

DBE Program Updates

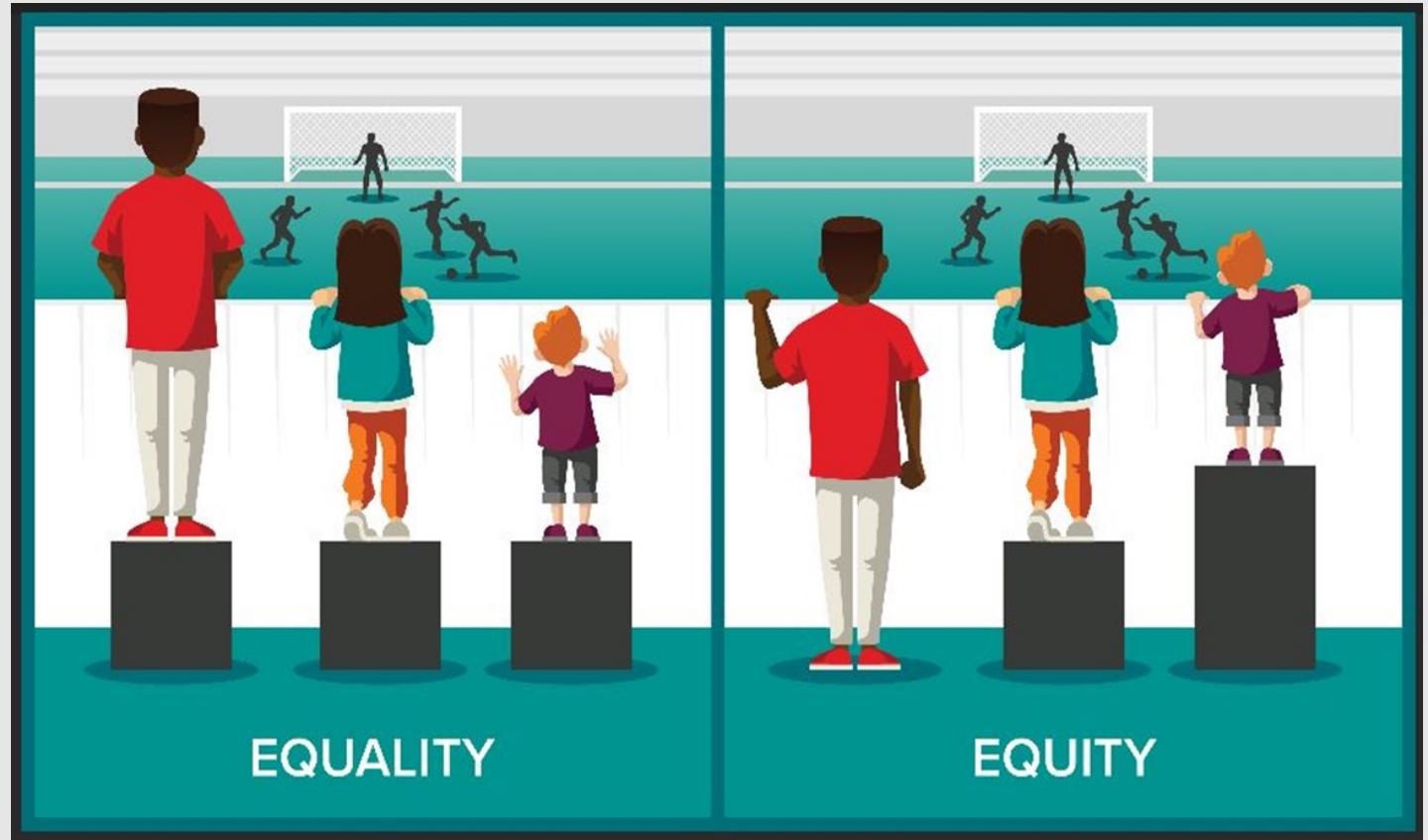
Madalena Maestri, EdD
DBE Program Chief

WTBA - WisDOT
Construction & Engineering Conference

January 18, 2024 – Breakout Sessions

DBE Program

Disadvantaged
Business
Enterprise



DBE Program – Why??

