

A SPECIAL ADVERTISING SUPPLEMENT TO NEW YORK CONSTRUCTION

# NAVIGATING OPPORTUNITIES

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# MWBES

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Changing the Face  
of New York's  
Construction Industry

# NAVIGATING RELATIONSHIPS

## YOUR BRIDGE TO BETTER BUSINESS

Professional and trade associations can help you navigate the marketplace.  
Here are a few to explore.

### Association of Minority Enterprises of New York, Inc. (AMENY)

The Association of Minority Enterprises of New York, Inc. (AMENY) is a MWBE nonprofit trade organization dedicated to the development and enhancement of its constituents and the economic viability of disadvantaged communities by providing training and technical assistance. James Heyliger is AMENY's president. [www.ameny.org](http://www.ameny.org)

### Building Trades Employers Association (BTEA)

The Building Trades Employers Association (BTEA), New York's Alliance of Union Contractors, advances the interests of New York City construction trade associations and their corporate members. As a leading advocate for construction contractors, the BTEA recognizes that a vibrant construction industry is essential to the economic future of New York City. Louis J. Coletti serves as its President and CEO [www.bteany.com](http://www.bteany.com)

### COMTO (Conference of Minority Transportation Officials)

COMTO, founded in 1971, was created to provide a forum for senior level minority professionals in the transportation industry to address the inequities of a rapidly expanding industry within which its minority workers, upon whose shoulders the industry was built, were not allowed the same access to employment, promotion and contract opportunities. COMTO is the premier organization for the training, education and professional development of minority transportation professionals. ([www.comto-ny.org](http://www.comto-ny.org)). The president of the New York Chapter is Dwayne C. Sampson. [www.comto.org](http://www.comto.org)

### Jamaica Business Resource Center

The Jamaica Business Resource Center provides technical and financial assistance to small, minority and women owned businesses. Since 1995, the Jamaica Resource Center has secured over \$300 million in financing and procurement opportunities while providing high quality and in depth fundamental business management training to over 4,800 entrepreneurs. The Jamaica Business Resource Center is located in Jamaica, New York, and Timothy H. Marshall serves as President and CEO. [www.jbrc.org](http://www.jbrc.org)

### National Association of Minority Contractors (NAMC)

The National Association of Minority Contractors (NAMC) is a nonprofit trade association addressing the needs of minority contractors. Open to people of all races and ethnicities, the organization's mandate of Building Bridges-Crossing Barriers focuses on the concerns of African Americans, Asian Americans, Hispanic Americans and Native Americans in the construction industry. NAMC is based in Washington, D.C., and has local chapters across the country. [www.namcline.org](http://www.namcline.org)

### New York Building Congress (NYBC)

The New York Building Congress (NYBC) is a broad-based membership association committed to promoting the growth and success of the construction industry in New York City and the surrounding area. The NYBC provides a unique forum to advance an industry-wide agenda focusing on economic and infrastructure investment, job creation and professional exchange within the building community. Richard Anderson is its president. [www.buildingcongress.com](http://www.buildingcongress.com)

### Nontraditional Employment for Women (NEW)

Nontraditional Employment for Women (NEW) is a nonprofit organization committed to training women for careers in the building trades, transportation and utilities industries, as well as facilities repair and maintenance. NEW assists women in obtaining access to high-wage careers while serving employers by providing them with qualified, trained employees. NEW is co-chaired by Louis Coletti of the Building Trades Employers' Association and Susan L. Hayes of Cauldwell Wingate Company, Inc. [www.new-nyc.org](http://www.new-nyc.org)

### Professional Women in Construction (PWC)

Professional Women in Construction (PWC) is a nonprofit organization committed to advancing professional, entrepreneurial and managerial opportunities for women and other non-traditional populations in construction and related industries. With over 600 members, PWC serves a constituency of close to 8,000. As its aim, PWC encourages and advances the goals and interests of women and minority owned businesses. Lenore Janis serves as PWC's Executive Director. [www.pwcusa.org](http://www.pwcusa.org)

### Regional Alliance of Small Contractors, Inc. (Regional Alliance)

The Regional Alliance for Small Contractors seeks to enable small, minority, women-owned and disadvantaged contractors to realize their full potential in construction and related industries in the Tri-State area. The Regional Alliance provides an array of technical, financial and marketing services, targeting key factors that determine the growth and profitability of small contractors. The Regional Alliance is based in New York City and Earle J. Walker is its Executive Director. [www.regional-alliance.org](http://www.regional-alliance.org)

### Subcontractors Trade Association (STA)

The Subcontractors Trade Association has a membership of over 350 subcontractors and suppliers in the greater New York area covering just about every discipline in the construction industry, with the goal of improving the economic well being of its members through representation, support and assistance. Emphasis is on legislation, legal action, public relations, education and other public information programs. Ron Berger serves as the STA's Executive Director. [www.stanyc.com](http://www.stanyc.com)

### The New York & New Jersey Minority Supplier Development Council, Inc.

The New York & New Jersey Minority Supplier Development Council is a nonprofit organization which identifies minority suppliers, certifies bona-fide minority business enterprises, and facilitates procurement opportunities between corporate American and Council-certified minority suppliers. The Council seeks to expand business opportunities for minority-owned suppliers by linking them with purchasers in the public and private sectors. As an advocate for both suppliers and corporate members, the Council fosters relationships between its members. [www.nynjmsdc.org](http://www.nynjmsdc.org)

### Women Builders Council, Inc.

The Women Builders Council has a mission to seek and implement solutions to the challenges, obstacles and concerns of emerging Women Business Enterprises in the building industry by providing economic development, procurement, training, technical assistance and advocacy to foster and sustain the growth of Women Business Enterprises. The Women Builders Council is based in New York City and Sandra Wilkin, President of The Bradford Companies, serves as its president. [www.wbcnyc.org](http://www.wbcnyc.org)

### New McGraw-Hill MWBE Directory Coming November 2007

New York Construction will publish its first annual MWBE Directory this fall. To include your firm, contact Shannon Lewis at 212.904.2332 or e-mail her at [shannon\\_lewis@mcgraw-hill.com](mailto:shannon_lewis@mcgraw-hill.com)  
Submission Deadline: September 13, 2007

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## NAVIGATING OPPORTUNITIES

**This special issue reviews just a few of the construction industry initiatives to support diversity and small business development.**

There's more on the horizon as construction industry leaders and government work together to resolve the challenge of creating a larger workforce and increased contractor capacity to meet the needs of the \$100 billion of new work projected through the next decade. Of the billions of dollars in construction contracts awarded over the last several years, only a very small fraction have been awarded to diversity contractors.

