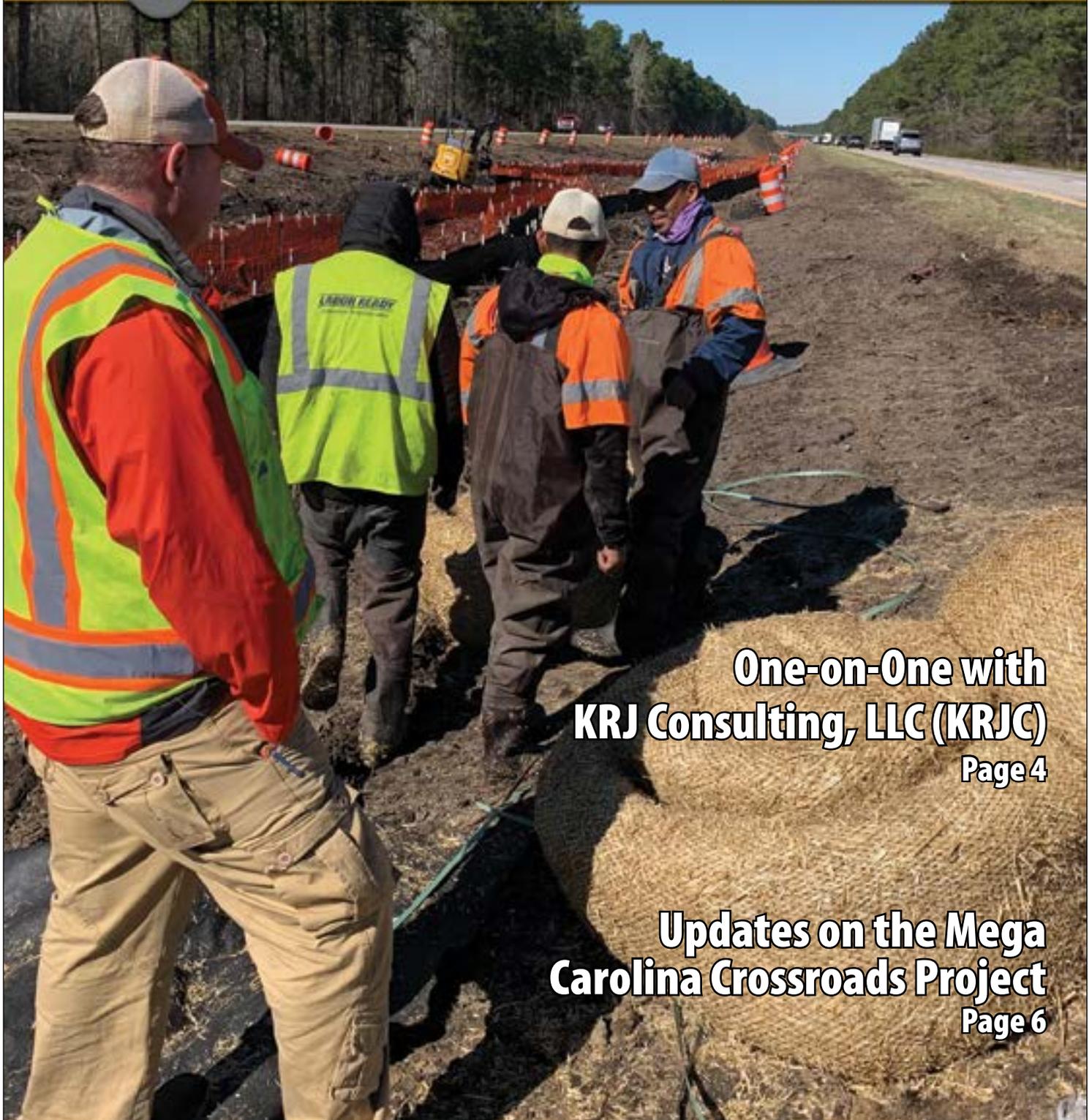




the
BUSINESS CURVE
ADVANCING MINORITY & SMALL BUSINESS AFFAIRS

SPRING/SUMMER 2021



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Greetings,

Now that we are beginning to see some relief of the pandemic in sight, it's time to consider transitioning from surviving and maintaining to a more recovering and rebuilding stage of business. This edition of the Business Curve offers you some suggestions.