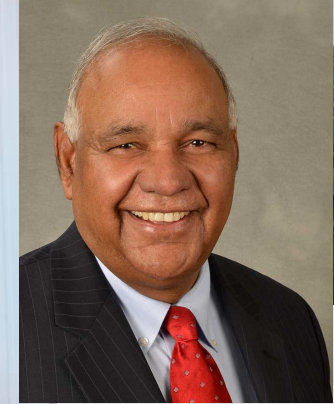
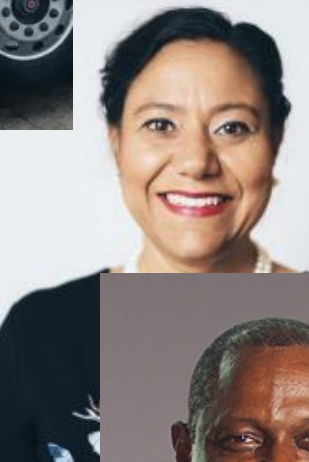
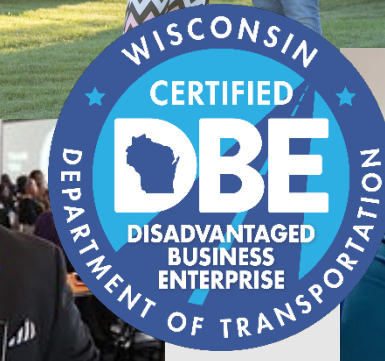
- **It's the law**
 - 49 CFR Part 26 and supporting statutes promote equity in transportation contracting
- **Industry benefits**
 - More qualified small businesses to participate
- **The State benefits**
 - We are all safer driving on roads that are well-maintained
 - More dollars in our local communities

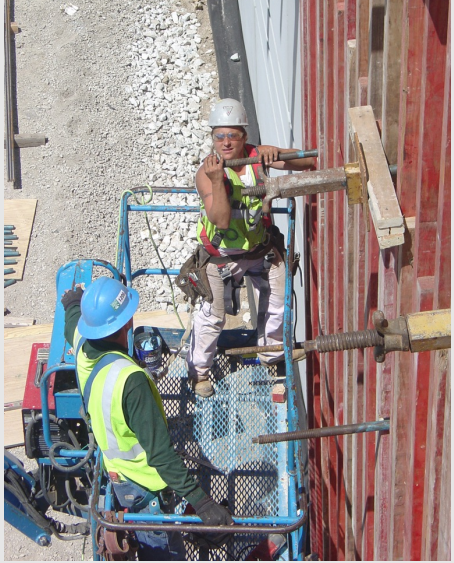


DBE Program – Impact

- **Industry benefits**
 - More qualified small businesses to participate
- **The State benefits**
 - We are all safer driving on roads that are well-maintained
 - More dollars in our local communities
- **It's the law**
 - 49 CFR Part 26 + supporting statutes promoting equity in transportation contracting





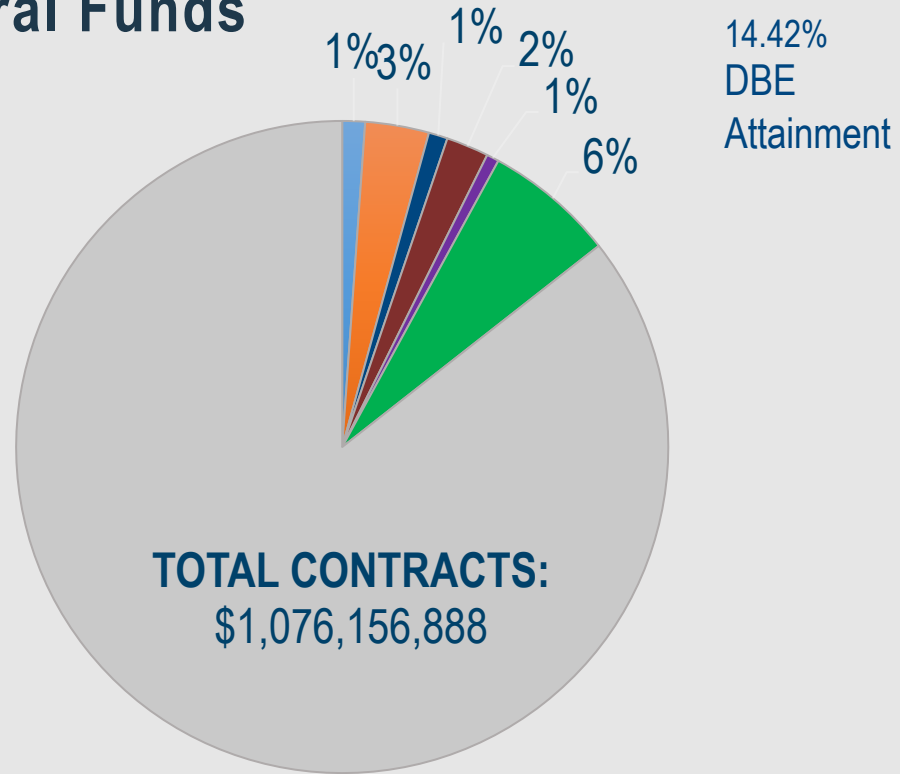


DBE Program – Impact – FFY 2023

- **DBE Commitments - \$155 + Million (14.42%)**
 - 134 Prime contracts
 - 2,434 Subcontracts
- **197 DBE firms paid -\$243 + Million**
 - \$162 + Million ongoing projects
 - \$81 + Million projects closed during the year



