



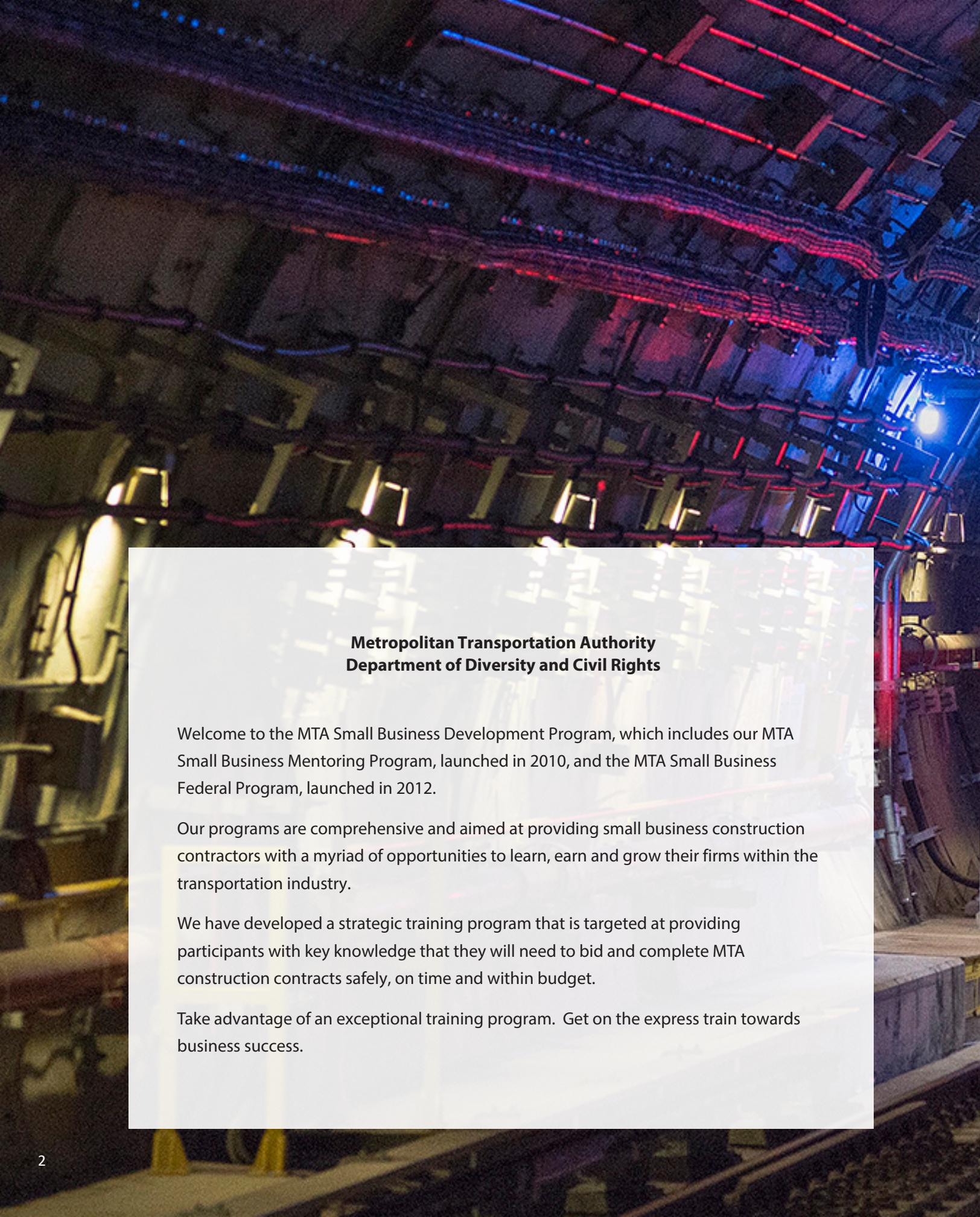
# SMALL BUSINESS DEVELOPMENT PROGRAM TRAINING BULLETIN

