

**FY
20
13**

**Small
Business
Set-Aside
Program**

“Locally-owned businesses generate a substantial Local Premium in enhanced economic impact. For every \$100 in consumer spending with a local firm, \$68 remains in the (local) economy.”

- Findings by the Andersonville Development Corporation
when evaluating the economic impact of
Andersonville’s locally-owned businesses.
www.AndersonvilleStudy.com

State of Illinois Chief Procurement Office

Annual Report

CHIEF PROCUREMENT OFFICE MISSION & VALUES

To work with agencies and universities to meet their procurement needs while exercising independent authority, oversight, and approval designed to continuously improve the procurement process and ensure: compliance with law, fair treatment, diversity, integrity, transparency and value.

Illinois' four independent Chief Procurement Officers (CPO) exercise all procurement authority enacted by the Illinois Procurement Code for state agencies and universities and have a fiduciary responsibility to the taxpayers of the state. Each CPO appoints agency and university-based State Purchasing Officers (SPO) to exercise the CPOs' procurement authority.

The CPOs ensure that procurements made by the State are transparent, accountable, and in the best interest of the State. Where possible, a competitive bid process is used and an award is made to the lowest-cost responsible and responsive bidder. It is the express duty of all CPOs and SPOs to maximize the value of procurements and to act in a manner that maintains the integrity and public's trust of State government.

EXECUTIVE SUMMARY

Small businesses are a major creator of new jobs and the engine for economic growth. The CPOs ensure that Illinois' small businesses have the maximum practicable opportunity to provide goods and services to the State. To promote the growth of small and independently owned businesses in Illinois, the General Assembly created the authority to designate small business set-asides via the Illinois Procurement Code (30 ILCS 500/45-45). The Chief Procurement Officer for General Services (CPO-GS) administers set-asides through the Small Business Set-Aside Program (SBSP) and the Chief Procurement Officer for the Illinois Department of Transportation (CPO-IDOT) manages small business set-asides for road construction through the Department of Transportation's Bureau of Small Business Enterprises.

A "set-aside" is a preference where the procurement is limited to participation by small businesses only, excluding all other businesses from participating in the business opportunity. Only proposals from small businesses are accepted and an award will be made only if the price is fair and reasonable. Under certain circumstances, an agency may request and be granted a waiver from using a small business.

In Fiscal Year 2013, vendor participation and the value of contracts received by small businesses increased. 2,106 small businesses received contract payments of \$80,462,026 compared to 1,730 small businesses that received \$64,961,275 in Fiscal Year 2012. This is a 23.9% increase in the value of set-aside contracts and a 21.7% increase in the number of unique vendors receiving the contracts.

The Illinois Department of Transportation's (IDOT) set-aside spend on construction and non-construction goods and services was \$7,216,076; a delineation between spend on construction and non-construction was not available at the time of this report. With the value of contracts through the letting process for road construction at \$1,457,962,865, IDOT's set-aside spend was .49% of road lettings.

The \$80,462,026 is .99% of the total \$8,042,100,203 expended by state agencies under the authority of the CPO-GS and transacted under the requirements of the Illinois Procurement Code. This increased over Fiscal Year 2012 when SBSP spend represented .83% of the total.

2,106 small businesses in Illinois won \$80.5 million in state contracts through the SBSP.

SBSP STATISTICS

		<u>FY13</u>	<u>FY12</u>	<u>FY11</u>
\$ Total CPO-GS Expenditures	=	\$8,042,100,203	\$7,815,977,945	\$7,340,958,070
\$ SBSP Expenditures	=	\$80,462,026	\$64,961,275	\$46,756,624
% of Total CPO-GS Expenditures to SBSP Vendors	=	.99%	.83%	.64%
SBSP Expenditures to BEP Vendors	=	\$41,678,354	\$42,525,150	\$31,824,033
% of SBSP Expenditures to BEP Vendors	=	51.7%	69.7%	68.1%

EXECUTIVE SUMMARY cont.

Of the 2,106 small businesses that won contracts, 334 are also certified as Business Enterprise Program (BEP) vendors. These 334 firms won contracts valued at \$41,678,354.