### Setting New Directions

Change is here as both City and State administrations and private companies get ready to support the enhanced small business procurement requirements.

Cover photo:  
 Front (l to r) Jeffrey Smalls, Sandra Wilkin, Lt. Governor David A. Paterson  
 Back (l to r) Michael Jones-Bey, Michael J. Garner, Raquel Nuñez, Robert Medina

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THIS PUBLICATION IS  
 DEDICATED TO THE MEMORY OF

**CAROL JEAN MEDINA,**  
 CO-FOUNDER,  
**MEDINA CONSULTANTS**

WIFE & MOTHER

—  
 ENTREPRENEUR

—  
 ADVOCATE

—  
 1952-2007





# DAVID PATERSON DRIVES NEW YORK STATE DIVERSITY AGENDA

*“This administration will reverse the negative inertia of the past 12 years and push to build the capacity of MWBE firms and increase the utilization of qualified MWBEs.”*

# NEW YORK STATE AGENCIES

## TO ISSUE REPORT CARDS ON MWBE UTILIZATION

**David Paterson, New York's Lieutenant Governor, is committed to fulfilling his campaign pledge to usher in a new era of accountability in the area of state government utilization of Minority and Women Owned Businesses.**

Recently, Lt. Governor Paterson convened a meeting of executives from the state's major agencies and authorities. This historic gathering of state decision makers was part of a mandate issued in an Executive Order signed by Governor Eliot Spitzer on February 18th which, among other things, establishes an Executive Leadership Council to examine state procurement practices and increase the utilization of qualified MWBEs.

Lt. Governor Paterson, who is leading the state's efforts to improve its MWBE program, told Executive Leadership Council members that, "Last year the state spent over \$11 billion in discretionary expenditures and MWBEs only received 3% of state contracts. This administration will reverse the negative inertia of the past 12 years and push to build the capacity of MWBE firms and increase the utilization of qualified MWBEs."

The first quarterly meeting of the Executive Leadership Council was attended by top state officials including, Budget Director Paul Francis, State Comptroller Tom Dinapoli, OGS Commissioner John Egan, DOT Commissioner Astrid Glynn, Thruway Authority CEO Michael Fleisher, and MTA CEO Eliot Sander.

After laying out the vision for the new MWBE initiative, MWBE Development Executive Director Michael Jones-Bey explained the purpose of the Executive Leadership Council. "This will be a forum to discuss best practices for implementation of procurement policies. It is also a means to hold agency executives accountable for compliance with state MWBE procurement laws. In the past there had been a culture of noncompliance because the previous administration made it clear that MWBE procurement did not matter. As you all heard from Lt. Governor Paterson today, this administration will make it a priority."

### **New Agency Report Card**

Jones-Bey concluded his presentation with an explanation of a new quarterly report card that will be issued to measure agencies' performance for MWBE utilization. He also announced a retreat that will be held



### **FOCUS ON MWBE**

Members of the Executive Leadership Council discuss goals of new Spitzer-Paterson MWBE initiatives.

to train agency procurement officials on best practices for MWBE program implementation.

For many in attendance the highlight of the meeting was where agency executives made their presentations. Each executive delivered a PowerPoint presentation reporting their agency's previous quarterly utilization of MWBEs for expenditures in the areas of construction, construction consulting, commodities and services. This was followed by a presentation of their MWBE procurement goals for next quarter as well as their strategic plan to achieve their goals. This unprecedented public airing of MWBE agency performance was followed by a general group discussion of ways to tackle some of the common problems encountered by agency executives.



### **PROFITABLE DISCUSSION**

New York State agency and authority executives discuss best practices for MWBE procurement.



**“I have something that the last person in my position did not. I have the full support of the Governor and Lt. Governor.”**

Michael H. Jones-Bey  
Executive Director, Division  
of Minority & Women's Business Development  
Empire State Development.

## NEW MWBE STATE LEADERSHIP SETS DIRECTION FOR PROGRAM EXPANSION

**Recently appointed to the position of Executive Director of the Division of Minority and Women's Business Development for the State of New York, Michael H. Jones-Bey has important work to accomplish. His primary responsibility is to refine and expand the implementation of effective MWBE procurement and programs throughout the State.**

“It's not a simple task,” explains Jones-Bey, “However, I have something that the last person in my position did not. I have the full support of the Governor and Lt. Governor. I have learned strong leadership from the executive level is the most critical factor in determining success or failure for a challenge of this magnitude.” According to Jones-Bey, “expanding the program entails three important goals: reform agency procurement practices, recruit certified and qualified companies and build the capacity of these firms' capacity to take on and complete larger projects.”

### **Focus on the Construction Industry**

Both Governor Eliot Spitzer and Lt. Governor David Paterson fully support the expansion of MWBE programs. But as Jones-Bey explains, the challenge to implement a real program of capacity building is a multi-faceted one. He has taken initial steps by developing a series of meetings, first with the heads of public agencies with extensive capital budgets who will report back on their MWBE utilization rates through a quarterly report card system. He is also meeting with select construction industry association and corporate leaders to identify practical strategies for improving recruitment and capacity-building programs.

Prior to this appointment Jones-Bey worked for Lt. Governor (then Senator) David Paterson since 1993 in several capacities including Special Assistant, Director of Press Operations and most recently Chief of Staff to the

Senate Democratic Conference. As Chief of Staff, he managed a 140-person operation with an annual budget of \$13 million. While on the Senator's staff, Jones-Bey also served as his designee on the Executive Board of the Harlem Community Development Corporation.