THE MTA SMALL BUSINESS MENTORING PROGRAM | THE MTA SMALL BUSINESS FEDERAL PROGRAM

## THE NATION'S FIRST REGIONAL SMALL BUSINESS MENTORING PROGRAM



A PROFESSIONAL TRAINING PROGRAM FOR MTA PRE-QUALIFIED SMALL BUSINESS MENTORING PROGRAM CONTRACTORS AND OTHER SMALL BUSINESSES, INCLUDING CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES, NEW YORK STATE CERTIFIED MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISES AND SERVICE-DISABLED VETERAN-OWNED BUSINESSES



**Metropolitan Transportation Authority  
Department of Diversity and Civil Rights**

Welcome to the MTA Small Business Development Program, which includes our MTA Small Business Mentoring Program, launched in 2010, and the MTA Small Business Federal Program, launched in 2012.

Our programs are comprehensive and aimed at providing small business construction contractors with a myriad of opportunities to learn, earn and grow their firms within the transportation industry.

We have developed a strategic training program that is targeted at providing participants with key knowledge that they will need to bid and complete MTA construction contracts safely, on time and within budget.

Take advantage of an exceptional training program. Get on the express train towards business success.

The MTA has taken a leadership role in supporting the growth of small businesses in the transportation and construction industries in New York State. We have created a new road map for building small business participation at the MTA.

For the past eight years, the MTA has opened its doors to encourage all small business construction contractors, including, but not limited to, MTA Certified Disadvantaged Business Enterprises (DBEs), New York State Certified Minority and Women Business Enterprises (MWBES) and Service-Disabled Veteran-Owned Businesses (SDVOBs) to learn, earn and grow through participation in a program especially designed for them.

The program is designed to help your firm overcome the barriers to entry which have historically prevented emerging small business enterprises from gaining access to the New York State construction industry.

**Several categories of firms are eligible to register for the MTA Small Business Development Training Program:**

- Pre-qualified MTA Small Business Mentoring Program (SBMP) Contractors
- Pre-qualified MTA Small Business Federal Program (SBFP) Contractors
- All small businesses, including, but not limited to, certified Disadvantaged Business Enterprises (DBEs), New York State Certified Minority and Women Business Enterprises (MWBES) and Service-Disabled Veteran-Owned Businesses (SDVOBs)

Our goal is to help you better learn how to do business with the MTA, grow your technical capacity to bid and win MTA projects, designated for firms of your size. To receive more information about participation in our programs, please or visit [web.mta.info/sbdp](http://web.mta.info/sbdp).

**TAKE A LOOK AT THE COURSES AVAILABLE TO YOU:**

- 01** How to Do Business with the MTA
- 02** What Every Small Business Owner Should Know About Government and Politics
- 03** Prevailing Wages/Compliance & Ethics
- 04** Bidding and Estimating
- 05** Cash Flow and Financial Management
- 06** Scheduling
- 07** Safety
- 08** Purchase Orders and Change Order Requisitions
- 09** Marketing Your Business in the NY Construction Industry
- 10** Developing a Profitable Business
- 11** Business Communications
- 12** Construction Law
- 13** How to Be a Prime Contractor
- 14** Access to Capital/ Surety Bonding/ CEO Toolkit
- 15** Project Management/Quality

**We invite your participation.**

# A UNIQUE TRAINING PROGRAM FOR BUILDING SMALL BUSINESSES

## ABOUT THE PROGRAM

Construction in the transportation market requires a unique and diversified set of skills. The Training Component of the MTA Small Business Development Program (SBDP) is designed to provide you with the technical and business development skills you need to succeed at the MTA and in the transportation industry.

The SBDP provides an intensive series of 18 sessions that will support your ability to bid on transportation projects, grow your business and manage your projects.

## ELIGIBLE FIRMS WHO MAY REGISTER FOR COURSES:

### ■ Pre-qualified MTA Small Business Mentoring Contractors

If you are accepted into the MTA Small Business Mentoring Program (SBMP) before the start of a semester, you are required to complete all 18 sessions within that semester. If you have been accepted into the SBMP at any point after the start of a semester, you may complete the full 18 courses within a two semester period. However, you are required to begin attending courses immediately upon notification of acceptance.