SMALL INVESTMENT, BIG RETURN

Each year the State of Illinois spends billions of taxpayers' dollars making it one of the largest purchasers of goods and services in the state. The State purchases a wide variety of goods and services to do everything from offer university education, police Illinois' highways, manage state parks, run correctional facilities, build roadways and buildings, to deliver social services to millions of residents and visitors. When Illinois' small business owners and employees provide these goods and services, taxpayer dollars are reinvested in our neighbors and communities.

In Fiscal Year 2013, the Chief Procurement Office continued to implement strategies that increased participation and the value of state contracts awarded to small businesses. For every \$1 that the CPO invested in administration of the SBSP, \$320 was awarded to a small business in Illinois.

SBSP OVERVIEW

The Illinois Procurement Code requires that the CPOs submit a report by December 1 of each year regarding contracting activity under the small business set-aside provision of the Procurement Code. Historically and currently, only the CPO-GS and the CPO-IDOT have had a Small Business Set-Aside Program. This report, while submitted by the four CPOs, reflects set-aside activity by state agencies under the jurisdiction of the CPO-GS. This report is solely to identify contracting activity under the SBSP and does not reflect small business contracts awarded outside this program. The report required under the Small Business Contracts Act (Public Act 96-307) provides additional information regarding contracting with small businesses. Currently, there are no small business set-asides for vendors of building construction or selling to universities.

IDOT's Small Business Set-Aside Program started several years ago. The designated Small Business Set-Aside projects are identified in several places in the Transportation Procurement Bulletin. In accordance with Section 500/45-45 of the Illinois Procurement Code and the rules of the Department, only

In the last two years, there has been a 72.1% increase in targeted spend to small businesses.

SBSP OVERVIEW cont.

bids from qualified small businesses will be considered for award. The nature of road and bridge construction does not lend itself well to small contracts that would fit into the Small Business Set-Aside Program. Projects are unbundled to the greatest extent possible to increase available projects for these Lettings.

To encourage maximum competition, these Small Business Set-Asides are open bidding items. In accordance with the rules of the Department, prequalification is waived for these items. All bidders, including those correctly prequalified by the Department, are required to submit with the bids a Qualification and Equipment Inventory Certification Form. The form is included with the proposal and bidding documents.

Typically, the Department administers an average of seven (7) scheduled lettings per year with approximately seven (7) Small Business Set-Aside projects per each letting.

The Chief Procurement Officer for the Capital Development Board (CPO-CDB) has never exercised authority to set-aside contracts for small businesses. Nearly all of the Capital Development Board's (CDB) contracts are awarded to vendors who are required to be prequalified in order to submit bids or offers.

CDB and the CPO-CDB have routinely measured the pool of prequalified vendors, as well as those vendors who receive contracts, to evaluate the possible need for a set-aside program. As of the end of FY 2013, 682 of 974 architectural/engineer ("A/E") firms prequalified with CDB fell under the small business threshold, as did 925 of 966 construction firms. Of 148 contracts awarded to A/E firms in FY 2013, 99 were awarded to A/E firms falling under the small business threshold, and of 169 construction contracts awarded, 87 were awarded to firms falling under the small business threshold. Because these measurements have disclosed that most prequalified vendors are small businesses, and that most contracts are awarded to small businesses, no formal set-aside program has ever been adopted.

However, the CPO-CDB continues to monitor the value of contracts awarded to continue to evaluate the need for a set-aside program; indeed, these values decreased during FY 2012 where 10.5% of contract dollars went to small businesses. CDB attributed that decrease to the increased use of single-prime contracting. The dollar participation increased greatly in FY 2013, with approximately 36.5%, or \$65,545,000 of the \$179,287,000 in contracts awarded to small businesses. Additionally, regardless of the method for delivering a project, construction is largely performed through tiers of subcontractors, and material suppliers, the majority of whom are likely to be small businesses. The CPO has encouraged CDB to evaluate the role small businesses play in CDB projects at the subcontractor level.

MAKING SBSP WORK

To increase the opportunity for participation by small businesses in the SBSP, four strategies are being implemented and managed.

LAUNCHING THE TOLL HIGHWAY AUTHORITY SMALL BUSINESS INITIATIVE

The Illinois Toll Highway Authority (THA) launched a Small Business Initiative intended to increase opportunities for small companies to participate in the agency's 15-year, \$12 billion capital program *Move Illinois: The Illinois Tollway Driving the Future*.