### **Emphasis on Capacity Building**

Jones-Bey maintains: “Rather than merely putting a gun to anyone's head, we feel it is better to reach our goals through collaboration. Do we have the power to impose sanctions? Yes. But rather than leading with that type of approach, we are talking to companies first, and we are finding that some of our best ideas are coming from industry.”

“I believe before you talk about enforcing compliance,” says Jones-Bey, “you have to enable compliance. As government officials, we have to do a better job of building the capacity of MWBE firms and presenting viable firms to majority companies for joint ventures, subcontract opportunities as well as building MWBEs into prime contractors and CMs.”

“By collaborating with all the stakeholders, we will create an economic infrastructure that will attract, grow and support small MWBE businesses as they both enter and mature in our economy. We are identifying the financial, professional development and industry-specific systems that will advance these goals.”

A graduate of Northeastern University in Business Administration, Michael Jones-Bey's interest in supporting MWBE best practices has earlier roots. As a volunteer on David Paterson's Lt. Governor campaign, he conducted a national survey of best practices for effective MWBE programs. In addition, Jones-Bey's own business related experience includes Director of a New York State sponsored Entrepreneurial Assistance Program (EAP) where he provided business consulting and business plan preparation. Jones-Bey has also worked in the private sector developing business plans that have received private investment financing. He also developed a minority owned asbestos abatement company.



# NEW YORK STATE CONSTRUCTION INDUSTRY ROUNDTABLE

## DISCUSS INCREASING SMALL CONTRACTOR CAPACITY

**“Last year, BTEA contractors awarded over \$1.2 billion in contracts to MWBE firms.”**

### The Building Trades Employers’ Association (BTEA) sponsored a report to address the issue of increasing MWBE participation in the construction industry.

At a time of unprecedented economic growth, over 20% of New York City’s construction companies are women and minority owned, generating 12% of the City’s total construction sales and 11% of the total construction payroll. According to Louis J. Coletti, President & CEO of The BTEA, New York City’s Alliance of Union Contractors representing over 1200 companies, what the BTEA sought to do was to isolate the problems affecting MWBE participation and propose solutions to these findings by engaging a wide-range of industry and academic leaders.

The BTEA report was able to pinpoint seven areas affecting MWBE participation and develop precise recommendations for action. In isolating these problem areas, the BTEA was able to develop practical solutions towards the purpose of increasing MWBE participation at

this time of upward growth in New York City’s construction industry. These recommendations provided the underpinnings of the SCA’s Mentor Program as well as setting direction for New York State’s new procurement initiative.

### Reconvening Leadership

Recently, Michael Jones-Bey, Executive Director of New York State’s Division of Minority & Women Business Development, convened a select group of executives to comprise a ‘Construction Industry Roundtable’ to examine how the industry was recruiting, supporting and advancing diversity contractors within a very busy construction industry.

According to Jones-Bey, “The meeting was successful. It was a first meeting, but indications are that the executives who participated are seriously committed to working with us to ensure that increased participation is institutionalized within the construction industry.”

Hilton O. Smith, Turner Construction’s Senior Vice President of Community

Affairs, who participated in the Roundtable agrees. “Now, more than ever before the construction industry is becoming proactive in working with diversity small business contractors to anchor these firms’ viability in the marketplace. MWBE contractors have grown rapidly. They know the business. Now we as an industry are helping them along the way.”

### So goes small business, so goes the world

The members of the New York Construction Roundtable are working with the State to tackle issues such as bonding requirements, lack of access to capital, uncompetitive purchasing power – all factors which limit the ability of small MWBE contractors to bid competitively.

According to Hilton O. Smith, “What we are beginning to do here in New York State will become a model for the county. It is inevitable,” he says, “so goes small business, so goes the world.”

## BTEA 7-Point Study Recommendations

**1 Certification Procedures** Modernize the qualification process, along with a centralized database to replace the current duplicative and time consuming certification system.

**2 Access to Capital** Establish a publicly funded targeted growth fund and provide small contractors with the technical help necessary to meet banking and loan requirements—all to help finance the early stages of MWBE projects.

**3 Bonding Requirements** With burdensome bonding effectively denying opportunity, the study concluded that a summit on the topic should be held and that onerous construction language should be removed from public contracts.

**4 Liability Insurance** Contractors should be freed from the current system of absolute liability by removing the

centuries-old Scaffold Law from the books and replacing it with a state insurance program.

### 5 Increased Contracting Opportunities

More specific information about MWBE company experience has to be included on public certification applications along with increased public funding to improve opportunities.

### 6 Qualified Labor Access

Develop programs in city schools and public universities and establish industry programs to assist MWBE firms to become union contractors.

### 7 Professional Development

Establish a program involving participation of prime contractors as industry instructors, along with a mentoring program.



**Louis J. Coletti**  
President & CEO  
Building Trades Employers Association



**Hilton O. Smith**  
Senior Vice President, Community Affairs  
Turner Construction Company



# SCA's MENTOR

## A PROVEN BUSINESS DEVELOPMENT

**When a program works on paper, that's a great first step. But when it works in practice – on the job and in the office – then you really have something.**

According to Michael J. Garner, Senior Director of Business Development at New York City's School Construction Authority and its widely recognized architect of its minority business development programs, the SCA has worked for over a decade to develop a sustainable and practical program designed to support small business contractors who want to develop their skill and business capacity and work for the SCA.