*Attendance is mandatory for all SBMP Contractors participating in the program. Failure to complete all courses as outlined below will automatically disqualify your firm from participating as a bidder for SBMP contracts until you have completed all required courses.*

### ■ All small businesses, including, but not limited to, MTA Certified Disadvantaged Business Enterprises (DBEs) and New York State Certified Minority and Women Business Enterprises (MWBEs)

Only principals, officers and project managers of a participating firm who have a substantial ownership interest in, or who have substantial responsibilities for, running the business may attend the courses. At the conclusion of the 18 session program, each successful firm will receive a Certificate of Completion from the MTA.

## COURSE SCHEDULE

The course curriculum is delivered in two semesters, Fall and Spring. In each semester, the Program consists of one course per week for 15 weeks. Classes are held from 9:00 a.m. to 5:00 p.m.

See course schedule and registration form for additional details.



# DOING BUSINESS WITH THE MTA AND PRIME CONTRACTORS

## LESSONS LEARNED

- Uniqueness of MTA work
- Knowledge of MTA agencies
- MTA requirements
- Prime consultant relationships
- Building capacity in a union environment

Doing business with the MTA as a prime or subcontractor requires a clear understanding of how to work in the transportation industry.

What does it mean to work on 'the right of way?' How do you work with the MTA operating agencies, including MTA New York City Transit, MTA Bus Company, MTA Long Island Rail Road, MTA Metro-North Railroad, MTA Bridges and Tunnels and the MTA Capital Construction? What construction approaches, skills and documentation requirements are needed to successfully complete an MTA project?

This intensive session will include representatives from each of the MTA operating agencies who will review their individual agency construction requirements, the type of projects included in their Capital Plan and the construction skills and knowledge required for successful bidding and project completion. The course also reviews MTA policies and procedures, MTA standard bonding requirements and insurance requirements for both OCIP and non-OCIP projects, MTA work flow, and the processes for evaluating, awarding a contract to a prime contractor and approving a subcontractor, as well as accurate and timely submissions of payment and trade breakdowns.

At the conclusion of this course, contractors will have a better understanding of how to do business with the MTA.

## TRAINING GOALS INCLUDE:

- Understand the MTA's programs, policies and culture and how to work successfully in the multi-agency environment.
- Learn about the MTA bidding process and elements of the Small Business Development Program.
- Successfully transfer trade experience into critical project value on MTA sites.
- Apply similar agency protocol, that has been developed to ease the transition of emerging firms into the MTA process, in a standardized format.
- Understand current and potential MTA prime contractors' work flows, project needs and subcontractor work requirements.
- Understand the basic concepts of General Conditions, Insurance, Overhead Costs, Bonds and Profit.
- Understand MTA procedures for insurance, payment, project commencement and project closeout.

# WHAT EVERY SMALL BUSINESS OWNER SHOULD KNOW ABOUT GOVERNMENT AND POLITICS

## LESSONS LEARNED

- NYS Legislative Process
- MTA's engagement with MWBEs
- MTA's Blue-Ribbon Panel
- Successful passage of Article 15-A

With the recent passage of the Renewal of Article 15-A for the next five years, as well as the renewal of the MTA's Small Business Mentoring Program for the next ten years, the future of MWBEs remains bright. This class will provide attendees with an overview of how public policy can impact certified small businesses and the state agencies and authorities that they work with.

Why is the government procurement process important? Who influences the process? Why is it important for the MWBE community to organize?

This session will answer all these questions and more, emphasizing how every small business owner can be impacted by legislative policies and the State decision makers that support them. Attendees will also learn about successful MWBE champions, such as Mayor David Dinkins and Governor David Paterson, to showcase the importance of government relations in business development.

Other topics will include: the establishment of the NYC School Construction Authority Mentor Program, the failed 2009 legislative efforts led by the insurance industry against Article 15-A, the legislative history and process of New York State, as well as, MWBE efforts surrounding the success of Article 15-A.

## TRAINING GOALS INCLUDE:

- Learn how New York State policy directly effects certified small businesses.
- Understand how the legislative process works in Albany.
- Learn about new legislative changes, such as the reauthorization of Article 15-A.
- Gain knowledge and understanding about how the MTA Small Business Mentoring Program was authorized.