Total Contracts with Federal Funds (FFY23)



■ Black American	\$12,127,352	■ Hispanic American	\$34,022,541
■ Native American	\$10,112,458	■ Asian-Pacific American	\$22,676,873
■ Subcontinent Asian American	\$6,610,301	■ Non-Minority	\$69,587,228



DBE Program – Resources

- DBE Dedicated Programs and Resources
- Management and Technical Assistance
- Business Growth and Development
- Skill Development
- DBE Forms and Information

DBE Small Business Resource Guide

WisDOT Disadvantaged Business Enterprise (DBE) Support Services



Contact:

Rosalind Roberson

Civil Rights Urban Outreach Strategist

rosalind.roberson@dot.wi.gov



DBE Program – Resources

Dedicated Resources for Sustainability and Success

- DBE Program Implementation ASP 3
- Prompt Payment- ASP 4
- Contractor Payments – CMM 236
- Performance Monitoring
- DBE Program Webpages

Disadvantaged Business Enterprise (DBE) Program

Annual Event | Contacts | DBE Application | DBE Directory | DBE Directory Map | DBE Program
DBE Trucking | Events | Forms & Info for DBEs | Newsletters | Plans and Goals | Prime Contractor Resources
Sign up for Updates | Stakeholders | Support Services

The purpose of WisDOT's DBE program is to increase the talent pool of contractors ready, willing, and able to perform high-quality work throughout the state highway system.

The program grew from the Surface Transportation Assistance Act of 1982. Today, the program supports small and emerging businesses throughout the state by providing technical assistance and mentorship on what it takes to compete successfully for heavy highway work.

DBE firms are small businesses at least 51% owned, operated, and fully controlled on a daily basis by any of the following: African Americans, Native Americans, Hispanic Americans, Asian-Pacific Americans, sub-continent Asian Americans, women.



WisDOT is committed to the continuous improvement of the DBE program and strengthening the program for both bidders and DBEs.



Support Services



Newsletters



Stakeholders



Prime Contractor Resources



DBE Application



DBE Trucking



Forms and Info for DBEs



Events



Civil Rights and Compliance System



DBE Program – Resources

Management and Technical Assistance

Assessment

Certification

QuickBooks

Estimating and Quotes

Certified Payroll

Contract Reviews

SBN Account

Capability Statements

Workshops

Trucking

Be Ready for **ANY** Opportunity by Mastering Document Management Skills

GET ORGANIZED & Build a Strong Foundation

WELCOME TO THE DBE PROGRAM!

Whether you are thinking about DBE certification, newly certified or an existing DBE, WisDOT wants to assist with your continued success. The administrative part of owning a business can be daunting; but **being organized** is a critical part of competing for federally funded transportation contracts. Research tells us when a small business is organized it is **better positioned** to take advantage of resources that will help the business reach **new levels of success**. It is never too late to start and the DBE office offers many resources to help your company.

2 ESSENTIAL BUILDING BLOCKS OF DOCUMENT MANAGEMENT:

- 1. Keep it Simple**
 - **Paper System:** Organize your documents in a binder and take this binder with you when meeting with organizations for loans and/or grants so copies can be made.
 - * Unless required, keep your originals, and share copies.
 - **Electronic System:** Create separate folders with short, descriptive names for each document.
- 2. Keep it Current**
 - As you renew, update and/or file certain documents make it a **habit** to keep these documents current.
 - Retrieving this information when needed will be **easy** if it is maintained as you go.

Organized and up-to-date documents project a favorable first impression:

- Your business is well run.
- Your business will use loan and/or grant proceeds wisely.
- Your business is credit worthy, and the loan will be paid back.

Below are typical documents your company will need to either apply for DBE certification and/or loans and grants:


- Personal Background, Business Plan and/or Business Overview
- At least 3 years of prior taxes
- Current financial statements, profit and loss statements & business projections
- Current state business certificate(s) and/or license(s)
- Resume of Principal(s)
- Current business lease(s)
- Current list of equipment owned (if applicable)
- Proof of Ownerships and affiliations

Page 15 of the UCP Application is the **application checklist** and provides additional information on required documents.

If you are meeting with an organization and/or financial institution below are typical questions, you will be asked. Be prepared and consider answering these questions ahead of time in writing.

- Is this a new business – Or is it an existing business?
- Who owns the business?
- Where is it located?
- Is a corporation, LLC, sole proprietorship?
- Why do you need a loan – Be prepared to explain in detail how you would use the loan, for example:
 - What is your product or service?
 - How will you use working capital?
 - What type of equipment purchases do you plan to make and how will that help your business grow?
- Do you have a business plan?
- Can you provide financial statements (existing business) or projections (for a new business)?
- How many employees do you have?
- Are you creating any new jobs?
- Is the business minority certified?
- Who are your customers?
- Who are your competitors?
- What proof is there that this company's services or products are wanted or needed?