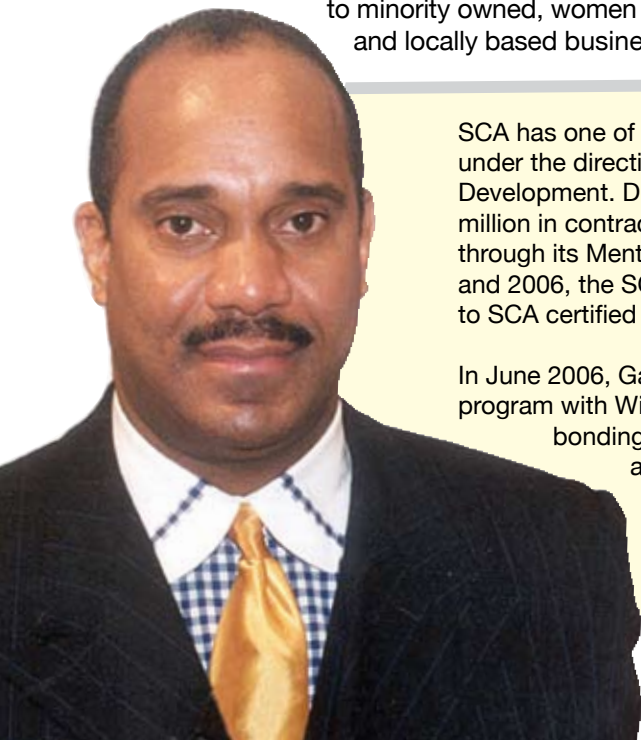
"It's a learn and earn philosophy that we have implemented," explains Garner. "Our program, supported by Mayor Michael Bloomberg and SCA President Sharon Greenberger, provides a one-stop resource for recruiting, developing and maintaining a contractor workforce that makes sense for our construction needs as well as for the economic vitality of New York."

This 'win win' situation that Garner is stewarding was not a simple one to create. "We have been fortunate to have developed a program that is really based on responding to challenges that impede economic development and diversity in the construction industry." Over the last eight years, the SCA has awarded over \$2 billion in hard construction, "not to exceed professional consultant services," supplier and service contracts to minority owned, women owned and locally based businesses.

**First Steps.** The SCA Mentor Program is open to subcontractors and contractors who meet rigorous pre-qualification requirements that confirm their financial stability. Further, these firms must be certified with the SCA as minority, women and locally-based enterprises under the City and State laws that define that status. Companies then are eligible to participate in the SCA's Mentoring Program which allows them to bid on projects from \$75,000 to \$750,000. Successful companies then work in tandem with a mentoring construction manager. The SCA has developed formal relationships with several construction management firms who provide this service to the SCA. These include: Bovis Lend Lead, URS/Noble Strategy, STV/HJRussell and TDX Construction/Howell Industries.

**For Undergraduates and Graduates.** Upon successful completion of the first phase of the program (a four-year mentoring relationship), the company is eligible to complete a two-year program of advanced program participation that will permit it to bid on projects from \$750,000 to \$1 million. The contracts that these companies win at this level do not include construction manager participation and begin to prepare them to transition to active and independent contract work with the SCA.

The SCA's Mentor Program helps to resolve several challenges to the growth of small business contractors with four supplemental programs: access to working capital, surety bonding, union transition and construction and information technology training.



SCA has one of the best minority business development programs in the nation under the direction of Michael J. Garner, the SCA's Senior Director of Business Development. During the past eight years, the SCA has awarded more than \$300 million in contracts to minority owned, women owned and locally based enterprises, through its Mentor and Graduate Mentor Programs. In fact, during Fiscal Years 2005 and 2006, the SCA awarded a "record breaking" number of assorted contract types to SCA certified Minority, Women Owned and Locally Based Business Enterprises.

In June 2006, Garner and his staff created and implemented a surety bonding program with Willis of New York/ACE Surety that has resulted in 23 firms receiving bonding programs, totaling \$51 million. In July 2006, the SCA entered into an historic strategic partnership with Carver Federal Savings Bank to offer small business loans to SCA certified M/W/LBEs.

**Michael J. Garner**  
SCA Senior Director of Business Development

# CONTRACTORS

## MODEL FOR SMALL CONTRACTORS



## SCA'S MENTOR PROGRAM HOW IT WORKS?

### What is the SCA Mentor Program?

New York City's School Construction Authority Mentor Program has a very focused mission: increase, facilitate and encourage the participation of Minority, Women-Owned and Locally-Based Enterprises in its construction programs by providing a flexible framework for eligible firms to develop and grow within the construction industry and ultimately establish stable, long-term business relationships.

The SCA Mentor Program provides very specific assistance to its members' firms: technical assistance and training; general business, organization and personnel skills development; marketing and business development assistance; fast track payment systems; and job experience opportunities.

### Who is eligible?

According to Robin L. Wilcox, the Director of the SCA's Mentor Program, the Program is targeted to the small contracting business community. A firm cannot exceed gross sales in excess of \$2.1 million averaged over the last three-year calendar and must have a bonding capacity of less than \$1 million.

Each firm must be prequalified by the SCA in order to do business with the Agency. Once a firm receives a certification and pre-qualification approval, it is eligible for participation in the program. The SCA then recommends that each eligible firm contact a select list of construction management firms with an introductory letter and follow-up phone call. Participating firms include Bovis Lend Lease, URS/Noble Strategy, STV/HJRussell and TDX Construction/Howell Industries.

For more information about the Mentor Program, contact Robin L. Wilcox at (718) 472-8036. For a pre-qualification application, please contact the Contractor Qualification Unit at (718) 472-8879.



**Robin L. Wilcox**  
Director, SCA Mentor Program

# \$HOW ME THE MONEY

## Unique Financial Partnership Between SCA and Carver Federal Savings Bank Provides Access to Capital for Small Contractors

**Key to any contractor's success is access to capital. Especially in the high risk business environment of construction contracting where upfront money and a generally slow-pay environment can challenge any business, small businesses in particular need to have adequate financing.**

"We recognize the importance access to capital can have on our small business contractors," explains Michael J. Garner, Senior Director of the SCA's Minority Business Development Program. "To facilitate a practical solution of how to finance small companies who may not meet the stricter credit profiles required by large commercial lenders, the SCA and the Carver Community Development Corporation (CCDC) joined forces to develop a project-based working capital staged funding loan for small construction contractors who participate in the SCA's Mentor Program. The CCDC is a subsidiary of Carver Federal Savings Bank (Carver) one of the City's most progressive community banks."