First of all, in order to take advantage of the benefits afforded by the DBE and SBE programs, it is essential that you ensure your certification is current. The federal government mandates that businesses submit annual updates each year to prove eligibility. (See article on page 11.) This is a simple process but is required to avoid being suspended from the program. This would also be a good time to verify that all of your areas of work



are fully and accurately listed in your certification information. This helps to avoid missing potential opportunities from those searching the DBE and SBE directories for skilled professionals and service providers. You may also want to use this time to consider what areas your firm may be qualified to expand into.

Once your certification is current, it is a good idea to participate in some of the various trainings available to certified businesses. A list of upcoming training sessions may be found on page 12 of this edition. As a certified DBE firm, they are offered at no cost to you or your firm. If we do not offer a training that would benefit a key employee in your firm and help you gain SCDOT contracts, please investigate our Training Tuition Assistance Program. This program offers financial assistance and reimbursement for preapproved trainings. Herndon, Inc., which is featured on the cover, took advantage of this program to become Certified Professional in Erosion & Sediment Control (CPESC) qualified. Now they are working on SCDOT projects.

Investing time in researching what contract prospects are forthcoming would also be a wise strategy. The Carolina Crossroads project plans to be the largest SCDOT project to date. Information on this five-phased project, including timelines and an upcoming Phase 2 Outreach opportunity, is included in this edition. Additionally, highlights from the recent Bridging the Gap2 forum may be found on page 7. As a result of this forum, several noteworthy programs and policies to benefit small businesses have been instituted, like the new MBE Quote Policy.

Finally, it is always prudent to revisit your marketing material. One marketing tool featured in this edition is the Capabilities Statement. (See page 11.) This overview provides you with some valuable pointers to assist you in effectively developing this tool. Incidentally, if you would like additional instructions, I invite you to register for the upcoming class on this topic. (See training schedule on page 12.)

Thank you again for taking the time to read this edition. We look forward to not only helping you recover and rebuild but also excel and expand your business in 2021.

Best regards,

Greg Davis
Division Director Minority & Small Business Affairs

One-on-One with KRJ Consulting, LLC (KRJC)



Karen Jenkins with BDC Training Course Participants. L-R: Karen Jenkins of KRJ Consulting LLC, James Hardy of OnPoint Media, LLC, and Ms. Carole Tate, formerly of KRJ Consulting LLC.

1. Tell readers a little about your business.

Founded in April 2008, KRJ Consulting, LLC (KRJC) works with the Federal government, state and local Agencies, and corporations to:

- Improve performance and efficiency
- Work together to achieve managerial and support staff excellence
- Align organizational needs with staff capabilities

KRJ specializes in delivering human performance and organizational development solutions that bring people and processes together to achieve optimal results.

2. How long have you been in business? 13 Years

3. What made you choose this type of business?

I was laid off in 2007 and wanted to leverage my 23 years of managerial and leadership skills.

4. What service(s) or product(s) do you offer/manufacture?

Professional, Administrative and IT Support Services to include Organizational Development.

5. Where did the name come from?

Named after me, Karen R Jenkins

6. How many employees do you have?

Currently 21

7. What is unique about your business? KRJC believes in customizing our solutions to fit our customer's specific needs.

We do not offer cookie-cutter solutions as we recognize that each client is unique in their offerings and their needs. We align with our clients to ensure we approach their needs from their perspective as well as ours to ensure a holistic approach in our delivery.

8. How long have you been a DBE?

Since October 25, 2012

9. Why did you choose the DBE program?

Because of the developmental support provided to small businesses through the DBE program.

10. What are your responsibilities as the business owner?

As President/CEO I am responsible for the overall growth, management, and oversight of the business.

11. What has been your greatest accomplishment so far being a part of the SCDOT DBE program?

By working with the DBE program, I have been able to help other DBE's manage and grow their businesses through the Small Business Training sessions that I have been hired to provide.

12. How has the SCDOT helped your business grow?

Through the various training programs offered by the SCDOT DBE program I've been able to learn crucial skills that would help me create a solid foundation for my business.

13. What are some, if any, of your most complex contracts since being certified?

Although, I've had several contracts with the SCDOT DBE program, the city and a school district, the majority of my contracts have been with the federal government. These contracts are all complex.