EMAIL US YOUR QUESTIONS
DBE_Alert@dot.wi.gov




DBE Program – Resources

Management and Technical Assistance - Coaching

- An informal and short-term relationship
- DBE is assigned a DBESS consultant or DOT prime
- DBE will complete an action plan with consultant or prime to determine and assist with business needs

DBE COACHING

by a Prime Contractor or Professional Consultant

WHAT IS DBE COACHING?

DBE coaching is when a prime contractor or professional consultant meets with a DBE subcontractor or subconsultant to help optimize their performance and ability to achieve successful outcomes on WisDOT projects.

Coaching can help a DBE advance in their trade by teaching new skills and strengthening existing skills. The DBE coach can assist with creating an action plan in coordination with the DBE Office to achieve specific outcomes, such as setting up office efficiencies, identifying niche areas

of work and potential work type expansions, and suggesting areas for training. A coach may observe the DBE practice specific skills and recommend areas for improvement.

DBE coaching can also provide encouragement and help DBEs gain confidence in their abilities, become stronger in their assigned NAICS code work areas, and propose expansions where applicable.

The coach helps the DBE gain insight into their strengths and identify areas for growth as they move along the path to successfully contracting with WisDOT.

Coaches provide guidance and expertise for working on WisDOT projects and help DBEs:

- Identify opportunities
- Improve productivity
- Overcome obstacles
- Stay focused and motivated
- Set business-related goals and objectives to create a path to success
- Identify strengths, weaknesses, opportunities and threats/risks
- Evaluate prime contracting goals

CONTACT DBE PROGRAM SUPPORT TO HELP YOU EVALUATE YOUR GOALS AND DETERMINE IF COACHING CAN HELP YOU MEET YOUR OBJECTIVES.

ROSALIND ROBERSON
DBE Program Support
rosalind.roberson@dot.wis.gov
(414) 266-1172



DBE Program – Resources

Business Growth and Development

Stakeholder Engagements

Networking Events

Newsletters and DBE Alerts

Mentor Protégé Program

Mobilization Loan Guaranty

2024 ANNUAL DBE WORKSHOP & Networking Summit
Register Now
 February 28-29, 2024
 Kalahari Resorts and Conventions
 Wisconsin Dells, WI

Register by January 31, 2024 for the \$99 Early Bird rate. After January 31, the registration fee is \$150.

- If you're joining us in person, attire is business casual.
- If you're joining us online, we will provide login instructions.
- For questions or if you need special accommodations, contact Rosalind at rosalind.roberson@dot.wi.gov or (414) 266-1172.

Kalahari Resorts and Conventions, Wisconsin Dells
 1305 Kalahari Drive, Baraboo, WI 53965
 (877) 253-5466

CLICK HERE TO GET DIRECTIONS CLICK HERE TO RESERVE A ROOM

CLICK HERE for \$99 Early Bird Registration

DAY 1 WEDNESDAY, FEBRUARY 28	DAY 2 WEDNESDAY, FEBRUARY 29
8:00-9:00AM Breakfast/Welcomes: Tandra Davis, OBEDEC Director M.C. Tim McMurry II, NAMC-WI	8:00-9:30AM Breakfast/Welcomes: Tandra Davis, OBEDEC Director M.C. Joe Davis, CPC
8:30-9:30AM Opening Session: Knowing What You Don't Know - 1 PDH Lynne Derek Moskay	BREAKFAST POWER HOUR PANEL sponsored by Construction Business Group featuring Joe Davis and Walbec Group Executives
10:45-11:45 AM BREAKOUT SESSIONS 1 AND 2 Building an Ethical Culture in Your Organization - 1 PDH Dr. Richard Kyte DBE Contracting: REAL TALK Tim McMurry II, NAMC-W	9:45-10:45 AM BREAKOUT SESSIONS 11 AM- 2 PM NETWORKING SESSIONS HCST Graduates, WisDOT Project Managers, Prime Consultants and Prime Contractors
12:00-1:30PM AWARDS LUNCHEON Featuring Keynote Speaker: Aaron Towne, BMO Harris Bank, Building Generational Wealth	DBE SUMMIT PARTNERS HNTB COBE usbank <small>CONSTRUCTION BUSINESS GROUP DEVELOPMENT INITIATIVE</small>
1:50-4:00PM BREAKOUT SESSIONS • Bankers' Panel: Access to Capital for Contractors, Consultants, and Small Businesses • Industry Tools and Best Practices • How to Work the Rooms • Emerging Technologies - 1 PDH • Truck Talk Live	WELCOME, BREAKOUTS, AND BOX LUNCH SPONSORS WTBA PRO ELECTRIC TLAC PRO Pave <small>WISCONSIN TRANSPORTATION DEVELOPMENT INITIATIVE</small>
4:00-6:00PM NETWORKING RECEPTION	

