



**Over
\$3 billion**
in utility construction
and sewer
rehabilitation
work.

Getting to Market

Small Business Development Training Program
10-Week Curriculum

Baltimore City Department of Public Works
Office of Engineering and Construction
Abel Wolman Municipal Building
200 N. Holliday Street
Baltimore, Maryland 21202



Catherine E. Pugh
Mayor



Rudolph S. Chow, P.E.
Director

All M/W/DBEs must complete an application prior to program participation.



Companies in the specialty areas listed below will register for training to become contract-ready and compete for \$3 billion in utility construction work, including Consent Decree sewer rehabilitation and replacement, and capital improvements under drinking water, stormwater and wastewater programs.

- 💧 Concrete Construction
- 💧 Construction Program/Project Management
- 💧 Excavating
- 💧 Landscaping
- 💧 Pipeline Installation
- 💧 Post Construction Clean-up
- 💧 Scheduling
- 💧 Sediment and Erosion Control
- 💧 Sewer Construction
- 💧 Site Work
- 💧 Traffic Control
- 💧 Underground Utilities

Baltimore City DPW Construction Projects SEPTEMBER 12 AND 14, 6PM-9PM

OBJECTIVE:

To become familiar with the history and current status of the City of Baltimore's Department of Public Works Capital improvement projects with an emphasis on utility projects including the Wet Weather Consent Decree Program.

- Overview of the City's Water, wastewater, stormwater infrastructure and opportunities
- Overview of the Wet Weather Consent Decree Program and opportunities
- Roles and responsibilities of all stakeholders in construction project life

KEY TAKEAWAY:

General understanding of the various construction opportunities within water, wastewater, and stormwater construction projects.



ARTHUR JONES-DOVE, MBA, PgMP, CCM, PE

Vice President, Louis Berger

Arthur Jones-Dove is a vice-president at Louis Berger with over 20 years of experience providing project, program construction management and engineering services to private and public clients. Mr. Jones-Dove has served as Program Manager for East Baltimore Development, Inc. and the City of Baltimore Department of Public Works with projects valued at over \$2.5 billion. He is a strategic and visionary leader committed to successful execution and has driven development and execution of the DPW Small Business Development Training Program and other key initiatives. He holds a B.A. in Civil Engineering, a M.A. in Environmental Engineering from the University of Maryland and an MBA from George Mason University. He is a professional engineer licensed in MD, VA and DC, a Certified Construction Manager, a Project Management Professional and Program Management Professional.

Minority Women’s Business Opportunity
Office (MWBOO)

SEPTEMBER 19 AND 21, 6PM-9PM

OBJECTIVE:

To become knowledgeable of the MBE/WBE certification process for qualified companies interested in performing construction work on City of Baltimore contracts.

- MBE and WBE and other designations for businesses
- Process of certification as an MBE/WBE
- Necessary documentation to complete the certification process
- Compliance with MWBOO requirements for bidding

KEY TAKEAWAY:

Obtain all information and tools necessary to begin and complete the MBE/WBE certification process with the City of Baltimore and also understand what it takes to be in compliance with MWBOO requirements for bidding as subcontractors.

Baltimore City’s Boards and Commissions/
Pre-Qualification

SEPTEMBER 19 AND 21, 6PM-9PM

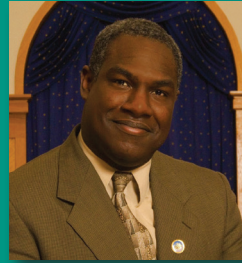
OBJECTIVE:

To become knowledgeable of the prequalification process, necessary for performance of construction work on City contracts.

- Prequalification and how City agencies utilize it to procure construction services
- Prequalification application review process including capacity calculation and required documentation
- Discover how to optimize the database of prequalified contractors for marketing purposes

KEY TAKEAWAY:

Your company will successfully complete a prequalification application by the end of the program, pending the availability of required company information.