According to Gina Bolden-Rivera, President of CCDC, Carver's program is a one of a kind in New York City's construction industry. "The program provides loans to contractors who ordinarily would not qualify for conventional loans or credit lines," says Bolden-Rivera. "However," she explains, "the bank manages its risk on the basis of the very strong relationship maintained between the contractor and the SCA. It's really quite simple," says Bolden, "when the contractor gets paid, the bank gets paid too."

Cynthia Boyce, CCDC's Project Manager and the Program's Personal Banker, explains the process: First,



**Gina L. Bolden-Rivera**  
President  
Carver Community Development Corporation



**Cynthia L. Boyce**  
Project Manager  
Carver Community Development Corporation

the Construction Manager (CM) Mentor and the small contractor agree jointly on the amount of the loan and then they confirm a reasonable repayment plan. The maximum amount of a loan is \$100,000.

"This personal banking relationship is available to all contractors in the SCA Mentor Program as well as to CM Mentors. Carver is eager for these contractors to grow with Carver," says Boyce. "As an institution, we want to offer conventional credit lines to these businesses in the future," she says.

According to Bolden-Rivera, Carver wants to help Mentor Program contractors become more knowledgeable about financial and banking issues. "The relationship between a good banking history and the ability to obtain bonding is a dependent one," says Bolden-Rivera. "And the ability to obtain bonding will be a key determiner of how a contractor can grow."

Carver offers one-on-one financial advice and also technical assistance for project and financial management through workshops and seminars. Along with SCA, TDx/Howell Joint Venture, and Willis, one of the world's largest insurance companies, Carver co-sponsored a **"Take Action to Build Financial Strength"** Working Lunch this past spring with Carver's Chairman, President & CEO, Deborah C. Wright, and Sharon Greenberger, the SCA's President, both giving supportive remarks.

The new program, which is an integral part of the SCA's support of small business development, is fast becoming a cornerstone of the SCA's Mentor Program. The Program closed its first loan in the spring with several more in the pipeline.

# Willis Enables Surety Bonding Lines for SCA Mentor Contractors

**Obtaining a surety bond is another challenge for small contractors trying to compete with larger ones.**

The SCA Mentoring Program, through its contract with Willis, the world's largest insurance broker serving the construction industry and third largest insurance broker in the world, offers surety bonds to SCA Mentor Contractors who require these bonds for their projects. The program which is now two years old has written over \$9.5 million of surety bonds this past year for the participating SCA Mentor Contractors.

In addition, Willis provides technical assistance and training to support small contractors. Obtaining a surety line credit from surety companies is somewhat complicated, explains Sonia Drexler, Willis' Client Advocate for the SCA who manages the Willis SCA Team and herself has a degree in Civil Engineering.

"We work with each contractor and explain on a one-on-one basis the need for the surety credit line, what the different types of bonds guarantee, how to obtain one, why these bonds will allow them to grow and bid on work in both the public and private sectors, among other important information," says Drexler. "The goal is to help a contractor provide the needed information –



**Sonia Drexler**  
Chief Operating Officer,  
Construction Practice, Willis



**Eduardo Rodriguez**  
Assistant Vice President,  
Surety Team, Willis

financial statements, evidence of management controls, business plans – to a surety to ensure that the surety is comfortable with that company and knows that risk is being controlled through prudent business and financial management practices," she explains.

As a testament to the program's success, Willis has developed relationships with the SCA Mentor Contractors that go beyond bidding SCA work. "We are really providing a valuable service that aids the capacity and success of a small contractor," says Drexler. Eduardo Rodriguez is Willis' operations professional for the program. To date, notes Rodriguez, the program has a 100% success record of no defaults.

## Small Contractors Ease Into Union Trades- Key To Growing Small Firms Into Large Ones



**Dennis J. Prude**  
Senior Vice President  
Bovis Lend Lease

The SCA, like many City agencies, does not require contractors to be a member of a trade union, but they are required to pay city-set prevailing wages to their workers. However, as a Mentor Contractor grows within the SCA capital construction program, the opportunity to bid on larger contracts generally requires union participation. To facilitate the transition for smaller contractors into the trade union, Bovis Lend Lease (Bovis) is serving as a special SCA consultant.

Under the direction of Dennis J. Prude, Bovis' Senior Vice President and Director of Field Operations with the assistance of Amil Patel, a Bovis Vice President, a formalized program of technical assistance has been created to facilitate small construction contractors' membership into unionized trade associations.



**Amil Patel**  
Vice President  
Bovis Lend Lease

According to Prude, "Non-union contractors shy away from safety and quality control needed in a union labor project. Of course the wages are higher for union labor than non-union. But today, to compete for larger projects, small contractors need to better understand that union-required controls and safety standards in their companies will ultimately assist them in growing their firms. Union participation for these small contractors is an important key to navigating the many opportunities open to small businesses as they grow into larger ones."

"Our program of union transition is helping these companies grow and play on a more level field with larger subcontractors and contractors," adds Patel.

# TOP PERFORMING DIVERSITY COMPANIES

## MEDINA CONSULTANTS



Medina Consultants, today led by Robert Medina and co-founded with his wife, Carol Medina, was ranked the #1 largest Hispanic-owned Civil Engineering and Land Surveying Firm in the Tri-State area and #3 nationally in its professional category by **Hispanic Business Magazine**, one of the country's leading business publications devoted to Hispanic entrepreneurs.

Born to a Cuban Father and a Puerto Rican Mother and raised in New Jersey, Medina says he feels at ease on both sides of the Hudson River. With a staff of over 100

professionals, he operates six offices that serve four states (New York, New Jersey, Pennsylvania and Connecticut).

A graduate of the Newark College of Engineering (NJIT), Medina trained at large engineering firms before forming his firm in the late 1980s. Although already a firm partner, he opted to leave. "I wanted the opportunity to expand my horizons, to do work in other areas. That was limited at my previous firm and I decided to go out on my own."

The MWBE programs were just beginning in the late 1980s and little did Medina know that the work wouldn't be available for three or four years. "For those three years, I took on small private sector work, kept a staff of three to four and managed to survive."