Disadvantaged Business Enterprise ROUNDTABLE 3.0
 November 8-9, 2023 • Glacier Canyon Lodge • Wisconsin Dells

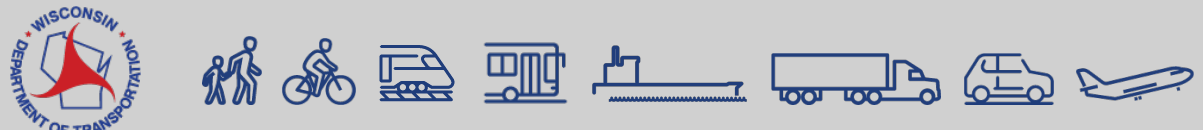
PROGRAM

Wednesday, November 8	Thursday, November 9
5:00 - 6:30 pm Trucking in the Transportation Industry Forum and Reception <i>Pre-registration is required and space is limited.</i> CBG invites trucking firms to join us for a reception and forum on relevant issues faced by the trucking industry working on transportation projects. Amy Hacker, DBE and Owner of White Buffalo Trucking, is identifying issues faced by the trucking industry and will facilitate a discussion on these issues during the forum.	9:00 am Opening Session Hosts: Joseph Davis, Sr., CBG and Madalena Maestri, WisDOT Opening Session with Icebreaker
usbank <small>TruckNet by the Transportation Industry Forum Reception Sponsored by US Bank</small>	9:30 am SESSION 1 – Bidding as a DBE Prime Contractor SESSION 2 – How can DBEs Access Affordable Capital SESSION 3 – New WisDOT DBE Initiatives
To book your room at a discount rate, call 1-800-867-9453 and state you are with the CBG DBE Roundtable at Glacier Canyon Lodge. Lodging: \$119 per night	12:00 pm Lunch Presentation by SBDC's Capital Access Clinic Master Class - Certificates of Completion
	1:15 pm SESSION 4 – Industry Tools and Best Practices SESSION 5 – DBE Roundtable 3.0
	3:30 pm Closing Remarks

Room Base Rates (Rates are only for 11/8/2023 - 11/9/2023)
 Double Queen Couch - Glacier Canyon Lodge: \$119 per night
 2 Bedroom Deluxe - Glacier Canyon Lodge: \$169 per night

SCAN ME SCAN or CLICK to Register FREE today! CLICK ME

WISCONSIN DEPARTMENT OF TRANSPORTATION WISCONSIN DEPARTMENT OF TRANSPORTATION CONSTRUCTION BUSINESS GROUP DEVELOPMENT INITIATIVE



DBE Program – Resources

Mentor-Protégé Program


WisDOT MENTOR/PROTÉGÉ PROGRAM BROCHURE

BENEFITS TO THE MENTOR

- Assist DBE firms in business and technical development and growth
- Act as catalyst for DBE firm success and/or growth
- Potential for training time reimbursement
- Potential for 2% markup on WisDOT consultant contracts when the protégé is a sub-consultant to the prime (contract must include federal funds)
- Receive name recognition as a WisDOT Small Business Development Mentor

BENEFITS TO THE PROTÉGÉ

- Receive structured business development from a valued WisDOT prime contractor or consultant firm
- Insider perspective on best practices
- Increase opportunities for performing as prime
- Workshop offerings supporting business growth and development
- Access to DBESS Professional Consultant Services



GETTING STARTED
Enter the Mentor/Protégé Program in one of two ways.

- 1. ACQUAINTED PAIRS**
A mentor and a protégé enter into the program on their own initiative.
- 2. UNACQUAINTED PAIRS**
WisDOT initiates and facilitates the pairing of the mentor and the protégé.