## LESSONS LEARNED

- What does prevailing wage mean according to NYS?
- Current NYS prevailing wage requirements
- Best practices for compliance
- How prevailing wages apply to subcontractors
- Common issues with compliance

What you don't know can hurt you! This interactive course is designed to provide participants with an overview of the applicable prevailing wage laws in New York and provide techniques on how to avoid pitfalls.

Participants will review how prevailing wages apply to all stages of the project from bidding and awarding contracts to warranty work. Attendees will also review all the paperwork and record keeping requirements, ensuring that they will be equipped with the right tools for compliance.

**Topics include:** bidding and awarding contracts, current and overtime wage rates, certified payrolls, record keeping requirements, complaints, subcontractors, warranty work and misconduct.

## TRAINING GOALS INCLUDE:

- Understand the prevailing wage standards.
- Learn strategies on dealing with prevailing wage issues in complex projects.
- Learn about enforcement strategies and how to maintain compliance.
- Use real life scenarios to apply prevailing wage standards.
- Learn implications of using subcontractors and how prevailing wages apply.

## LESSONS LEARNED

- Special MTA bid requirements
- Enhanced knowledge of MTA language
- Effective subcontractor bidding strategies
- Accurate and timely submission of bids
- Concise payment trade breakdown requirements

This intensive course engages contractors in the basics of estimating projects. The course considers the unique factors of scheduling MTA work and how they impact a final bid. The basic principles of construction estimating, pricing techniques, estimating labor, materials and equipment as well as profit and overhead markups are reviewed.

Participants will examine what is needed to complete document reviews, specifications reviews, quantity takeoffs, pricing, markups, estimate assembly and other bid documentation requirements. Emphasis is also placed on how to identify, prevent and mitigate potential costly delays and disruptions before project execution.

**Topics include:** utilizing means cost data, measuring field productivity, mobilization and closeout costs, subcontractor coordination, bid management and planning, and threshold identification by the MTA. Additional topics include: project buy-out, long lead items, submittal logs, special conditions and other topics related to developing an accurate estimate and final bid.

### TRAINING GOALS INCLUDE:

- Gain a basic understanding of estimating, principles of construction estimating, elements of estimate, pricing techniques, and labor estimating, materials and equipment, profit and overhead markups.
- Acquire basic bidding strategies to include: general conditions, supplemental requirements, alternate bid pricing and lump sum changes.
- Understand coordination of subcontractor pricing, cost sheets and bid or payment trade breakdown in preparation for contract award discussions.
- Learn how to identify, prevent and mitigate potential costly delays and disruptions before a project begins.
- Understand causes and cost of re-work and changed conditions.
- Learn how to measure efficiency of field work and job crew productivity, inventory management and quality installations.
- Understand required construction documentation for field changes, subsurface reports and pre-survey work conditions to avoid delays.
- Perform quality inspection on pre-bid walk-throughs for identification of critical elements that can adjust cost.
- Compute cost of work site logistics, manpower allocation and specialty services.

## LESSONS LEARNED

- Cash and financial instruments
- Basic accounting principles
- Basic QuickBooks techniques
- Financial statement review
- Best use of cash and leverage

The focus of this intensive course is managing cash flow and other financial management approaches. This course reviews the construction accounting process, construction cost management system and the key elements of a contractor's financial statements.

Upon completion of this course, contractors will understand key ratios pertaining to their businesses and will understand the importance of cash flow management to sustain business growth.

**Topics include:** cash and financial instruments, basic accounting principles, accounting software applications, review of financial reports and best financial management practices.

## TRAINING GOALS INCLUDE:

- Understand cash flow management, including the processes of monitoring, analyzing, and adjusting your cash flow.
- Learn how to read and review financial statements, including review of basic types of financial statements (Income Statement, Balance Sheet and Statement of Cash Flows) and how these reports affect a business.
- Understand the role of a credit line and the challenges for managing cash flow as a result of seasonal credit demands and time gaps between capital needs and revenue realization.
- Learn how to examine the Retained Earnings on the Balance Sheet (Analyzing a Balance Sheet).
- Review approaches on how to position a company to obtain bonding.
- Understand ratios for financing including current ratios, accounts payable and accounts receivable aging, etc.
- Examine cash flow projections and capital needs planning for business growth.
- Understand differences among various financial statements (Compiled, Reviewed and Audited).