Today, Medina Consultants serves the Top 500 ENR firms with prime contracts

with New York City's School Construction Authority and the New York / New Jersey Port Authority. The firm has numerous contracts with many of the region's largest construction managers and engineering firms. Medina Consultants also serves as a subcontractor for New York City's Department of Transportation, New York City's Economic Development Corporation and The Dormitory Authority of the State of New York.

"It's all about flexibility," says Medina. "Some days we compete against larger companies, other days we team with them. I always keep an open mind," he says. "When I work with larger companies, I always learn from them." But, cautions Medina, "If you're a small firm, especially a MWBE, you have to conduct business as good or better than the larger prime firms. ■

## NUÑEZ ELECTRIC



Nuñez Electric, a City and State certified minority firm, is recognized throughout New York City for quality, commitment and outstanding dedication. As a principal, Raquel Nuñez is a second generation entrepreneur, responsible for overall management, sales, and customer relations. Under her leadership, the firm is experiencing a 35% annual growth.

In 1999, Nuñez's father decided to take a step back from the business due to health reasons and asked his daughter Raquel to come into the business. She began to learn the in's and out's of the electrical contracting business, taking advantage of as many technical courses she could attend and spending many hours in the field and in the office to acquire as much knowledge as possible.

Following in the foot steps of her father she perpetuates the values learned from him integrating the business principles of "upholding high standards of workmanship,

quality and integrity". No matter how hard it gets your integrity must outshine the hardship. This business is all about reputation: always fulfill your debts and obligations.

Nuñez Electric is a preferred contractor for clients including CBS Broadcasting (Channel 2), Bloomberg and the NY Mets as well as special projects in the Mayor's Office of Film and Development. Other work includes various public agencies such as NYCSCA, NY/NJ Port Authority, DDC, MTA, DEP.

In 2007, Nuñez was appointed to the Advisory Committee of Department of Business services and in 2006, she was appointed to Lower Manhattan Construction Command Center MWBE Committee. She was also appointed Trustee of Joint Industry Board / Local Union #3 EESISIP. In 2005 she was accepted on the Board of Directors of the Subcontractor's Trade Association and the New York City Chapter of the Association of Electrical Contractors.

In addition, Nuñez is Vice President of the Women Builders Council and is very active in promoting the growth of women owned businesses by helping them break through what she calls the "concrete barrier." ■

## SMALLS ELECTRICAL CONSTRUCTION, INC



Jeffrey Smalls is celebrating his 10th anniversary this year. His firm, Smalls Electrical Construction serves several transportation agencies, including the Port Authority of New York and New Jersey, MTA-New York City Transit and the New York State Department of Transportation.

Smalls is recognized publicly for his accomplishments: selected by **Crain's New York Business** as one of its 'Top Entrepreneurs' of 2006; placed 38 out of 100 of New York's 2006 Top Specialty Contractors in **New York Construction Magazine**; honored as "2006 Emerging Contractor of the Year" by the New York State Association of Minority Contractors; recently chosen as one of the 100 fastest-growing inner city companies nationwide by **ICIC-Inc. Magazine** for 2007; selected as one of the 40 Under 40 honorees by **The Network Journal** for 2007, and the honors grow.

Smalls attributes his business growth not to his status as a MBE but to his corporate philosophy for delivering excellent service. 'Dependability and efficiency' are his core values. "I operate my business as a businessman in the electrical industry, not as a minority owner," says Smalls. "Our certification is secondary to the other strengths that our firm provides."

Smalls is active in his industry. He serves on the Executive Board of the Conference of Minority Transportation Officials as Secretary, as well as Chair of the Fund Raising Committee Friends of COMTO-NY. He is a member of the Association of Minority Enterprises of New York, the Building Trades Employers' Association, the National Minority Business Council, the New York Electrical Contractors Association, the National Electrical Contractors Association and the Subcontractors Trade Association. Smalls Electrical Construction, Inc. is also a member of the International Brotherhood of Electrical Workers, Local #3. ■

## GOSHOW ARCHITECTS



Goshow Architects, LLP is a full service architectural firm that is a certified Women's Business Enterprise with New York City's School Construction Authority, the Port Authority of New York and New Jersey, as well as the Dormitory

Authority of the State of New York. Additionally, the firm is in the process of recertifying its WBE status with New York City and New York State. On the national level, the firm is certified as a WBE with the Women's Business Enterprise National Council. It is also certified as an 8(a) Small Disadvantaged Business through the United States Small Business Administration.

Nancy Goshow, the firm's principal started the firm over 25 years ago with a vision "to be a public sector architect." Goshow takes a socially responsible perspective to her practice. Her firm is committed to providing sustainable and affordable design solutions for its clients. Established in 1978, the firm now has a staff of 35 professionals and is one of the largest woman-owned practices in New York City. Her firm's work focuses on designing long-term improvements to neighborhoods and communities, and includes a strong portfolio of K-12 schools and higher educational projects, multi-family and affordable housing, and public transportation facilities.

Goshow maintains that the public sector sometimes provides a comfort level that the private sector cannot. "Often, in our field," says Goshow, "clients and projects are obtained through referrals

and word-of-mouth. Unfortunately, no matter the strength of your reputation, work opportunities with repeat clients in the private sector can slow down. By choosing to become involved in the public sector, we were able to broaden our opportunities for architectural design projects and maintain a healthy level of growth in the firm. By choosing to complete the certification process and gain MWBE status, we have heightened the visibility of our firm in the public sector, demonstrated our commitment and interest in obtaining public sector work and gained an invaluable marketing tool."

Goshow notes that her designation as a Women-Owned Business Enterprise (WBE) is a strong force in the firm's overall business identity. "It's how we market ourselves and how we define our role in public sector design," says Goshow. "Of course, I am proud to have invested my time, energy and focus into starting and growing my own business. However, it is particularly empowering to be able to align myself with other woman business owners in the field through certifying as a WBE."