Transparency**Fairness****Integrity**

THA’s initiative puts small businesses in a position to succeed and grow as prime contractors by:

- Identifying select construction contracts, generally with values of approximately \$1 million, that can be set aside specifically for small businesses
- Establishing small business goals for select construction contracts on a project-by-project basis

To qualify for participation in the THA Small Business Initiative, firms must meet the following criteria:

- Be enrolled in the Small Business Set-Aside Program
- Generate gross annual revenues of \$10 million or less
- Be prequalified with either the Illinois Department of Transportation or Illinois Capital Development Board, which is determined on a project-by-project basis

INCREASING SET-ASIDE CATEGORIES BY 85%

The CPO-GS raised the number of set-aside categories from 65 to 120 (see list of categories on page 11), particularly adding trade categories for building maintenance. In conjunction with the designation of the new categories, a targeted mailing was sent to local labor unions throughout Illinois to raise awareness of the SBSP and the new set-aside categories.

A state agency under the procurement jurisdiction of the CPO-GS must purchase any product or service in one of the 120 small business set-aside categories from a SBSP vendor that registers as offering the item, *regardless of the dollar amount of the purchase.*

Circumstances do exist when a state agency is justified in not using a SBSP vendor. In those instances, the state agency may request a waiver. The SBSP works closely and cooperatively with other state preference programs to assure diversity in the supply base. SBSP waivers may be obtained for items purchased from Illinois Correctional Industries, when a large vendor pool exists that satisfies a Business Enterprise Program goal, and from State Use vendors that provide employment to persons with disabilities.

In FY13, state agencies awarded \$21,305,911 (27.8% of total SBSP spend) to State Use vendors for janitorial services by requesting SBSP waivers since janitorial is set-aside. In the past month, the SBSP worked with the Illinois Department of Veterans’ Affairs to add existence of a pool of veteran-owned suppliers as justification for a waiver.

EXPANDING SMALL BUSINESS CONTRACT OPPORTUNITIES

Third, the CPO-GS increased the small purchase threshold from \$35,000 to \$50,000. All one-time purchases that are less than the small purchase threshold are set-aside for small businesses. This greatly expands the variety of small business participation in SBSP as state agencies purchase thousands of different items under \$50,000 each year. When the procurement is greater than \$50,000, the state agency must issue a competitive solicitation open to businesses of any size and located anywhere.

Recognizing a large vendor pool of small businesses offering computer software and network consulting, the CPO-GS designated the commodity code for these services as a new set-aside when the purchase is to be less than \$2M. Analysis showed that the few state contracts for computer consulting and telecommunication consulting above \$2M were held by very large companies with the infrastructure and resources necessary to provide the service. Designation of this new set-aside required balancing well-known SBSP benefits with the understanding that some contracts are best *first* procured by

“Small businesses” are independently owned and operated and are not dominant in their field of operation. 30 ILCS 500/45-45.

Additional criteria to participate in the SBSP.

- 1. Illinois business**
- 2. Annual gross sales:**
 - Wholesale \$10,000,000 or less
 - Retail or Services \$6,000,000 or less
 - Manufacturing \$10,000,000 or less and 250 employees or less
 - Construction

Value

Ethics

Accountability

MAKING SBSP WORK con't

including businesses of all sizes and from anywhere.

The CPO-GS is closely monitoring the impact of the three initiatives to ensure that they continue to increase state contracting with Illinois' small businesses, while promoting procurements that are fair, transparent and of good value to the taxpayers.

LEVERAGING THE SMALL BUSINESS COALITION

The Chief Procurement Office formed the Small Business Coalition in April 2012 to leverage public and private resources for serving small business. The Coalition meets twice a year to discuss progress on areas of collaboration and opportunities for cross-promotion. Through opportunities created by the Coalition, the SBSP presented seminars and enrolled small business owners into the program at events sponsored by the Illinois Chamber of Commerce, Illinois Department of Central Management Services, Illinois Department of Veterans' Affairs, Illinois Department of Commerce and Economic Opportunity, U.S. Small Business Administration and several State Representatives.

Where would your business be tomorrow, if you won a State contract today?