14. What would you say to other businesses that are considering DBE certification?

I highly recommend the DBE certification to small businesses. The certification will not guarantee work, but it does position small businesses to be successful. The certification is recognized by the State of South Carolina and even offers tax credits to businesses that hire SCDOT DBE Certified Small Businesses as an incentive. The educational component is invaluable as it provides training that ranges from QuickBooks to learn how to keep up with your financials, to providing training and certifications such as CDL Licenses. The range of trainings and certifications is wide and positions small business to be competitive in their respective market.

15. What is your long-term business goal?

My long-term goal is to continue to positively impact my community through job creation, service and as my mentor, Dr. Louis Lynn, says "Paying my Civil Rent" to support those less fortunate than I am.

16. What do you attribute your success to in the DBE program?

The DBE staff and programming have always provided exceptional support. If small businesses had a need that they did not offer a program or training for, they would do all they could to offer the program or refer the small business to other resources.

17. What was your experience to be a small DBE Prime Contractor doing a project for the SCDOT?

As a small consulting firm, I'm not the typical SCDOT Prime contractor. I can say that the contracts that I have had with SCDOT to provide training for DBEs has proven to be a great experience for me and the participants.

18. Is there anything else you would like to add?

The Columbia Small Business community is blessed to have a thriving supportive eco-system. The SCDOT DBE staff has played an integral role in partnering with the local agencies that support small businesses. All of our agencies continue to help us manage and grow our businesses.



Karen Jenkins fielding questions during small group session "How You'll Become the Ideal Leader," at KRJ Consulting, Columbia, SC.

The COMET Exceeds M/DBE Goals

As the Central Midlands Regional Transit Authority (The COMET) progresses into 2021, the agency continues in its commitment to working with disadvantaged, minority and other small businesses. The organization has made great strides in its goals to increase partnerships with small, minority and women-owned businesses through the organization's Disadvantaged Business Enterprise (DBE) program. Since The COMET began the process of benchmarking a DBE program, the agency has increased its efforts to include more than 23 DBE vendors. Some of these DBE vendors work directly with The COMET, and others subcontract to the prime contractors and/or consultants.

The COMET's overall M/DBE goal for local, state, and federal projects is 25%. Projects and services include, but are not limited to, janitorial, security, conducting surveys, installation of bus stop signs and shelters, paratransit services, bus cleaning, IT, legal assistance, marketing, auditing, management consulting, safety equipment, uniforms, vehicle and maintenance supplies, and others.

The COMET contracts the fixed route and paratransit services to RATP Dev who has a DBE goal of 20.06%. As of the last DBE report for December 30, 2020, The COMET jointly exceeded this benchmark by achieving a goal of 26%. The COMET's longest contract has been with Transport Care Services. This DBE firm handles the paratransit services for The COMET under contract with RATP Dev.

Approximately \$3.0 million was spent with small businesses at the end of January 31, 2021. Based on the projects with M/DBE goals, The COMET is currently achieving 35% of a 25% combined goal for all contracting opportunities. The COMET's overall DBE goal with the Federal Transit Administration for federal fiscal years 2020, 2021, and 2022 is 5.7%. Goals are calculated at the end of each fiscal year and is based on contracting opportunities using available



Photo taken by Michael Dantzler Photography.

A Dial-a-Ride-Transit en route in Columbia, SC. DART provides complementary service for disabled persons unable to board the COMET or access any stop during the trip. It is provided under the Americans with Disabilities Act (ADA).

federal funds for a period three years. The COMET exceeded the DBE goal for the first year with plans to continue this trend to ensure that qualified businesses can contribute to The COMET's goals of providing world-class transportation services to the residents of the Midlands.

If your organization is interested in the bid process for DBE opportunities, please visit The COMET at <http://catchthecometsc.gov/procurement/>. You can also contact Dr. Arlene Prince, Director of Regulatory Compliance and Civil Rights Officer with The COMET to discuss the M/DBE program opportunities.

Updates on the Mega Carolina Crossroads Project



The Crossroads project will be constructed in 5 phases. Phase 1 contractor procurement began in April 2020. Phase 2 contractor procurement began in July 2020. Construction of Phase 1 and Phase 2 will begin in 2021. Construction of the entire corridor is expected to be completed in 2029.