"Traditionally, the design and construction industry has been led by male business owners," explains Goshow. "Women have had a difficult time breaking into the industry, in terms of sustaining a profitable business with equal opportunities at obtaining work. The rigorous and stringent certification process undergone to become a certified WBE levels the playing field, gets us noticed and serves as a testament to my business' strengths and capacity to undertake major work projects," says Goshow. "It's something I've always known we're absolutely capable of, but it makes me proud to have our skill and strengths proven to the larger building community through our WBE certification." ■

## ADCO ELECTRIC



Gina Addeo enthusiastically maintains that she wears many hats in her life – a Master Licensed electrician, a daughter of one of New York's leading electrical contractors, a founder and owner of her own firm, GMA Electrical Corporation, and currently President of the New York City Chapter of National Electrical Contractors Association (NECA New York).

Addeo has grown up through the ranks and explains she "is proud to stand among her MWBE colleagues." To further support the City and State's initiative to promote MWBE contractors, Addeo was responsible for advocating the publication of **NECA New York's Directory of New York Minority/ Women & Local Based Electrical Contractors**. "The Directory is a one of a kind resource for the electrical industry," explains Addeo. "It provides a one-stop resource for construction contractors and owners and developers to find certified MWBE electrical contractors who can meet small and large project needs and satisfy diversity requirements at the same time." ■

## THE BRADFORD COMPANIES



Sandra Wilkin, President of The Bradford Companies, is a recognized trailblazer. She is a passionate advocate for the advancement of women, minorities and small business within the construction industry.

Wilkin was responsible for the "disparity study" funded by the New York City Council which provided objective and scientific proof of the need to direct construction dollars, subcontracting opportunities and technical support to MWBE firms. She was a founding member of the Regional Alliance for Small Contractors. As a founder and currently President of the Women Builders Council, she has been involved in advancing the role of women in the public and private sectors of the construction and building fields. She developed the Council's campaign "to break the concrete ceiling" for women. Her involvement and that of the Council has had a strong impact on public policy. Wilkin is a sought-after

speaker on women and small business issues in the industry and often serves as a mentor and strategic advisor to emerging firms.

Since founding her company in 1989, Wilkin has built her construction subsidiary, Bradford Construction Corporation into one of the leading women-owned construction firms – earning her the title of **'a hard hat with style'** from **Crain's New York Business**. Bradford provides construction management for educational, health care, and non-profit facilities. Its clients include the New York City School Construction Authority, The Dormitory Authority of the State of New York, and the New York City Housing Authority, among other government agencies. Private sector clients include Columbia University Medical Center, Manhattan Ear, Eye and Throat Hospital and many private healthcare facilities. Wilkin also owns and develops medical office buildings.

Wilkin also serves on the Board of Governors of the New York Building Foundation and is a former board member of New York Building Congress. She was the first woman to serve on the Executive Board of the Regional Alliance for Small Contractors. ■

## COLON ASSOCIATES, INC.



Julio Colon, President of Colon Associates, Inc, is an MBE construction contractor located in Fresh Meadows, New York. Taking his first project in 2002, Colon began his firm as a plumbing and heating subcontractor. Averaging \$1 million in contracts annually, Colon aims to reach \$5 million per year over the next five years.

According to Colon, his MBE certification has allowed him to bid on the New York City School Construction Authority projects which in turn, enabled his firm to grow. The firm's MWBE status is important to Colon who adds that "it has contributed to every success in our business." ■

## HOWELL INDUSTRIES



Bill Howell is President of Howell Industries. Starting his company in 1985 after leaving a position as an oil executive, Howell took his first SCA project in 2001 completing plumbing and heating work at a Bronx school. He took advantage of the all the Mentor program services and training and today he has translated that experience into a new role.

At present, Howell is a construction manager teaming with TDX and serving as an SCA Mentor. Sharing what he has learned with other new companies is what he enjoys best. Howell is an excellent example of student turned teacher and represents an important link in the growing of new businesses into successful, experienced ones. ■

## FRITCH CONSTRUCTION



Maureen Fritch, President of Fritch Construction, Inc. is committed to building capacity for women and minorities in construction. As a founder and President Emeritus of Women Builders Council, an organization of 100 women in construction, Fritch understands all too well how challenging the construction marketplace can be for minorities.

She acknowledges that her company has benefited greatly from the MWBE programs. "Being certified allowed me to be invited to projects I would never have access to. In particular, New York City's School Construction Authority has been a great asset to my firm. Being an MWBE owner translates into the ability to compete and succeed in a market that does not welcome and create a fair playing field for minorities and women. It affords you an opportunity where you normally would be unable to compete," says Fritch. ■

## DEBORAH BRADLEY CONSTRUCTION & MANAGEMENT SERVICES



"MWBE certification provides companies with a competitive edge and demonstrates that a business is a serious company and a real firm," asserts Deborah Bradley, principal of her own construction

management and consulting firm. A certified WBE firm, Deborah Bradley Construction & Management Services, specializes in public and private educational and institutional projects. ■

## PARCHMENT PLUMBING



Robert Parchment, President of Robert Parchment Plumbing & Heating, Inc., a MBE certified contractor, comes from a family of builders. His father was a general contractor, his brother-in-law a plumber, and his uncle a mason. "It was just expected that I would go into business for myself," says Parchment, and "I chose plumbing."

In terms of Parchment's own success, it was SCA's Mentor Program that really made the difference. He entered the program and began to bid on

projects. His first project was for \$425,000; it was a one-year contract that he completed in a record six-months. In 2005, Parchment completed contracts in excess of \$2.8 million with over 65 plumbers at the height of construction that year. His firm continues to grow each year with new contracts with the SCA and other owners.

Parchment is a strong advocate of MWBE certification. According to Parchment, MWBE status is of tremendous benefit to his company, given the emphasis public agencies have placed on contracting with MWBE firms. It has provided Parchment with expanded opportunity to work on public projects. To Parchment, being an MWBE business owner entails "quality plumbing service and, at the same time, opportunity." ■

## F&R INSTALLERS CORPORATION



Barbara Monica Foster is President and CEO of F&R Installers Corporation, a small successful firm specializing in windows, curtain walls, storefronts and interiors. F&R Installers, founded in 1987, has earned a reputation for its technical work with large clients such as Grow/Perini Construction, Bovis Lend Lease, New York City School Construction Authority, Kafka Construction, and Turner Construction Company. One of the projects Foster is most proud of is the contribution her

firm made to the Grand Central restoration project.