## LESSONS LEARNED

- Manpower allocation
- Resource loaded scheduling
- Effective work breakdown structure
- Dependent and interdependent tasks
- Critical path activities
- Project floats

Whether working on the right of way or not, all aspects of your work become a critical part of construction scheduling for MTA projects. Considering commuter traffic patterns, public access requirements and scheduled construction work are the challenges in most MTA projects.

This session reviews both the basic components of an effective construction schedule and what you need to consider when building an efficient construction schedule for an MTA project.

Contractors will also learn how to build a construction schedule through select MTA project case studies. Participants will develop a sample schedule, understand schedule updates for progress and application of manpower allocation and apply schedule recovery strategies when the critical path falls behind schedule.

**Topics include:** critical path activities, dependent and interdependent tasks, resource allocation, schedule as a payment tool, effective scheduling updating and CPM schedule analytical tools.

## TRAINING GOALS INCLUDE:

- Understand project controls detailing the importance of scheduling for impact under general conditions and the importance of scheduling as a project control tool.
- Learn scheduling and contract terms consisting of contractual requirements for critical path resource loaded scheduling for MTA projects.
- Apply strategies for schedule preparation consisting of project layout, work breakdown structure and dependent relationships including successor and predecessor activities.
- Evaluate critical path activities and project float, including early start, late start, early finish and late finish concepts.
- Analyze real world sample projects to view typical issues and concerns regarding MTA projects and corresponding schedules.
- Develop a sample schedule and assess it for its feasibility.
- Understand schedule updates for progress including two-week look ahead, staff power allocation and recovery scheduling for activities when critical path slips beyond acceptable limits.
- Gain a full understanding of the unique scheduling involved in MTA work, including various requirements and concerns for an MTA project.

## LESSONS LEARNED

- Hot work precautions
- Scaffolding protocols
- Fall protection
- Quality planning and hazard communication
- Investing in safety first

Project safety is a number one requirement for MTA projects. This course is designed to provide the philosophical and practical foundation for project safety management of workers and the general public on MTA projects.

Whether working on the right of way or near track and commuter areas, different applications of safety protocols are required. In this intensive course, participants will learn the basic and advanced safety protocols for managing construction projects. Participants will also learn how to create, manage and coordinate elements of required MTA quality control plans. Taught by a New York City Department of Buildings Licensed Site Safety Manager, participants will also review recent changes in NYC Department of Buildings (NYC DOB) Safety requirements, including Subchapter 33 of the NYC Building Code, and why investing in a safe work culture matters.

**Topics include:** OSHA compliance requirements and penalties, workers' compensation, designing and implementing company-wide safety programs, material and equipment safety practices and incident reporting documentation and procedures.

### TRAINING GOALS INCLUDE:

- Learn how to design and implement a quality safety program.
- Understand the components of various types of accident investigation and acceptable protocols to follow when an investigation should be or has been initiated.
- Gain knowledge of safety enforcement practices, including how to discipline violators of the safety program and how to recognize and incentivize workers who comply with the program.
- Understand EMR ratings, what they mean for bonding and insurance premiums and how they can impact a contractor's competitive edge in the bidding process.
- Learn about dealing with claims and post-accident management.
- Understand the supervisor's role in safety and establish safety benchmarks.
- Understand OSHA's roles and become familiar with OSHA's advanced requirements.
- Understand NYC DOB's role in ensuring safe and secure work sites before, during and after construction.

## LESSONS LEARNED

- Importance of supplying supporting data
- Preventing unaligned cost and work hours
- Exceeding accepted crew productivity
- Proper documentation of changed conditions
- Timely submission of costs

Accurate and complete documentation on public sector projects is a key requirement for success on MTA projects.

This course explains the basic elements of the change order process and how to ensure prompt payment when appropriate requisitions are submitted. Participants will benefit from a greater understanding of the process and the preparation required to address field changes and post bid changed work conditions such as addenda, bulletins and scope clarifications. This course also reviews negotiation, strategies for change orders and how to document change order requests.

Participants will benefit from a greater understanding of both the client and contractor perspectives, as well as how to ensure their opportunity to get paid more quickly and maintain an expedited submission and payment schedule.