Why should I do business with the State of Illinois?

The Small Business Contracts Act (Public Act 97-307) recognizes the economic importance of small business and sets an annual goal that at least 10% of the State's contracts are awarded to small businesses in Illinois.

How will I compete against a very large company for State contracts?

The Small Business Set-Aside Program (SBSP) designates 65 product and service categories that the State reserves for purchase from small business. You're receiving this post card because your business is likely eligible to receive a SBSP contract. But, you must qualify and register for SBSP to bid on set-aside contracts.

This is the top half of a postcard developed and mailed to 72,000 small businesses in Illinois.

The marketing effort was a joint venture between the IL Dept. of Commerce and Economic Opportunity and Chief Procurement Office.

There are more than 1 million small businesses that make their home in Illinois.

Scott,

I am one of the first people to malign state agencies for poor performance, I must tell you your attention to this request, and the expediency as to which you performed the review should be acknowledged.

If I do not get the bid or it does not get through in time, is not relevant, we received help when we asked! Your performance is refreshing.

Keep doing this job at this level, it is important to small business in this state. If I can ever return the favor, please let me know!

Thanks,
Rob Miller
fireco@netexpress.net
October 30, 2013

120 SBSP SET-ASIDES

Procurement Category	Classification	Procurement Category	Classification
Addressing and Mailing Services	S370 100	Dispensers, Food	5082-677
Air Compressor Services	S160-150	Drapery Cleaning Services	S200 100
Air Conditioner Repair Services	S120 100	Dry Wall Services	S210 230
Air Conditioners	3585-015	Electric Motor Repair	S160-100
Air Filters and Air Filter Media	3585 016	Electrical Services	S160 200
Asphalt Paving Services	S210 120	Electricians Services	S210 240
Automotive Maintenance, Batteries	5013 114	Electronic Service	S160-300
Automotive Maintenance, Belts and Hoses	5013 087	Emergency Management	S130-300
Automotive Maintenance, Exhaust	5013 105	Engine Repair	S160-400
Bakery Equip. not otherwise listed	5082-105	Excavating Services	S210 250
Blue Printing	S210-130	Exterior Building Cleaning Services	S320 300
Bottles, Jars, Plastic Jugs	5085 288	Fans	3585-018
Building and Grounds Maintenance Services	S340 100	Fencing Services	S210 260
Building Prefab	5039-171	Fertilizer Application Services	S340 150
Burglar, Fire Alarm Service	S130-100	Fire Extinguisher Maintenance	S130-400
Cafeteria Equip.& Parts Not Furniture	5082-672	Fire Suppression	S130-500
Calendars, Calendar Pads and Stands	5112 572	Flags, U.S. and State: Cotton, Nylon	5189 351
Cardkey Maint. - Security System	S130-200	Floor Surfacing Services	S210 270
Carpenter Services	S420 255	Floor Wax Components	5087 455
Carpet Cleaning Services	S320 250	Fork Lifts	S160-500
Carpet Shampooer	3589 355	Furniture Cleaning Services	S200 200
Carpet/Linoleum/Tile Laying Services	S210 150	Glass Repair/Glazing	S210-280
Ceiling Installation	S210-160	Gloves, Disposable, Medical Type	3841 284
Chain Saw Repair	S160-225	Heating Equipment	3585-017
Chain Sharpening	S160-250	Heating Repair Services	S120 400
Chimney	S210-180	Housekeeping Services	S320 400
Computer Supplies, Data Tape Cartridges	5083 859	Ice Making Machines	S160-350
Concrete Finishing Services	S210 190	Imprinted for Advertising Notions	5136 549
Consulting Services	E110 100	Janitorial Services	S320 425
Court Reporting Services	S420 320	Labeling Services	S370 400
Data Entry Services	S420 340	Landscaping Services	S340 200
Demolition	S210-220	Laser Printer Cartridges and Supplies	5096 646
Dishwashers	5082-674	Lawn Care, Misc.	S340 225
Locksmith	S210-300	Tools, Repair	S160-675
Lumber & Plywood	5039-504	Trucking and Hauling Services	S370 800
Machinery Contract Service	S160-800	Typing Services	S420 740
Machinery Installation	S160-700	Upholstery Cleaning Services	S200 700
Mailing Services	S370 500	Vehicle Paint, Primer & Agents	5198-586
Mason & Plaster Material, etc.	5039-513	Vending Machines	5082-676
Masonry Services	S210 310	Vending Machines, Non-Refrigerated	5082-678
Misc. Building Materials (steel studs, etc.)	5039-172	Ventilating Services	S120 700
Misc. Emergency Services	S130-550	Ventilation Services	S210 700
Misc. Small Equipment Installation & Repair	S160-850	Video and Audio Tapes	5043 823
Ovens	5082-675	Wallpaper Hanging Services	S460 700
Paint Supplies	5198-582	Washing Machine Repair	S160-750
Painting Equipment	5198-579	Water Heaters	3292 619
Painting Services	S210 390	Waterproofing	S210-530
Paints & Varnishes	5198-585	Weatherproofing	S210-540
Pallet Jacks	S160-900	Welding Machine Repair	S160-775
Parking Lot Maintenance Services	S460 450	Window Washing Services	S320 650
Pavement Maintenance Services	S210 400	Wiping Rags, All Types	5140 660
Plastering Services	S210 410	Woodworking Services	S210 550
Plumbing Services	S450 200	Word Processing Services	S420 800
Plumbing Supplies and Equipment	3292 618	Tools, Repair	S160-675
Plumbing, Misc.	S450 050	Safety Supplies and Equipment	3840 843
Pneumatic Tools	3423 621	Security Service	S130-600
Power Tools	3423 782	Sewing Machine Repair	S160-550
Refrigeration Repair	S160-450	Snow Plowing Services	S340 450
Roofing	5039-678	Television Repair	S160-650
Roofing Services	S210 440	Tiles, Floor & Wall	5039-768

