcontractors contacted and their response.

The responsive subcontractor/supplier quotes are evaluated based on qualifications, quality, inclusions/exclusions, prequalification information and price. After careful consideration, the I-69 DP Team makes a selection of the successful subcontractors for each work scope subcontracted. If a DBE is not selected, the reasons for this decision are documented on the vendor log for the particular work scope. Appropriate agreements for the successful contractors are drafted and distributed for execution.

We will also assist potential DBE firms become Indiana certified. We will clearly offer our help at all events and through messaging to the DBE and potential DBE community. At outreach events and on our web-based links, we will identify those firms who desire to become DBE certified. Each firm identified will be accorded a one-on-one meeting to define their intent, to explain the DBE certification process and to provide assistance in complying with the application procedure. We will additionally provide follow-up to each firm with whom we have had this individual meeting, to determine status of the application and to answer any additional questions as needed.

4.1.3.d Challenging and Expanding DBE Participation in Technical, Management and Business Capabilities

Through training, mentor-protégé relationships and technical assistance referrals, the I-69 DP Team will help build the capabilities of DBE firms to succeed both on this project and on future projects. The

programs that the I-69 DP Team offers to assist DBE firms include:

Educational Seminars/Training

Educational seminars/training are available to participating DBE subcontractors to strengthen their business management capabilities in areas from project management and scheduling to estimating, and how to successfully do business with the I-69 DP Team. In these sessions, participants will learn what it takes to compete successfully for opportunities on this project.

All subcontractors will receive applicable training requirements through orientation and/or acknowledgement of safety requirements included in all subcontract agreements. These training events will include:

- OSHA Safety Training
- Awareness of Traffic Training
- Weather Restrictions Training
- Superintendent, Foreman and Laborer Training

Mentor-Protégé Program

The I-69 DP Mentor-Protégé Program will cultivate an established DBE firm to become a future prime contractor and leave a positive benchmark on the community. As a seasoned mentor, the I-69 DP will provide formalized mentoring that includes:

- Developing a mentor-protégé business plan for DBE firms to understand the process to obtain the desired results
- Providing specific technical, managerial and financial training to allow significant business development
- Providing guidance to allow DBE firms to be successful through a “lessons-learned” experience
- Working together in monthly meetings to understand what it takes to become a prime contractor

Technical Assistance

The I-69 DP offers assistance to DBE firms regarding contract compliance, goals and standards, cash flow management, and material purchasing. Technical Assistance also includes:

- **Prequalification:** I-69 DP will explain what Agencies and Prime Contractors look for in terms of prequalification for work scope including firm

experience, firm staffing, projects successfully completed, and references.

- **Bonding Capacity:** I-69 DP will facilitate access to independent bonding lines by developing a program that includes overviews of insurance, bonding, and selected banks which will allow qualified subcontractors to take the next step and become prime contractors.
- **Invoicing and Payment:** DBE firms often have unique financial challenges that may prevent them from bidding on projects of this size and complexity.