PROJECT SCHEDULE	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
RFQ/Construction Advertisement	4/1/2020	7/15/2020	1/2022	3/2025	3/2027
Shortlist	6/29/2020	9/28/2020	2/2022	-	-
RFP for IR	7/6/2020	10/2/2020	3/2022	-	-
Final RFP	9/1/2020	12/3/2020	7/2022	-	-
Cost Proposal Announcement/ Bid Opening	4/30/2021	7/30/2021	1/2023	5/2025	5/2027
Notice to Proceed	7/15/2021	10/12/2021	4/2023	7/2025	7/2027
Estimated End of Construction (Substantial Completion)	6/2024	9/2024	11/2027	6/2028	6/2029

Update on Bridging the Gap 2 forum

In an effort to provide DBE/SBE firms with an opportunity to engage with SCDOT leadership, Secretary Christy Hall collaborated with the Division of Minority and Small Business Affairs to orchestrate a Bridging the Gap forum. The leadership-lead forum offered insights on how to best prepare to do work with SCDOT, provided highlights about upcoming projects, addressed issues and challenges faced by small businesses, and afforded businesses a chance to ask questions and receive answers.

The October 2020 forum was so well received that a follow-up session ensued in January 2021. The Part II session focused on changes that have occurred since, and in some instances because of, the first session. These changes include: posting of a potential plan holders list; a new quote policy for \$10K-\$25K commodities and services contracts; future improvements to SCDOT website to enhance searches for contract opportunities; and updates on the Carolina Cross Roads project.



SCDOT State Procurement TIPS FOR SUCCESS

- Be sure to be registered with both SCDOT and SC Division of Small and Minority Business Contracting and Certification (SMBCC).
- Make sure what you have listed for services/commodities with SMBCC matches what you have listed on your vendor registration.
- Make contact with the local offices - <https://www.scdot.org/inside/countyOffices.aspx>
- Recertify with SMBCC every five years.

Commercially Useful Function (CUF) Fraud

CUF requires firms certified as a DBE to perform work with their own forces, their own equipment, purchase and pay for materials and supervise their crews. When violations of CUF occur, the work performed by the DBE firm will not count towards the project's DBE goal. When violations occur with the intent to circumvent the DBE program, firms involved can be held criminally and/or civilly accountable. Recently in New Jersey, Kiewit Constructors, Inc. (Kiewit), entered into a civil settlement agreement and agreed to pay \$1.87 million to resolve allegations that it improperly report-

ed DBE participation on a federally funded construction project. The government asserted Kiewit did not take contractually mandated steps to address the DBE firm's failure to perform a CUF.

If you have any concerns about CUF requirements or potential violations contact the DBE Technical Assistance Director, Gary Linn, or any member of the unit's friendly knowledgeable team including: James Cooper, Natasha Livingston, and Ashton Williams. They can be reached at 803-737-6427.

South Carolina Department of Transportation 2021 - 2023 Goal Methodology



SOT Christy Hall addresses participants at the General Session of the Disadvantaged Business Enterprise Consultation in Columbia, SC on February 12, 2021. Director Anthony Cromartie, Business Development Center (BDC) of the Division of Minority and Small Business Affairs (MSBA) looks on.



Division of Minority & Small Business Affairs Director Mr. Greg Davis, takes a poll while addressing the Columbia, General Session, February 12, 2021.



Ms. Teowonna Clifton of DESA, Inc. addresses attendees in North Charleston during the Federal Highway Administration breakout session, February 19, 2021.



Director of Construction Mr. Clayton Richter addresses the General Session at the North Charleston Public Consultation Meetings on February 19, 2021.



Sbarla Savage, S2 Engineering & Consulting, LLC addresses audience at the Federal Transit Administration Breakout Session held in Columbia, February 12, 2021.