ANNUAL SBSP SPEND

State Agency	FY11	FY12	FY13
AGING	\$0	\$4,335	\$103,894
AGRICULTURE	\$2,243,431	\$2,423,484	\$1,249,192
ARTS COUNCIL	\$12,425	\$73,031	\$71,000
BOARD OF HIGHER EDUCATION	\$0	\$5,800	\$35,528
CENTRAL MANAGEMENT SERVICES	\$7,962,400	\$8,985,409	\$9,839,054
CHILDREN AND FAMILY SERVICES	\$236,578	\$309,702	\$2,099,615
CIVIL SERVICE COMMISSION	\$0	\$0	\$0
COMMERCE AND ECONOMIC OPPORTUNITY	\$0	\$391,950	\$243,950
COMMERCE COMMISSION	\$0	\$15,564	\$18,477
COMMUNITY COLLEGE BOARD	\$22,644	\$8,058	\$2,284
CORRECTIONS	\$10,609,105	\$11,334,327	\$11,436,824
COUNCIL ON DEVELOPMENTAL DISABILITIES	\$2,489	\$6,719	\$13,644
CRIMINAL JUSTICE INFO. AUTHORITY	\$4,288	\$29,154	\$39,487
DEAF & HARD OF HEARING COMMISSION	\$617	\$2,310	\$7,960
EDUCATIONAL LABOR RELATIONS BOARD	\$0	\$20,677	\$32,516
EMERGENCY MANAGEMENT AGENCY	\$117,034	\$210,590	\$521,653
EMPLOYMENT SECURITY	\$487,348	\$434,442	\$206,381
ENVIRONMENTAL PROTECT AGENCY	\$1,032,458	\$351,841	\$756,572
EXECUTIVE ETHICS COMMISSION	\$0	\$84,529	\$10,673
FINANCIAL AND PROFESSIONAL REG	\$48,949	\$1,006,751	\$1,347,880
GAMING BOARD	\$12,562	\$22,798	\$35,356
GUARDIAN & ADVOCACY COMM	\$8,567	\$8,425	\$20,000
HEALTHCARE & FAMILY SERVICES	\$217,642	\$4,576,650	\$5,422,685
HISTORIC PRESERVATION AGENCY	\$201,740	\$198,519	\$450,000
HUMAN RIGHTS	\$0	\$96,264	\$80,231
HUMAN RIGHTS COMMISSION	\$0	\$4,983	\$4,495
HOUSING AND DEVELOPMENT AUTHORITY	\$0	\$93,132	\$220,828