**Topics include:** requisition process, change notices, preparation of change order cost proposals and negotiations, non-quantified time and material conditions, acceptable cost breakdowns, documentation and justification, timely submission of cost data and critical requirements to perform.

## TRAINING GOALS INCLUDE:

- Apply best practice techniques to develop effective trade payment breakdowns for justification and approval to expedite payment for work in progress during the job.
- Understand the importance of accurate submission requirements for timely and approved requisitions to initiate the payment process.
- Learn the importance of “Proper Planning” during the pre-construction stage to prevent high cost change orders from being used and the subsequent delays.
- Understand how and when to communicate in writing via a Request for Information (RFI), Bulletin, Notice of Direction or Change in Contract with a project manager about any adverse conditions that may impact a project’s progress.
- Learn how to justify a Change Order including review of the six most common factors that precipitate one (Design Omission, Design Error, Design Revision or Change in Original Contract Scope, Field Conditions, Subsurface Conditions and Extension of Time).

## LESSONS LEARNED

- What marketing can do for your firm
- Market planning vs. business planning
- Promoting knowledge and expertise
- Strategic marketing plan
- Presentation techniques

Marketing your business, project by project, is the first step in your marketing program.

In this course, contractors will learn, first-hand, the elements of a distinctive brand for their firms and how to develop a relational marketing approach to building their business.

This workshop will focus on some of the marketing strategies of select small and large construction firms as well as a practical self-examination of how a marketing plan is designed, implemented and evaluated. Upon course completion, participants will have constructed their own marketing plan.

**Topics include:** identifying public and private sector contracting and subcontracting opportunities, strategic marketing, sales, lead generation, business development strategies, strategic partnerships, client needs, qualification documents, promotions through letters of interest as well as creating a marketing plan.

### TRAINING GOALS INCLUDE:

- Examine roles and relationship between sales and marketing in the business development process.
- Review risk management in the business development stage and an evaluation of how effective applications of this element drive the performance and profitability of an organization.
- Examine tools and techniques of successful client relationship development and management and its role as a long-term business investment.
- Gain an understanding of best practice techniques for presentation development.
- Understand roles, responsibilities and motivations of owners, sales teams, sales managers and corporate leaders.
- Review how traditional and non-traditional marketing techniques can support a business plan.
- Explore opportunities and means to building a strong corporate brand.
- Examine the tools and techniques to develop an effective marketing plan.
- Learn how to market to other public agencies.

# DEVELOPING A PROFITABLE BUSINESS IN THE MTA REGION

## LESSONS LEARNED

- Establishing and maintaining market position
- Branding and positioning market expertise and track record
- Analyzing industry competition
- Obtaining phased capital
- Business process re-engineering

A successful business relies on successful project management, effective financial management, creative marketing and the application of sophisticated approaches and controls to maximize profit and retain revenues.

This workshop reviews what it takes to operate a successful business in the fiercely competitive New York market, both inside and outside of New York City. The curriculum includes strategic business planning, market competition analysis, enhancement of your firm's core competency and competitive advantage as well as steps to create a lead generating engine to power growth. Upon course completion, participants will understand how to perform a S.W.O.T. (Strengths, Weaknesses, Opportunities and Threats) analysis to accurately optimize internal resources and identify external factors that will enable firms to more effectively compete and increase profitability.

This course will be instrumental in providing contractors with the tools to maximize profits and retain revenue specific to work within the New York City construction market. Business concepts such as cash flow analysis, retained value, earnings and growth financing will be examined.

**Topics include:** strategic management planning, S.W.O.T. analysis of industry leaders, core competencies and competitive advantage, customer acquisition, retention and performance strategies, capital needs and investment planning.

## TRAINING GOALS INCLUDE:

- Learn how to overcome organizational hurdles against strategic planning and implementation.
- Understand the basic elements of a business plan.
- Learn how to maintain an accountable corporate culture for sustainable management and market position.
- Perform industry analysis to create market differentiation.
- Understand how to provide scalable solutions for client growth and retention.
- Develop an increased awareness of financial investments for long-term growth planning.
- Apply best practices for management grooming and succession planning for business leadership at the next level.
- Understand how to build and sustain a well-educated and effective sales force.

