



NORTH CAROLINA

## Unified Certification Program



North Carolina Department of Transportation  
1511 Mail Service Center  
Raleigh, NC 27699-1500  
www.ncdot.gov/business/ocs/ucp  
UCP Office: 919-508-1948 or Fax: 919-508-1818

August 12, 2015

AMERICAN SHORING INC  
PO BOX 7  
CONLEY, GA 30288

**SUBJECT: Approval of DBE Certification**

Dear KELLI WILSON:

Your application for certification as a Disadvantaged Business Enterprise (DBE) has been approved by the NC Unified Certification Program, and is effective upon receipt of this letter. In order to remain an eligible DBE, your firm will be required to submit an annual declaration of no change to this office by your anniversary date of **August 31, 2016**.

**Failure to submit a declaration with the appropriate supporting documentation on an annual basis will result in removal of your firm's DBE certification.**

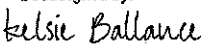
The declaration will attest to the fact that no changes have occurred affecting your status as a Disadvantaged Business Enterprise, and that your personal net worth does not exceed \$1.32 million as required by federal regulations for economically disadvantaged individuals.

Should you experience any changes in ownership, management responsibility, specialty, address and/or telephone numbers, you are required to notify this office in writing within thirty (30) days of the change. Failure to inform this office of a change may result in removal of your firm's DBE certification status.

Please note that to work for the North Carolina Department of Transportation, you must be pre-qualified. Contact the Contractual Services Management Section at (919) 707-4800 for more information about pre-qualification.

Thank you for your participation in the Disadvantaged Business Enterprise Program. If you have any questions, please feel free to call my direct line (919) 508-1941.

Sincerely,

DocuSigned by:  
  
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Kelsie Ballance  
DBE Certification Officer

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