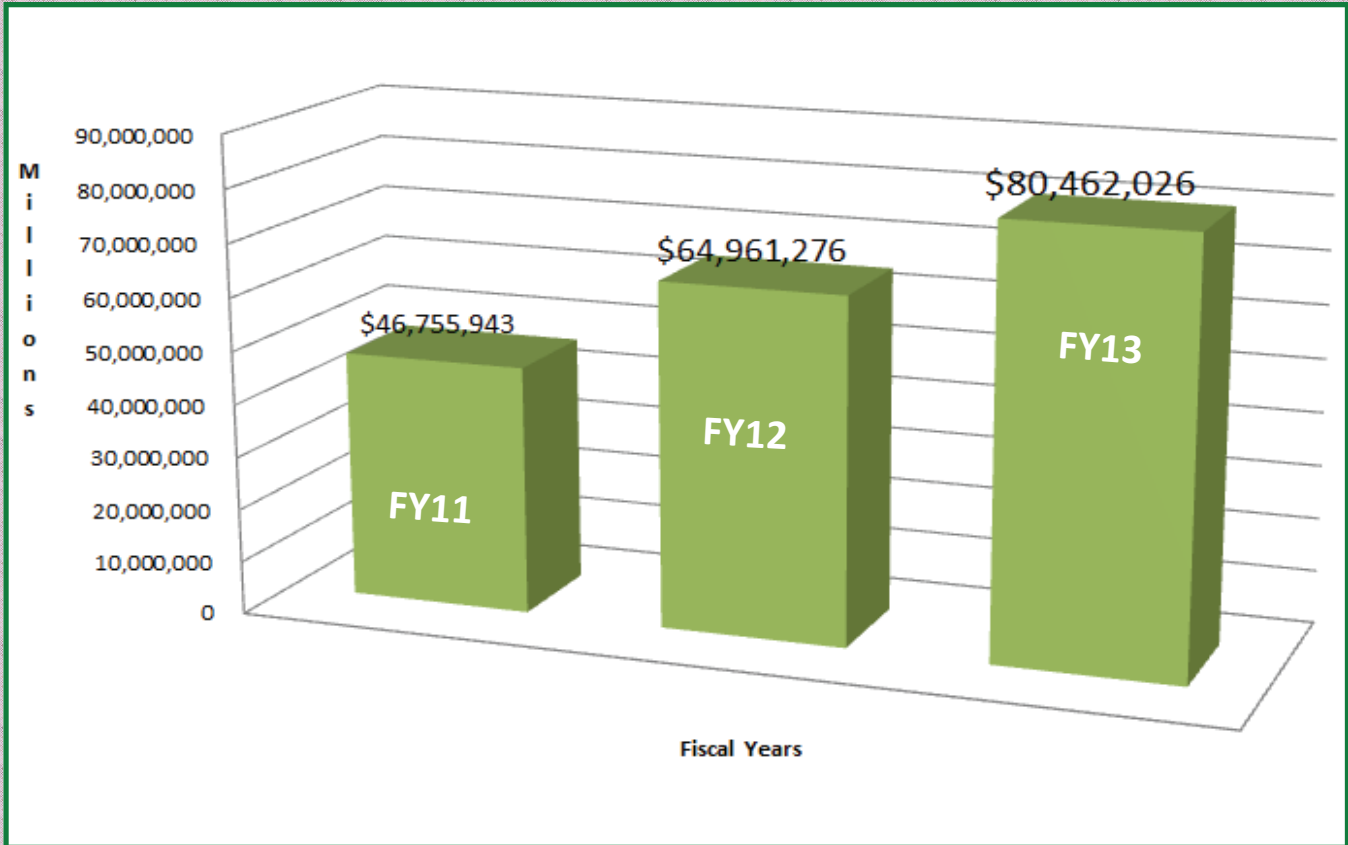
**The number of unique SBSP vendors was an average of 4,400 compared to 4,300 in FY12.
The SBSP database peaked at 5,082 unique vendors in FY13.**