The South Carolina Department of Transportation (SCDOT), Division of Minority and Small Business Affairs (MSBA), held its Disadvantaged Business Enterprise Consultation Meetings regarding 49 Code of Federal Register (CFR) §26.45. This code determines how the overall DBE goals are set for the upcoming three years. In an effort to satisfy the goal setting requirement of ensuring public participation, SCDOT held three public consultation meetings in South Carolina: February 12, 2020 in Columbia; February 19, 2020 in North Charleston; and, February 26, 2020 in Spartanburg. SCDOT posted registration information on its website and selected a DBE firm, BayRich Virtual Business Solutions, LLC to market and handle registration for the public consultation meetings for Federal Highway and Transit components. The consultant firm launched a website to market and accept registrations electronically, and reached out to a variety of media vendors, such as television and radio stations, throughout the state to obtain public service advertisement for the events.

BayRich disseminated over 1,000 meeting notifications to DBE firms and other interested stakeholders. The invitees included the current listings of all firms on the South Carolina Unified Certification Program (UCP) Directory, SCDOT's Pre-qualified con-

tractors, and SCDOT's consultants. Additionally, SCDOT invited UCP partners, for example, Metropolitan Planning Organizations (MPOs), Council of Governments (COGs), and transit providers. Invitations also included various minority and women's business organizations, for example: Urban League, NAACP, South Carolina Minority Business Development Agency, Hispanic Contractors,

Women in Transportation's South Carolina Chapter, and South Carolina Women in Business. Furthermore, the Carolina Associated General Contractors (AGC) and Business Development Centers from Benedict College, South Carolina State University, University of South Carolina, Clemson University, and Winthrop University were invited to provide feedback on the goal-setting process. Invitations were extended to members of the South Carolina Legislative Black Caucus, the Governor's Office - South Carolina Division of Small and Minority Business Contracting and Certification, National Action Network, SCDOT's Commissioners, and local Federal Highway Administration representatives.

SCDOT conducted all three consultation meetings jointly with Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA). Two DBE certified firms were contracted to serve as facilitators. DESA, Inc. was selected to conduct the highway breakout session and capture comments made during both the general session and highway breakout. S2 Engineering and Consulting, LLC was selected to conduct the transit breakout session and capture comments made during the transit breakout session. In preparation, SCDOT met with facilitators to ensure responsibilities, logistics, and agenda items would be met. SCDOT also met with the FHWA-SC Division to confirm the public consultation meetings, logistics, and timeline of events were in compliance with

Federal expectations.

Each meeting consisted of a general session followed by concurrent breakout sessions, one for highway and one for transit. At the conclusion of each meeting, participants were encouraged to complete and return comment cards to capture additional public input. Approximately 150 individuals attended the three meetings with a total of 57 DBE firms represented. These meetings and comments from the public were used as the justification in determining SCDOT DBE goals for the next three years as required by 49 CFR §26.45(g) (1).

SCDOT evaluated the public consultations to determine:

- DBE firms that are ready, willing, and able to bid on SCDOT projects
- DBEs' capacity to perform work
- Potential opportunities for DBE participation
- Other factors

Based upon that evaluation, the agency has established its overall DBE goal for FHWA Federal Fiscal Years (FFY) 2021-2023 at 12% each year for Federal Highway contracts. The DBE goal for the transit program is set at 4%.

Video Meeting Etiquette: 7 Tips to Ensure a Great Attendee Experience

1. Make sure to introduce everyone at the beginning -- doing so creates a welcoming environment and stimulates engagement.
2. Ensure that you have a clean, work-appropriate background -- reduce the chance that attendees will get distracted. Attend from a quiet area that has minimal background noise and movement. Wear headphones to keep the discussion private.
3. Look into the camera when talking instead of looking at yourself -- gives attendees the impression that you are looking at them which creates an environment where everyone feels engaged and present in the conversation. Position your web camera and monitor at eye level so you can look into the camera.
4. Eliminate distractions and focus on the agenda -- notifications from messaging apps, ringtones, and applications running on your desktop can be distracting, which can make your attendees feel disrespected and undervalued.
5. Be aware of your audio and video settings -- check whether your microphone is unmuted and that your camera is on to ensure that all attendees can hear you and see you when you speak. If you notice that someone in the meeting is speaking but their microphone is muted, alert them.
6. Only invite meeting participants who need to be there -- Inviting co-workers who don't need to participate or make decisions can be detrimental to the quality of the meeting. Send other



stakeholders a summary of the meeting. As an invitee, review any meeting invites you receive to determine whether you actually need to attend. If not, request a recording of the meeting or a summary.