COURTNEY BILLUPS

Chief Solicitor, MWBOO

Courtney M. Billups, Esquire, is Chief Solicitor of the Minority and Women’s Business Opportunity Office for the City of Baltimore, Department of Law. He administers the City of Baltimore’s Minority and Women’s Business Enterprise Program. He is managing principal of the Law Offices of Courtney M. Billups, in Washington, D.C. Attorney Billups serves as legal counsel and consultant to small businesses in the private and public sectors. He consults with state and local jurisdictions on public policy and procurement.



KUMASI VINES

Division Chief, Boards & Commissions

Kumasi Vines served the City of Baltimore as a Special Assistant to the Mayor in Economic Development, and Acting Head for the Bureau of Water and Wastewater. Currently, as Chief of the Office of Boards and Commissions, he oversees construction contractor and design consultant prequalification. Prior to joining the City, Mr. Vines was Assistant VP in Structured Products for Credit Suisse Securities, LLC in New York. Mr. Vines earned his B.A. in Economics and African-American Studies from Northwestern University and his M.A. from Columbia University, as a Robert F. Toigo Foundation Fellow.

Procurement with the City of Baltimore
SEPTEMBER 26 AND 28, 6PM-9PM

OBJECTIVE:

To gain an understanding of the procurement side of contracting including monitoring and reporting of performance.

- Organizational structure of DPW and DOT
- Procurement process in DPW and DOT:
 - Notice of Letting
 - Request for Proposal
 - Request for Bids
- Requirements for bidders and proposers (focused on subcontractors)
- Procurement process (from pre-solicitation to post-award)

KEY TAKEAWAY:

A clear vision of a written agreement enforceable by law between two parties — Baltimore City and the contractor.



TONORAH HOUSTON-BURGEE

Division Chief, Contract Administration

Tonorah Houston-Burgee is the Contract Administration division chief for the Baltimore City Department of Public Works (DPW). This Division handles procurement of large volume municipal and state funded construction and engineering contracts, while monitoring compliance of awarded contracts. A Morgan State University graduate with a B.S. in Civil Engineering, Ms. Houston-Burgee has been Division Chief for four years. She previously held the position of Engineer III with the City.



LAETITIA GRIFFIN

Division Chief, Contract Administration/
Civil Rights

A promoter of economic growth, Baltimorean Laetitia Griffin is Contract Administration/Civil Rights division chief for the Baltimore City Department of Transportation. These divisions procure locally and federally funded construction and engineering contracts, while administering Transportation Workforce Development job training for youth and adults. The Civil Rights Division develops, monitors, and enforces programs related to the 1964 Civil Rights Act. Ms. Griffin is a graduate of Morgan State University with a B.S. in accounting, over 30 years of experience in procurement, and an unwavering commitment to small businesses.

Construction Best Practices

OCTOBER 3 AND 5, 6PM-9PM

OBJECTIVE:

To understand general best practices in executing construction contracts with a focus on utility rehabilitation/repair activities.

- Maintaining safety and quality in construction
- Pre-construction preparation and the installation/rehabilitation of underground utilities
- Ensuring project execution to client's satisfaction

KEY TAKEAWAY:

A thorough understanding of construction safety and quality.



GLYNN STOFFEL

CET, PEER Consultants

Glynn Stoffel is a Certified Environmental Trainer and Senior Operations Specialist with PEER Consultants, P.C. He has over 40 years experience in maintaining, managing, and rehabilitating underground utility systems. As a training consultant, he has delivered thousands of hours of training throughout the country on the operation and maintenance of water, sewer, and storm drain systems. A native Marylander, he currently lives in Austin, Texas with his wife and extended family.



Accounting

OCTOBER 3 AND 5, 6PM-9PM

OBJECTIVE:

To understand general construction accounting best practices.

- Job costing and cost control methods
- Maintaining accounting books effectively, efficiently and ethically
- Contractor Financial Statements
- Typical small business write-offs for tax purposes

KEY TAKEAWAY:

A thorough understanding of general accounting principles for contractors with tips to ensure accurate record keeping to responsibly run a business.