ANNUAL SBSP SPEND

State Agency	FY11	FY12	FY13
HUMAN SERVICES	\$6,371,415	\$5,810,267	\$11,984,126
INSURANCE	\$120,251	\$101,270	\$107,661
JUVENILE JUSTICE	\$993,401	\$797,556	\$860,534
LABOR	\$20,014	\$20,550	\$22,270
LABOR RELATIONS BOARD	\$19,127	\$54,386	\$0
LAW ENFORCEMENT TRNG & STNDRDS BOARD	\$0	\$0	\$0
LOTTERY	\$0	\$0	\$322,420
MATH AND SCIENCE ACADEMY	\$77,971	\$641,649	n/a
MILITARY AFFAIRS	\$1,471,953	\$1,966,151	\$1,907,649
NATURAL RESOURCES	\$1,896,880	\$3,851,732	\$3,739,397
OEIG	\$0	\$7,640	\$6,402
OFFICE OF THE STATE FIRE MARSH	\$75,152	\$464,591	\$672,221
POWER AUTHORITY	\$0	\$0	\$0
PRISONER REVIEW BOARD	\$0	\$4,803	\$1,193
PROPERTY TAX APPEAL BOARD	\$10,615	\$0	\$0
PUBLIC HEALTH	\$599,638	\$428,264	\$1,646,606
RACING BOARD	\$0	\$3,739	\$0
REVENUE	\$421,366	\$728,504	\$1,862,998
STATE BOARD OF EDUCATION	n/a	n/a	\$582,597
STATE POLICE	\$697,784	\$2,025,950	\$2,585,209
STATE POLICE MERIT BOARD	\$0	\$88	\$0
STATE UNIV. CIVIL SERVICE SYSTEM	\$0	\$0	\$0
STUDENT ASSISTANCE COMMISSION	\$112,667	\$131,017	\$101,810
TOLL HIGHWAY	\$1,216,378	\$6,347,680	\$7,435,709
TRANSPORTATION*	\$8,702,681	\$6,889,190	\$7,216,076
VETERANS' AFFAIRS	\$619,124	\$3,455,990	\$5,104,464
WORKERS' COMPENSATION COMMISSION	\$17,860	\$527,352	\$68,033

* Includes contract spend for both construction and non-construction goods and services

TOTAL SBSP SPEND FY11 to FY13



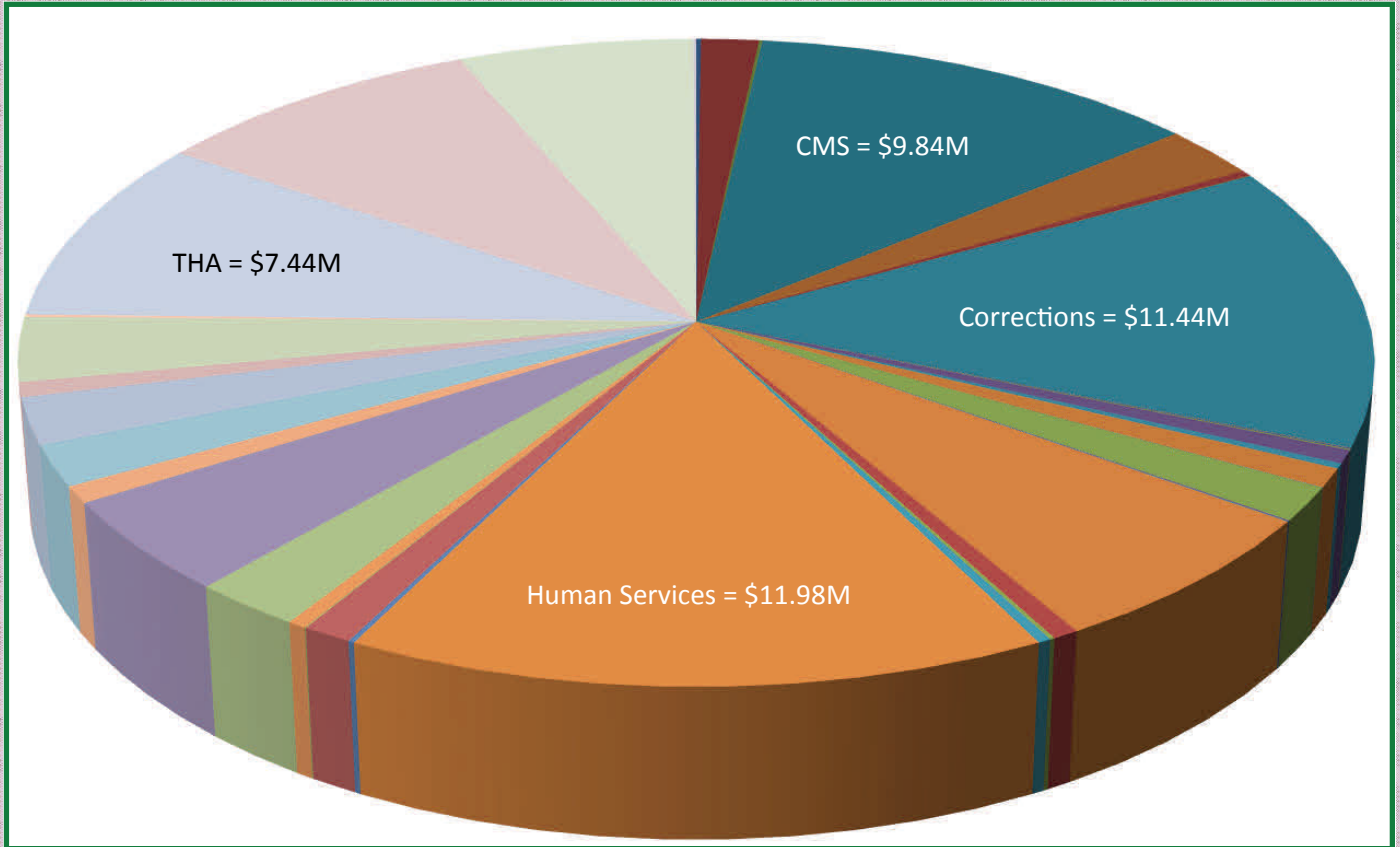
SBSP AND BUSINESS ENTERPRISE PROGRAM (BEP)