7. If you're the host, stick around -- The general rule: Wait until everyone else has left the meeting before hanging up, so attendees can leave at their own pace and get any final words in before disconnecting.
8. Practice good video meeting etiquette: You don't want to be the person in your organization known for scheduling lots of unproductive meetings. Practicing good video meeting etiquette is critical to ensuring that your meetings are professional, efficient, and valuable.

This article includes information that originally appeared on the Zoom Blog Montgomery, John, "Video Meeting Etiquette: 7 Tips to Ensure a Great Attendee Experience," zoom, November 27, 2019, last modified February 22, 2021, <https://blog.zoom.us/video-meeting-etiquette-tips/>.

DBE Team Member Recognition

Lauren Benjamin



Lauren Benjamin has served as the executive assistant for the Division of Minority and Small Business Affairs (MSBA) for over two years. Not only is she tasked to assist the division's three directors, but also serves as Division Director Greg Davis's executive assistant. Pegged as Davis's "right hand woman," Benjamin has assisted Davis in countless tasks including last year's inaugural Bridging the Gap forum and its second installment earlier this year. "When I first started I thought that SCDOT was just about roads and bridges. I soon realized that SCDOT is a gold mine to so much more avenues, including assisting minority businesses."

A University of North Carolina—Charlotte graduate who majored in English and Journalism, Lauren assists the MSBA division with coordinating events, disseminating information to DBEs/SBEs, and serves as the division's HR Liaison. Prior to joining SCDOT, she served as the Administrative Specialist for the Director of South Carolina Department of Administration Executive Budget Office.

Recently, Lauren accepted the temporary assignment as the executive assistant for the Secretary of Transportation, Christy Hall.

Rodrick Stevenson



Mr. Rodrick Stevenson has recently been appointed, as the (DBE) Lead Certification Analyst and also serves as the Unified Certification Program (UCP) Liaison. He provides investigative and analytical-related duties in care of the South Carolina Department of Transportation's (DBE) and (SBE) programs. Mr. Stevenson's responsibilities include the following: processing DBE and Annual Update Applications, preparing weekly activity reports, conducting onsite reviews, presentations and workshops on DBE and SBE Federal regulations.

He received his Bachelor of Arts in Sociology and his Masters of Arts in Organizational Management from Ashford University, graduating Magna Cum Laude. He was inducted into the Golden Key International Honor Society and the Alpha Sigma Lambda (ASL) National Honor Society for his academic excellence. Mr. Stevenson has over fifteen (15) years of experience within the Department of Education and Social/Human Services sectors, to include serving as a: Family Support Services Coordinator, FSW Programs Supervisor, Director of Operations, and Certified Case Manager.

Ashton T. Williams



Ashton T. Williams Sr. serves as a Disadvantage Business Enterprise Technical Advisor within the Minority and Small Business Affairs Division. He is a point of contact for DBE/SBE firms who performs engineering inspections and provides technical assistance related to highway, road, and bridge construction. Ashton assists DBEs in developing or refining efficient processes and procedures, and provides technical support and guidance on project financing and pipe inspection.

With over seven years of experience with the Department of Transportation, Ashton is a reliable source of information who exemplifies the value of professional growth and development. Starting his career in 2012 with the Department of Transportation, Ashton has held various positions within the SCDOT including: Maintenance Division, Quality Assurance Sector, and Pavement Evaluation Division.

A current board member of the National Small Business Association, Ashton earned his certification in Hospitality and Tourism Management through Florida Atlantic University, completed course work in Automotive Engineering, holds his Commercial Driver's License, and has completed several certification programs through the SC Department of Transportation.



Minority Business Entity (MBE) Quote Policy

- Established to encourage outreach to MBEs and to help the agency meet its goal.
- Applies to goods and services purchased under the Consolidated Procurement Code.
- Applies to Small Purchases (\$10,000 - \$25,000) where three quotes are required.
- SCDOT personnel will make a good faith effort to get at least one of the three required quotes from a MBE company.

Attention DBEs! Is Your Annual Update Due?

You are now certified as a DBE which means every year on the anniversary of your certification date you are required to submit documents to maintain your firm's DBE certification. Email notifications requesting annual update information will be sent prior to the anniversary date of your firm.