Foster is known for being a hands-on project manager who understands costs and the need for taking the time to plan. "You must have a clear idea of what will be involved in terms of labor, material, and logistics," she says.

Foster is an advocate for increasing minority participation in construction throughout New York State. Amongst the advocacy organizations in which she is active, Foster is currently a board member of the New York State Chapter of the National Association of Minority Contractors, Inc. and the Women Builders Council. Ms. Foster is a firm believer that "you must learn to be humble and do things for the betterment of the community." ■

# THE ABC'S OF MWBEs

## Who Is Eligible for Certification?

**What's a Certified MWBE?** A certified MWBE (Minority/Women-Owned Business Enterprise) must (1) be at least 51% owned, operated and controlled by a minority (Asian-Indian, Asian-Pacific, Black, Hispanic or Native American) and/or woman (and be able to provide considerable proof to that effect); (2) have been in business for at least one year; and (3) be located in New York City or have a significant tie to the City's business community (i.e., have conducted business in the City, have derived 25% or more of gross receipts from business conducted in the city, possess a license issued by the City, etc.).

**What's a Certified LBE?** A certified LBE (Locally-Based Business Enterprise) must (1) perform at least 25% of their work in an economically depressed area of New York City or employ a workforce of which at least 25% are economically disadvantaged persons; (2) have been in business for at least one year; and (3) have earned average annual gross receipts in the last three (or fewer) tax years of less than \$2 million for specialty work, \$2 million for mechanical and electrical work, \$2 million for general contracting work or less than \$2 million for heavy construction work.

**What's a Certified DBE?** A DBE (Disadvantaged Business Enterprise) is a business that is 51% or more owned and controlled by one or more socially and economically disadvantaged individual(s) as defined by the Federal Small Business Administration

## How to Find a Certified MWBE

Visit [www.nycedc.com/mwbe](http://www.nycedc.com/mwbe) and take advantage of New York City's directory of qualified and experienced Certified Minority- or Women-Owned Business and/or Locally-Based Enterprise. The online Directory identifies suitable vendors to bid on contracts by allowing searches by: 'Commodity Codes Keyword' for goods and/or services needed, 'Company and/or location' and 'Industry code' - i.e., National Institute of Government Purchase (NIGP) Codes. The City also supports its Directory with a team of MWBE Procurement Counselors who can be reached at (212) 513-6444.

## How To Get Certified

For more information on the City's certification programs, including qualifications, applications, and services provided to certified firms, please visit [www.nyc.gov/getcertified](http://www.nyc.gov/getcertified). For more information on the New York City Department of Small Business Services, please visit [www.nyc.gov/sbs](http://www.nyc.gov/sbs).

## THE RULES – BLACK AND WHITE

### The State's Article 15-A

New York State's Article 15-A of the Executive Law is designed for the purposes of providing women and minorities with employment and business opportunities on state contracts. Under the Law, state agencies are required to set participation goals for women and minorities regarding the awarding of state contracts.

The statewide program is administered by the Division of Minority and Women's Business Development which is responsible for the process of certifying women and minority contractors and providing a directory of such firms.

### The City's Local Law 129

Local Law 129 was signed into law in 2005 by Mayor Michael Bloomberg for the purpose of providing more opportunity for women and minority owned businesses to bid on public contracts. The Law requires New York City agencies to contract more goods and services from certified women and minority owned businesses for the purpose of increasing their capacity and their contribution to the City's economy.

## SOME PRACTICAL ADVICE

According to one New York area construction attorney, Jason Samuels, Esq, companies should consider the following when applying for MWBE status:

### Take 10 Minutes and Register

Any company applying for New York City MWBE status needs to be a New York City Vendor. It takes 10 minutes and by becoming a vendor, the City emails bid opportunities on a daily basis. (Once a company becomes a certified MWBE, even more opportunities are available.) The website for registering as a New York City Vendor is: [www.nyc.gov/html/moc/html/bidderform.html](http://www.nyc.gov/html/moc/html/bidderform.html)

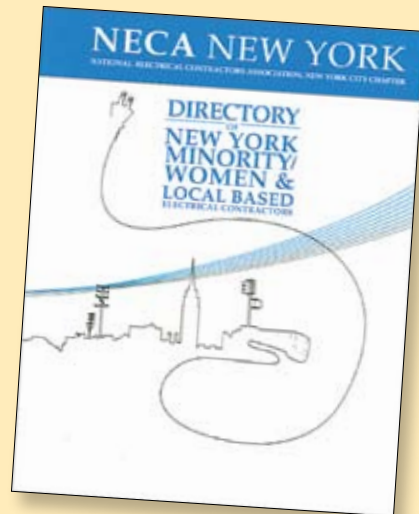
### Register with New York State

A MWBE should also register with the State of New York. Once registered, a MWBE should actively look for State projects in the **New York State Contract Reporter** and the **Empire State Developer** or online at the Office of General Services: [www.ogs.state.ny.us](http://www.ogs.state.ny.us)

### Be Proactive in Seeking Our Bid Opportunities

After certification in New York State as a MWBE, you will get listed in the State Directory. Some bid opportunities may come out of being on that list, but a MWBE should be proactive in seeking out bidding opportunities. Being certified in New York City is great because you don't have to be as proactive. All newly registered MWBEs in New York City get assigned a 'procurement counselor' who helps with bid opportunities.

## NECA New York's MWBE Directory AVAILABLE NOW!



NECA New York (National Electrical Contractors Association, New York Chapter) has produced a directory of its MWBE-certified locally-based, licensed, union electrical contractors. All of these contractors are well-qualified to meet all types of project needs from high rise construction and interior fit-outs to complex transportation and environmental projects.

To obtain a free copy of **NECA New York's MWBE Directory**, please call Bruce DeShay at 212.481.0531 or email him at [bdeshay@necany.org](mailto:bdeshay@necany.org)



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