334 BEP vendors, compared to 231 vendors in FY12, won SBSP contracts. BEP vendors account for 15.9% of SBSP vendors that won set-aside contracts. BEP vendors are at least 51% owned and controlled by persons who are minority, women, or have a disability. Additional information about contracting with vendors can be found in the report issued by the Department of Central Management Services on behalf of the Business Enterprise Council. In Fiscal Year 2013, BEP vendors had a 33.6% increase in total number of awards and was 51.8% of the total value of SBSP expenditures.

	<u>Fiscal Year 2011</u>	<u>Fiscal Year 2012</u>	<u>Fiscal Year 2013</u>
Minority Business Enterprise	\$14,661,486	\$22,431,894	\$21,270,755
Female Business Enterprise	\$16,934,864	\$19,845,328	\$19,845,328
Person with Disability Business Enterprise	\$227,683	\$247,927	\$483,226
Total	\$31,824,033	\$42,525,149	\$41,678,354

Compared to FY12, 44.6% more SBSP vendors dually certified in the BEP program won contracts accounting for 51.8% of the total of all SBSP contracts awarded.

FY13 SBSP SPEND BIGGEST SLICES



FY13 SBSP SPEND TOP 10

HUMAN SERVICES	\$ 11,984,126
CORRECTIONS	\$ 11,436,824
CENTRAL MANAGEMENT SERVICES	\$ 9,839,054
TOLL HIGHWAY	\$ 7,435,709
TRANSPORTATION	\$ 7,216,076
HEALTHCARE & FAMILY SERVICES	\$ 5,422,685
VETERANS' AFFAIRS	\$ 5,104,464
NATURAL RESOURCES	\$ 3,739,397
STATE POLICE	\$ 2,585,209
CHILDREN AND FAMILY SERVICES	\$ 2,099,615

Hi David,

Thank you so much for your assistance! I know this was very last minute and I appreciate very much your hard work in expediting this (SBSP application). The bid we are working on didn't come to my attention unfortunately until late last week so we are really under the gun from a lot of angles, but if we get this accomplished we will be ready to submit.

I understand this puts a lot of pressure on you and I do REALLY appreciate your help.

MUCH thanks!

Dana L. Shanholtzer, MBA
 MidWest DNA & Drug Testing, Inc.
 January 30, 2013