The annual DBE Update Application and requested supporting documents are what enables a DBE to maintain certification. You'll return a packet consisting of: Certification Update Application that includes a No Change Affidavit which must be notarized, and the federal business tax return or tax extension for the current year.

Each document verifies there are no changes that will adversely affect the eligibility of the firm. These changes may include the size of the business, disadvantaged status, and ownership or control requirements. The Certification Update Application is accessible on SCDOT's Disadvantaged Business Enterprise Program webpage: <https://www.scdot.org/business/bus-development-dbe-certification.aspx>. Under the heading "Application Forms" click on "DBE Update Application."

It is imperative that the annual update application information is received by the due date. Failure to do so, may result in suspension or loss of DBE eligibility status.

If you have any concerns pertaining to your firm's annual Certification Update Application or the annual recertification process in general, please contact the DBE Certification Unit at 803-737-1372.

Congratulations! To Our Newly Certified DBEs!

Caldwell and Son Trucking in Lexington, LLC
T & T Technology, LLC
BlueRose Supply dba The Jerus Co
Thompson Consulting and Analytics, LLC
TC White Trucking, LLC
JDS Express, LLC
EJO Ventures
AH Concrete, LLC

Clemons Business Group, LLC
Express Auto Transport, LLC
Leslie's Laundry Care, LLC
Catalystlinks, Inc.
TTT Grading and Paving, LLC
Porter Brown Associates, LLC
Sightline, Inc.
Predestined Hauling, LLC

Nfinity Services, LLC
M & P, LLC
US Eco Products Corporation
GT Services, LLC
Multi Technology Surveillance Security Cameras, LLC
Enovate Engineering, LLC
Elite Services of Louisiana, LLC

WHAT IS A CAPABILITY STATEMENT?



It's an important tool for marketing and promoting your business, and informs your existing & potential clients of your capabilities.

A Capability Statement lets them know:

- Who you are.
- What you sell.
- What core competencies you bring to the table.

And includes specific information about:

- Your products & services.
- Your qualifications, credentials and differentiators.
- Your corporate data.

Your Capability Statement should include five major components:

1. Core Competencies: Provide core competencies/relate those to customers' specific needs.
2. Past Performance: Describe similar work you have performed for past customers.
3. Differentiators: List unique techniques or approaches that are part of your business.
4. Company Data: List office location, size of firm, revenue, bonding capacity, geographic area served, contact information.
5. Codes: DUNS, CAGE, NAICS, etc.



DBE/SBE UPCOMING TRAINING COURSES*

DATE	COURSE
March 24, 2021	Creating Your Capability Statement: Virtual Training via Zoom
April 7, 2021	Effective Business Management: Virtual Training via Zoom
April 12, 2021	Basic Work Zone: On-site Southeastern National Safety Council, Irmo, SC
May 17, 2021	Flagger Novice: On-site Southeastern National Safety Council, Irmo, SC
June 10 - 11, 2021	Temporary Traffic Control- Design & Supervision Onsite: Southeastern National Safety Council, Irmo, SC
Various Dates	Commercial Driver's License: On-site Class, Various locations – See Juanita

*Please note: Many of the classes are contingent on the impact of COVID-19.

We look to potentially offer the following classes by year end:

- Certified Erosion Prevention & Sediment Control Inspection - (CEPSCI)
- Certified Erosion Prevention & Sediment Control Inspection – Exam Prep (CEPSCI)
- SCDOT Contract Fundamentals/Law
- Create Your Safety Manual
- Estimating & Bidding SCDOT Projects
- Microsoft Excel – Beginner's and/or Intermediate
- OSHA 30 HOUR
- Professional Services and Construction Contract Acquisition
- QuickBooks- Online or Beginner's Edition
- SCDOT Concrete Installation – Curb & Gutter, Sidewalk and Catch Basin
- Trenching & Excavating
- Various Outreach & Round Table Events

Interested in registering for an upcoming training? Complete the Training Registration Form at: <https://www.scdot.org/business/pdf/businessDevelopment/2021-January-June-Calendar.pdf> then email it to: DBEBusinessDevelopmentCenter@scdot.org



U.S. Department of Transportation
Federal Highway Administration

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