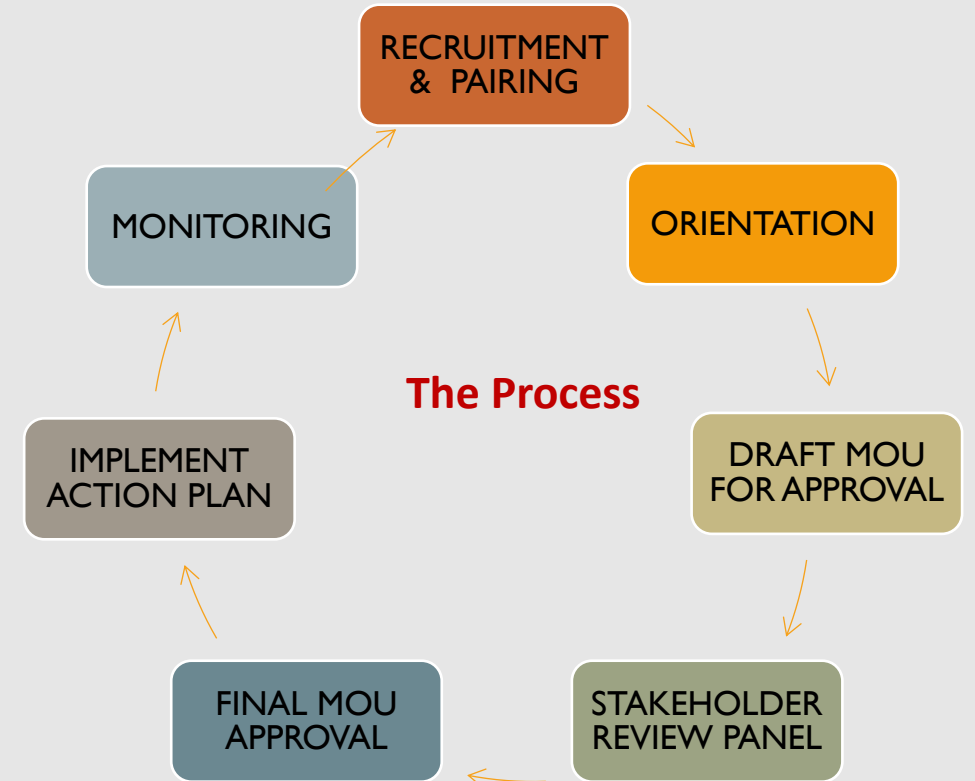
MATCHING THE MENTOR AND THE PROTÉGÉ

Prior to entering into a formal agreement, both the mentor and the protégé should consider how their skills and expertise will best complement each other. A mentor may offer to provide assistance in the following areas:

- Technical
- Managerial/Contract Preparation
- Accounting and Estimating
- NAICS Code Expansion
- Professional Advice
- The Mentor/Protégé Memorandum of Understanding (MOU) will remain in effect for two years with the possibility of a two-year extension.

THE PROCESS

- 1**
Recruitment and/or M/P Self-Recommendation
- 2**
M/P Pair Submits Draft MOU
- 3**
Stakeholder Review Panel Evaluates Draft MOU
- 4**
Final MOU Submission
- 5**
Orientation for Mentors and Protégé
- 6**
M/P Pair Implements Training Plan for Approved Pairs
- 7**
M/P Pair Reports; WisDOT Evaluates/ Monitors



DBE Program – Resources

Loan Mobilization Guaranty Program

- Assists DBE firms obtain working capital to mobilize their
- A DOT contract is required
- DBE qualified for 50% of the contract amount – lender receives 90% guaranty on the loan.
- Joint checks are issued to lender and DBE until loan is paid
- Any Wisconsin bank, CDFI, saving and loan, or credit union is an eligible lender



PROGRAM GOAL

The WisDOT Loan Mobilization Guaranty Program is designed to help certified Disadvantaged Business Enterprises (DBEs) obtain working capital to participate on Wisconsin Department of Transportation (WisDOT) highway construction projects as a prime or subcontractor.

To qualify, certified DBE firms must have a contract or subcontract for work let by WisDOT and have demonstrated the ability to complete the work. To begin the process DBE firms must complete the Capacity Building Business Assessment (CBBA).

The program is managed by the First American Capital Corporation, Inc. (FACC). The Guaranty is provided by the American Indian Chamber of Commerce of Wisconsin (AICCW), serving as the Business Development Organization.

FOR ADDITIONAL PROGRAM INFORMATION PLEASE CONTACT:

Gary Mejchar, AICCW Representative
gary@aiccw-facc.org

Bill Beson, FACC Representative
bill@aiccw-facc.org

WISCONSIN DEPARTMENT OF TRANSPORTATION

DISADVANTAGED BUSINESS ENTERPRISE

LOAN MOBILIZATION GUARANTY PROGRAM

Helping DBEs obtain working capital to participate on WisDOT projects



DBE Program – Resources

Publications

[DBE Alerts](#)

[DBE Reporter](#)

[Bid Letting Newsletter](#)

[Consultant Prime Newsletter](#)

[Truck Talk](#)



JANUARY 2024

Bid Letting Update

January 9, 2024



HELPING DISADVANTAGED BUSINESS ENTERPRISES DO WORK WITH WISDOT

Payne+Dolan (P+D) appreciates the DBE contractors listed below. Their combined efforts exceeded the project's DBE goal, resulting in an exceptional project outcome.

- DBE TRUCKING**
Bullet Transit
- SWEEPING**
On Call Pavement Sweeping, Inc.
- Suppliers**
P3 Infrastructure, Inc.
- FLAGGING**
ANASA Traffic Control Services, LLC

Payne+Dolan and ANASA have been partners in the WisDOT Mentor/Protégé Program since the 2022 construction season. This relationship has led to multiple projects where Payne+Dolan utilize ANASA's flagging and traffic control services.