TIM ABERCROMBIE

Principal, Abercrombie, LLC

Tim Abercrombie, a licensed CPA in the State of Maryland, has over twenty-five years of experience in the public and private accounting fields. As a public accountant, Mr. Abercrombie provides a wide array of services including auditing, small business consulting, tax planning, tax preparation, review services and financial statement compilation. Mr. Abercrombie is the Principal of Abercrombie & Associates, LLC headquartered in Silver Spring, MD. The firm's clients are located throughout the Washington, DC, metropolitan area. Established in May 2004, the firm is creating a niche in the marketplace by serving small to medium sized organizations. Mr. Abercrombie is a contributor to the *Washington Post's* "Color of Money" Business Section, is featured in three of BET's *Building Black Wealth* segments, and is current President of Second Avenue Plaza Board of Directors.



SBD 2016 Collateral Collection

Prepare to
SUCCEED...NOW!

DPW Small Business Development
Kick-Off and Free Networking Symposium

Thursday, June 9, 2016
9:00 a.m. - 12:00 p.m.

For additional information,
call 410-433-2400 or
email info@pyattgroup.com

Over \$1 billion
in contract awards
for consent order sewer
improvement
work.

Beck River Wastewater
Treatment Plant
8201 Eastern Blvd.
Baltimore, MD 21224-3504





DPW Small Business Development

Baltimore City Department of Public Works
**Small Business Development
Training Program ENROLLING NOW!**

Classes will be in session, September 14
through Thursday, December 15

Host Location:
Baltimore City Small Business Resource Center
1101 E. 33rd Street, Baltimore, MD 21218
Call: 410-433-2400
Email: info@pyattgroup.com or
Log on to: publicworks.baltimorecity.gov

Get Training To Make MONEY!

The Baltimore City Department of Public Works is currently enrolling small
businesses in a 12-week program to compete for Consent Decree work valued
at more than \$350 Million in M/W/DBE contracts.

The DPW Small Business Development Training Program will enhance your
knowledge of sewer rehabilitation work and prepare local certified and
certifiable M/W/DBEs to be contract ready for Consent Decree work.

Participants emerge from training with an arsenal that includes:

- 10-hour OSHA certification card
- Consent Decree Projects Summary
- A review of M/W/DBE certification status
- Access to network of prime bidding tools
- Network of subs working partnerships
- A review of accounting practices and financial strategies
- Professional consultation on construction industry best practices
- Marketable skills, knowledge and abilities

For a nominal fee of \$99, participants receive 10 modules of training valued at \$199.
Make checks or money orders payable to SMALL BUSINESS RESOURCE CENTER or SBRC.
Call 410-433-2400 for additional payment options.

Mail completed questionnaires to:
Baltimore City Department of Public Works
Small Business Development Program
c/o The Pyatt Group LLC
PO Box 50308
Baltimore, MD 21211



COMPLETE
QUESTIONNAIRE
BELOW



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Small Business Development Program
12-Week Training Workshop Curriculum



Save the
DATE!

DPW Small Business
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RSVP Today!

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**\$1 Billion
Network Symposium!**

DPW Small Business
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Networking Symposium

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9:00 a.m. - 12:00 p.m.

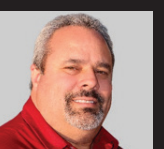
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DPW Small Business Development

SESSION #1
OSHA 10-HOUR CONSTRUCTION INDUSTRY
TRAINING CLASS
September 27 and 29







HARRY MILLER
Facilitator

SAK Construction's Harry Miller (CSP, CHST) kicks-off the
Department of Public Works' 10-week training program
Wednesday, September 14 with the first half of OSHA's
10-Hour certification course. Thirty small businesses
preparing to compete for \$350 Million in Consent Decree
work for M/W/DBEs were represented at last night's ses-
sion. Training continues through mid-December.

Location
Baltimore City Small Business Resource Center
1101 E. 33rd St.

Questions?
DPW Small Business Development Program,
c/o The Pyatt Group LLC, P.O. Box 50308
Baltimore, MD 21211
For assistance or information, call 410-433-2400





Last February, the first participants to complete DPW's Small Business Development Training Program (SBD 2016) celebrated their accomplishment with Mayor Catherine E. Pugh, Director of Public Works Rudolph S. Chow, Louis Berger Vice President Arthur Jones-Dove, and program facilitators. Between September and November 2016, 27 men and women representing 22 small businesses, completed a 10-week course in construction management training at the Baltimore City Small Business Resource Center. Participants are now pursuing certification, pre-qualification or receiving additional guidance to become contract ready and strategically positioned to compete for \$3 billion in utility construction work, including Consent Decree sewer rehabilitation and replacement, and capital improvements under drinking water, stormwater and wastewater programs.