## LESSONS LEARNED

- Differentiate between and select appropriate forms of communication and styles (email, phone call, formal business letter, memo, etc.)
- Communicate effectively by crafting a communications style aimed at focusing on the needs and benefits of the owner in sustaining, pitching, soliciting, or communicating about business.
- Draft documents that provide information, instructions, outlines/proposals and a professional dialogue between prime contractors, agencies/authorities and clients.
- Display listening, collaboration and presentation skills to facilitate effective leadership.

Contemporary business environments and relationships require excellent communication skills to assist business owners in leading their teams and promoting their capabilities and strengths. This workshop will introduce the fundamentals of professional communications in all forms, including a contractor's written, oral and body language skills.

Participants will strengthen their writing, presentation and listening skills, as well as additional tools that are critical to successfully bidding, winning and completed contracts within the MTA, SBDP and beyond. From writing professional correspondence, to drafting appropriate emails and articulate follow-ups, this course will equip certified firms with the business communications skills they need to succeed as successful contractors and entrepreneurs.

### TRAINING GOALS INCLUDE:

- Become familiar with business communications best practices.
- Learn how to use appropriate forms of communications for managing your construction business.
- Understand how to choose the appropriate form and style of communications, depending on situation and objectives.
- Review the fundamental building blocks of successful communications.
- Explore and assess the need to create goodwill with one's audience.
- Learn how to write effective letters, emails, memos, PowerPoint presentations and other forms of professional communications.
- Practice active listening skills.

## LESSONS LEARNED

- General conditions
- Dispute resolution clauses
- Wage and local law requirements
- MTA options to perform work
- Legal documentation for sub agreements

This course introduces the participant to the basics of construction law and a review of pertinent clauses in construction contracts, general conditions and specifications through interactive discussions of legal issues that affect the day-to-day operations of a construction business. This course will also cover how to manage risk through specific contract provisions.

This course is not intended to provide you with the legal position an MTA agency might take in a specific situation, nor will it provide any general or specific MTA legal advice. This advice should be obtained through your company's attorney.

**Topics include:** retaining a legal professional, bid forms and required submission data, MTA standard contract types, lien waivers, preparing for a dispute resolution proceeding, contract closeout and retainage reduction.

## TRAINING GOALS INCLUDE:

- Learn how to effectively select legal representation.
- Apply select contract law provisions to review contracts for interpreting project management actions and activities.
- Understand the components of subcontractor agreements, vendor purchasing and project coordination.
- Learn strategies for mitigating claims on MTA agency projects.
- Understand how to address construction liens before, during and after work activities.
- Learn about contract-required dispute resolution procedures included in contract elements and agencies' options for negotiations.
- Learn negotiating techniques for effective contract monitoring and job progress.
- Understand the scope and type of legal documentation required for successful subcontracting and project management.
- Understand personnel policies and procedures to be used for emerging companies and legal requirements for posting notices regarding payment and state and federal legislation for employees.

# HOW TO BE A PRIME CONTRACTOR

## LESSONS LEARNED

- Understanding your firm's capabilities
- How to pre-qualify as a prime for the MTA
- How to win a prime bid through quality estimating
- Effective project management strategies for prime contractors
- How to diversify your project portfolio

This course will help you take your firm to the next level by giving you all of the information that you need to become a prime contractor for the MTA. Learn strategies to position your business as a prime contractor, how to bid on and win prime MTA contracts and more.

Through case studies, examples and the guidance of leading MTA professionals, you'll find out what the MTA looks for in its prime contractors and what elements are important to focus on when taking the leap from sub to prime. This unique course will give you the insight, the knowledge and the resources that will take your business to the next step as a prime contractor for the MTA.

**Topics include:** basic contractor concepts, key pre-qualification concepts on being able to bid as a prime contractor on MTA Small Business Development Program (SBDP) contracts, how to win a prime contract through effective estimating, project management and coordination as a prime and how to diversify your portfolio of prime contract projects, among other topics.

### TRAINING GOALS INCLUDE:

- Gain a realistic understanding of your firm's capabilities to take on the responsibilities of a successful prime MTA contractor.
- Leverage your successful experience as a subcontractor into relevant experience for prime contract bid opportunities.
- Learn important strategies for managing risk, safety and financial management.
- Understand what elements go into a successful estimation and why the estimation is the most important factor in your bid.
- Learn how to strategically manage your project as a prime contractor through field supervision, planning, scheduling and support of your subcontractors.
- Understand how your business growth will lead to new opportunities to bid on prime contracts with other government agencies.