PRIME CONTRACTOR Project Spotlight

Payne+Dolan
Project: County 1640-00-63
Iowa County | Southwest Region



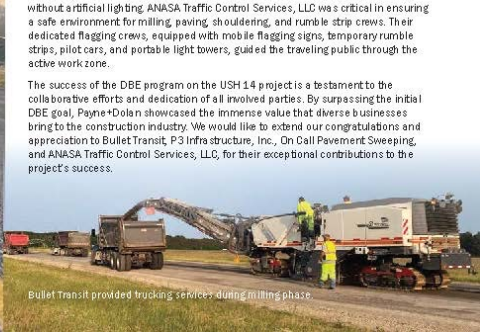
We are excited to showcase the outstanding achievement of Payne+Dolan's Disadvantaged Business Enterprise (DBE) program on the USH 14 resurfacing project, spanning 6.5 miles from the Wisconsin River Bridge to the Village of Arena in Iowa County, Wisconsin.

The project, which began in mid-June 2023 and was completed ahead of schedule in late July 2023, involved critical tasks such as milling the existing asphalt surface to a depth of 2.5 inches, laying a 2.5-inch HMA surface course, striping, rumble strips, and aggregate shoulders. High traffic volumes and limited viable detour routes required nightly flagged single-lane closures to ensure the safety of both workers and the traveling public.

Payne+Dolan's original commitment to the DBE program stood at \$123,769.42, meeting the 3.00% DBE project goal. This commitment included the valuable contributions of trucking subcontractor Bullet Transit, sweeping subcontractor On Call Pavement Sweeping, and material supplier P3 Infrastructure, Inc. However, the successful collaboration continued. ANASA Traffic Control Services, LLC joined the project later, bolstering the achieved DBE participation to an impressive \$252,769.24 (6.56%).

Safety was paramount, with USH 14 being a rural two-lane bi-directional highway without a central lighting. ANASA Traffic Control Services, LLC was critical in ensuring a safe environment for milling, paving, shouldering, and rumble strip crews. Their dedicated flagging crews, equipped with mobile flagging signs, temporary rumble strips, pilot cars, and portable light towers, guided the traveling public through the active work zone.

The success of the DBE program on the USH 14 project is a testament to the collaborative efforts and dedication of all involved parties. By surpassing the initial DBE goal, Payne+Dolan showcased the immense value that diverse businesses bring to the construction industry. We would like to extend our congratulations and appreciation to Bullet Transit, P3 Infrastructure, Inc., On Call Pavement Sweeping, and ANASA Traffic Control Services, LLC, for their exceptional contributions to the project's success.



Bullet Transit provided trucking services during milling phase.

WISDOT

Consultant NEWS

October 2023



HELPING DISADVANTAGED BUSINESS ENTERPRISES DO WORK WITH WISDOT

WisDOT and the Office of Business Opportunity & Equity Compliance (OBOEC) welcomes you to the first edition of the Consultant/Professional Services Quarterly Newsletter! Our goal is to provide you with the latest information on WisDOT opportunities, professional events, technical information, and to share DBE firms and project spotlights.

Upcoming Events

WTBA/WisDOT Contractor-Engineer Conference
January 18-19, 2024
[Click Here to Register](#)
<https://members.wtba.org/events/2024/01/18/industry-event/2024-wtba-wisdot-contractor-engineer-conference>

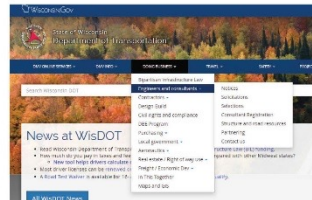
Engineering Opportunity Days
February 21, 2024
Firms must be on the Roster to participate in Engineering Opportunity Days (see page 2)

WisDOT Annual DBE Workshop & Networking Summit
February 28-29, 2024
[Click Here for Information](#)
<https://wisconsin.gov/Pages/doing-bus/civil-rights/annual-event-page.aspx>

Transportation Improvement Conference (TIC)
2024 Date TBD

Where to Go

WisDOT home page:
<https://wisconsin.gov/Pages/home.aspx#>



To locate a DBE partner firm offering design or professional services, visit the UCP Directory.
<https://wisconsin.gov/Documents/doing-bus/civil-rights/dbe-ucp-directory.xlsx>

Meetings

Transportation Consultant Advisory Committee (Trans-CAC)
Join us in 2024 to discuss DBE updates and opportunities for consultants. Your input matters to us!
Jan 24, 2024
April 24, 2024
July 24, 2024
Oct 23, 2024

Please [Click Here](#) for information on this meeting and other Stakeholder meetings.
<https://wisconsin.gov/Pages/doing-bus/civil-rights/dbe-public-meetings.aspx>



WISCONSIN CERTIFIED DBE DISADVANTAGED BUSINESS ENTERPRISE DEPARTMENT OF TRANSPORTATION

DBE REPORTER

OFFICE OF BUSINESS OPPORTUNITY AND EQUITY COMPLIANCE

Fall 2023

WisDOT Overall DBE Goals for FFY 2024, 2025, 2026

Wisconsin DOT's overall annual triennial DBE Goal for Federal Fiscal Years (FFY) 2024, 2025, and 2026 has been set at 12.42%.