Estimating and Bidding
OCTOBER 10 AND 12, 6PM-9PM

OBJECTIVE:
To understand why good estimating and bidding practices are vital to the health of a construction business.

- Basic elements of estimating in construction
- Sequence of activities for estimating a utility project (package preparation, bid solicitation, pre-bid meeting, subcontractor solicitation)
- Bidding exceptions and exclusions
- Lessons learned

KEY TAKEAWAY:
A thorough understanding of the steps involved in putting together a responsive and responsible bid for a construction project.



ROBERT DEPONTE
Vice President, Metra Industries

As Vice President of Metra Industries Mr. Deponte oversees day to day operations, along with planning and marketing new ventures to expand its market share in the competitive bidding arena. Metra Industries is a diversified heavy construction company specializing in utility modernization and trenchless technology. Serving a broad geographic area for over 30 years, Metra has completed over 300 projects in cities, townships and communities in the eastern region of the US and overseas.



Project Management and Scheduling
OCTOBER 17 AND 19, 6PM-9PM

OBJECTIVE:
To learn the tools and techniques of effective project management and the requirements of an adequately detailed construction schedule.

- Basic project management principles
- Quality Assurance/Quality Control, work breakdown structures, resource allocation, scheduling, budgeting and closeout
- Advancing the project with adequate input from the client
- Forecast look-ahead and recovery techniques when behind schedule

KEY TAKEAWAY:
Understand what is required of a project manager on a city contract and be able to apply techniques to managing a project and a schedule effectively.



BILL NATALE, PE, PP, CME
Louis Berger

Bill Natale is an experienced professional engineer and former construction firm owner, who has been involved in the water/wastewater field for over 30 years. He is an innovative engineer with an exceptional track record in project and resource management, negotiation, client service and interpersonal communications. Mr. Natale's management skills include directing multi-disciplined teams, owner and contractor liaisons, contract management, project planning and scheduling, design coordination and supervision.



Contract Administration: Contractor's Perspective

OCTOBER 24 AND 26, 6PM-9PM

OBJECTIVE:

To become knowledgeable about specific risk factors in construction and the strategies to minimize and/or mitigate these risks.

- Case study on project risk identification
- Developing reasonable 'exceptions and exclusions'
- Effective and fair negotiation with the client
- Conflict and dispute resolution

KEY TAKEAWAY:

Understand how to rightly assess capabilities of the company and manage resources in a way that minimizes and/or mitigates business risk.

Contract Administration: Contractor's Perspective

OCTOBER 24 AND 26, 6PM-9PM

OBJECTIVE:

To understand pitfalls and opportunities in the journey of operating and growing a small construction business.

- Path from subcontractor to prime
- Building credibility in the market
- Managing your cash flow
- Establishing realistic and achievable goals for your business

KEY TAKEAWAY:

Sound understanding of the key challenges of growing a construction business in Baltimore and valuable 'lessons learned' to guide growth.



BOB STIER

GM Atlantic Division, SAK Construction

Bob Stier has over 32 years of tunneling and underground experience. In 2014, he joined SAK, a nation wide leader in trenchless rehabilitation and tunneling operations. As the Atlantic Region's General Manager, Stier has achieved growth to over \$100 million in contracts. Prior to joining SAK, Mr. Stier worked for Kiewit's Underground District in the Northeast Region. Stier previously worked at Affholder Inc., as a construction program manager. Stier is a graduate of Southern Polytechnic State University with a B.A. in Civil Engineering Technology.



ROBERT HARRINGTON

President, R. E. Harrington

R.E. Harrington Plumbing and Heating, Inc. provides construction and installation of water and sewer in public utility, commercial, industrial, and residential sectors. Company President Robert E. Harrington, Sr., has forged a reputation of quality workmanship and performance reliability. Mr. Harrington's tenure reveals proven techniques that have allowed him to execute sustainable best business practices to optimize productivity. His regulatory expertise equips him for compliance based consultation and design. Robert's insights and observations facilitate business learning and student growth.

