



**THE STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF TRANSPORTATION**



*Victoria F. Sheehan*  
*Commissioner*

*William Cass, P.E.*  
*Assistant Commissioner*

September 20, 2017

Ms. Susan C. Sylvester  
Absolute Resource Associates  
124 Heritage Avenue #16  
Portsmouth, NH 03801

Dear Ms. Sylvester,

The Office of Federal Compliance has reviewed your annual affidavit as a Disadvantaged Business Enterprise (DBE/ACDBE) and is pleased to inform you that your firm appears to meet the ownership, control and eligibility requirements established by the United States Department of Transportation in Title 49, Part 26 of the Code of Federal Regulations and will continue to be certified as a DBE in New Hampshire.

As a DBE your company will be included in the State's Unified DBE Directory, which is incorporated in all Federal-aid construction contract proposals and available online at [www.nh.gov/dot](http://www.nh.gov/dot). This certification is not a guarantee of work, but enables your firm to compete for and perform contract work as a DBE on all USDOT Federal Aid projects in New Hampshire. This certification does not validate the capability or capacity of your firm to perform work in the area(s) for which you have been certified.

You must submit the following information on the anniversary date of this letter annually to ensure continued program eligibility. Submit an Annual Affidavit of No Change, a signed copy of your firm's most recently filed tax return and a copy of your firm's home state certification letter (for non-NH firms). For your convenience, this office will send a notification of this obligation prior to the anniversary date.

You are required by 49 CFR Part 26.83(i)(j) to report any change in circumstances affecting your ability to meet size, disadvantaged status, ownership, or control requirements of this part or any material change in the information provided in your application. This notice must be submitted in the form of a sworn affidavit, in writing, and within 30 days of the occurrence of the change. You must provide supporting documentation describing the nature of the change. This Department reserves the right to monitor your company by conducting on-site visits to your office facility or job locations, and to request additional information, as necessary, to ensure compliance with the regulations of this program.

Thank you for your continued participation in the NH DBE Program. If you have any questions regarding your certification, or other aspects of this program, please contact me at [John.Ankenbrock@dot.nh.gov](mailto:John.Ankenbrock@dot.nh.gov).

Sincerely,

Jay Ankenbrock  
Chief of Labor Compliance  
New Hampshire Department of Transportation