This is a .01% increase from the previous goal of 12.41% for FFY 2021 - 2023 representing an increase of \$64.6 million in additional DBE goal achievement projected, shown left.

FFY 2021, 2022, 2023	OVERALL ANNUAL GOAL	CONSCIOUS PORTION	NEUTRAL PORTION
Annual Estimated FHWA Funds	% \$M	% \$M	% \$M
\$750 million Construction and Consulting Contracts	12.41% \$93.1	8.14% \$61.1	4.27% \$32

FFY 2024, 2025, 2026	OVERALL ANNUAL GOAL	CONSCIOUS PORTION	NEUTRAL PORTION
Annual Estimated FHWA Funds	% \$M	% \$M	% \$M
\$1.26 billion Construction and Consulting Contracts	12.42% \$157.7	7.4% \$116.7	5.02% \$82

This table (left) depicts past triennial goal attainment from 2018 to present. WisDOT is projected to exceed the 12.41% goal at the end of FFY 2023 on September 30, 2023.

FFY	FEDERAL FUNDS	DBE GOAL ASSIGNED	DBE GOAL ATTAINMENT	DBE % ACHIEVED
2018	\$1,010,715,966	12.38%	\$132,403,792	13.10%
2019	\$769,232,326	12.38%	\$81,307,857	10.57%
2020	\$745,516,053	12.38%	\$89,536,478	12.01%
2021	\$906,229,250	12.41%	\$120,536,478	14.57%
2022	\$1,011,621,027	12.41%	\$139,065,787	13.75%
8/2023	\$927,035,278	12.41%	\$129,487,623	13.97%*

*The goal amount achieved will be adjusted from August achievement shown in the table to the left with the last month of DBE participation for FFY 2023. Final achievement will be calculated at the end of September.

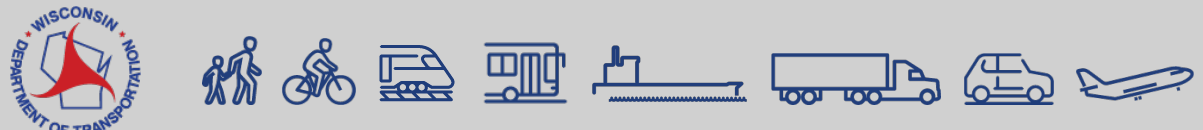
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The DBE Reporter newsletter is published by the Office of Business Opportunity and Equity Compliance to educate, highlight, and connect DBE businesses and stakeholders.

DBE SUPPORT SERVICES OFFICE
6150 West Fond Du Lac Avenue
Milwaukee, WI 53218
VISIT US ONLINE



DBE REPORTER / Fall 2023



DBE Program – Resources





Highway Technician Certification Program

- HTCP Quality Management Program
- Works in conjunction with WisDOT Standard Specifications; Special Provisions and CMM - Section 8
- Contractor demonstrates responsibility for quality control
- Uniform and standardized test procedures, methods and apparatus
- HTCP Certified personnel are required on WisDOT projects

Visit the [HTCP website](#) to learn more



CONTACT INFORMATION HIGHWAY TECHNICIAN CERTIFICATION PROGRAM

 College of Engineering,
Mathematics and Science
 608.342.1545
 htcp@uwplatt.edu
 0049 Ottensman Hall



DBE Program – Resources

Construction Business Group DBE Master Class

Designed and delivered by industry subject matter experts, this Master Class curriculum provides strategic resources for DBEs who are eager to enter the road-paving industry and build capacity to compete for and perform on DOT highway construction projects.

1. WisDOT Certification Process
2. Establishing a Strategic Vision
3. Employment & Labor Law/Labor Management Agreements
4. Aligning Strategy with Business Development
5. Performance Awareness Workshop
6. Cash Flow Strategies & Income Statements/Balance Sheets
7. Practical Problem Solving & the Art of Communication
8. Business Law & Contracts for Contractors
9. Organizational Effectiveness
10. Project Planning and Scheduling
11. Change Order Management & Supply Chain Management
12. Risk Management and Crisis Control
13. Bidding & Quoting the Accurate Project for Your Company



Thank You!