## LESSONS LEARNED

- The tools you need to be an effective CEO
- Surety bonding documentation requirements
- Factors impacting surety bond applications
- What credit means from a lender's perspective
- The importance of personal credit for small business owners
- Implementing risk mitigation and control strategies

This is a special session designed to provide intensive instruction on how to be a more effective Chief Executive Officer of your company and as a result, gain access to capital and bonding.

The first part of the session, led by a recognized management consultant, will provide information about the tools and skills you need to acquire and apply as you effectively manage and grow your company. You will learn to develop a mindset that iconic CEOs use to scale their operations. The session will also review basic steps to develop a Board of Advisors to enhance the skill and expertise of your current management team. In addition, this session will review sources of market intelligence as well as key metrics and ratios that you can use to drive effective decision making for your business.

The second part of the session will review those elements that are key to a construction contractor's ability to secure bonding and bank credit, two key indicators of a company's ability to build its business successfully. This intensive session taught by a leading insurance professional and an experienced banker reviews the practical strategies that construction contractors need to know to ensure that their bonding and credit line applications produce positive results. The course will review business plans, the role bonding plays in building a company, required insurances, the value of a strong credit line as a tool for building a construction business, and the importance of a quality professional accounting and legal team.

Contractors will also review how risk mitigation and risk reduction strategies impact overall operations of a construction company and its projects and learn more about the basic quality control procedures that should be implemented.

## TRAINING GOALS INCLUDE:

- Understand the tools and skills needed to be an effective CEO.
- Understand the overall impact of a contractor's business plan as it relates to bond and credit applications.
- Understand the role bonding plays in building a construction company's ability to bid new work.
- Learn how the elements of a financial statement affect surety and bank reviews.
- Understand the importance of safety and quality control plans to reduce and mitigate risk and their relationship to bonding and capital access.
- Learn which insurances should be maintained and how these protections work.

## LESSONS LEARNED

- Project and Quality Management Requirements
- Submittal Process
- Project Coordination
- Risk Management
- Project Close-Out

The objective of this workshop is to provide an overview and better understanding of the project and quality management process and requirements. This curriculum includes a breakdown of identifying project goals and cost controls crucial for project scheduling and coordination. Upon course completion, participants will have a better understanding of MTA contract requirements through all phases of the construction process from pre-construction, during construction and project close-out.

This course is instrumental in providing project and quality managers the necessary tips and tools to effectively organize, coordinate and deliver projects on-time and while meeting the quality standards required on MTA contracts.

**Topics include:** project and quality manager roles, analyzing project specs for submittals, project scheduling and coordination, cost controls, developing work plans, safety training, environmental specifications and inspections, risk management and insurance requirements.

### TRAINING GOALS INCLUDE:

- Acquire better understanding of Project and Quality Management Requirements for MTA SBMP Projects.
- Learn how to apply this knowledge on your projects and business.
- Receive tips on how to improve your personal and professional project management skills.
- Understand how project and quality management can affect your profitability.
- Develop skills to help prepare you and your firm for the future.



MTA New York City Transit  
MTA Long Island Rail Road  
MTA Metro-North Railroad  
MTA Bridges and Tunnels  
MTA Bus Company  
MTA Construction & Development

The Metropolitan Transportation Authority (MTA) is North America's largest transportation network, serving a population of over 15 million people in the 5,000 square-mile area fanning out from New York City through Long Island, southeastern New York State and Connecticut.

MTA subways, buses and railroads provide 2.63 billion trips each year to New Yorkers – the equivalent of about one in every three users of mass transit in the United States and two-thirds of the nation's rail riders. MTA bridges and tunnels carry more than 310 million vehicles a year – more than any bridge and tunnel authority in the nation.

The MTA will afford all applicants with an equal opportunity for consideration, without discrimination due to race, creed, color, national origin, religion, sex, sexual orientation, age, disability or marital status.

This booklet is current as of September 2021 and is subject to change.

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