Bonding and Working Capital

OCTOBER 31 AND NOVEMBER 2, 6PM-9PM

OBJECTIVE:

To gain a general understanding of how bonding and working capital work in the construction industry.

- The differences between bid bonds, surety bonds, and performance bonds and what requirements you will need to submit before getting a Notice to Proceed (NTP)
- How working capital affects contractors' operating accounts receivable and effective contract management
- Available resources for bonding and working capital

KEY TAKEAWAY:

Obtain a basic understanding of construction bonding and financing and accessing available resources in the City.



TIMOTHY L. SMOOT

**Senior Vice President, CFO
Meridian Management Group, Inc.**

Timothy L. Smoot has nearly 30 years of experience in finance and accounting, with a strategic concentration in the small and minority business sectors. He is Senior Vice President, Chief Financial Officer and Co-founder of Meridian Management Group, Inc. As a Partner, Mr. Smoot is MMG Capital Partners Chief Financial Officer and assists in the financial planning and analysis for the Fund, its idle fund investments and liquidity requirements. Mr. Smoot was formerly the Deputy Director of the Maryland Small Business Development Financing Authority (MSBDFA). Under his assistant directorship, MSBDFA provided nearly \$37 million in financial assistance to small, minority and women-owned businesses throughout Maryland. During the four years prior to becoming Deputy Director, he served as manager of MSBDFA's Contract Financing Program. Mr. Smoot is Secretary of the Board of Directors of Community Capital of Maryland and serves on its Investment Committee, as well as the Baltimore City Minority Business Enterprise Certification Appeals Board and the Baltimore Youth Alliance, Inc.

Marketplace Demands...Are You Ready to Compete?

NOVEMBER 7 AND 9, 6PM-9PM

OBJECTIVE:

To gain an appreciation for the value of marketing and a structured business development strategy.

- Business development tips for progressive stages of growth
- Effective branding and networking techniques
- Crafting an impactful elevator pitch

KEY TAKEAWAY:

Each participant will have created a detailed plan for business growth, developed an elevator pitch and defined a broad market branding strategy.





RON COLLINS

Marketing Director,
The Pyatt Group LLC

Ron’s marketing communications career in the energy and automotive sectors has delivered impactful brand management, corporate image and reputation enhancement for a diverse clientele. He executes end-to-end communications strategies and thought leadership for sales, marketing, corporate citizenship, public policy, issues management and community/cultural outreach. His clients have included BP/Amoco, Exxon/Mobil, Irving Oil (Canada), Exelon, Sargent & Lundy, Cadillac and General Motors. A respected advisor, Mr. Collins drives results-measurement initiatives to quantify and ensure attainment and sustainability of clients’ marketing communications goals. He holds a B.A. in Education from Morgan State University.

OSHA 10-Hour Construction Safety Training (Mandatory)

NOVEMBER 14 AND 16, 4PM-9:30PM


OBJECTIVE:

To become knowledgeable of workplace safety and health hazards, the mitigation measures, and workers’ rights.

- Workers Rights/Workers Safety as set forth by the federal and local government knowing your rights
- OSHA logs and claims, injury, illness record keeping and workers compensation
- Construction job site hazards

KEY TAKEAWAY:

Students will obtain OSHA 10-hour safety certification and be equipped with knowledge on how to maintain a safe job site for all their construction projects.



HARRY MILLER

Director of Safety,
SAK Construction LLC

Harry Miller, Certified Safety Professional (CSP), is the Director of Safety at SAK Construction, LLC (SAK), where he works with operations to collectively integrate and improve the safety culture at SAK. Mr. Miller has over 15 years of experience in safety, health and environmental leadership roles. Prior to his employment with SAK, Mr. Miller worked for Black & Veatch Construction where he supervised project safety professionals within the continental United States and Alaska. His approach to safety is “that safety is a mindset not only for work but, also for home.”

