



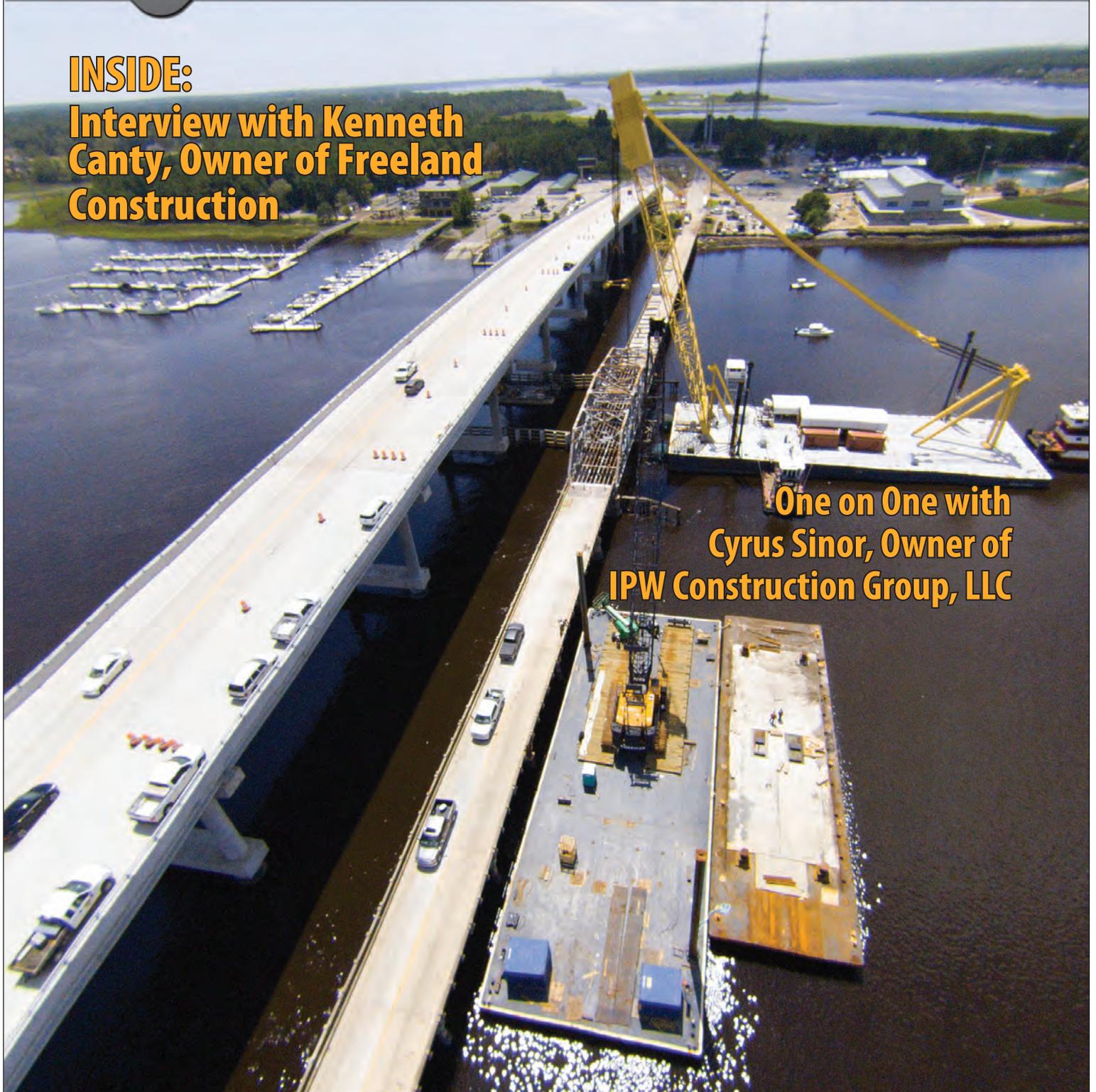
# the **BUSINESS CURVE**

ADVANCING MINORITY & SMALL BUSINESS AFFAIRS

**Fall/Winter 2017-2018**

**INSIDE:**  
**Interview with Kenneth  
Canty, Owner of Freeland  
Construction**

**One on One with  
Cyrus Sinor, Owner of  
IPW Construction Group, LLC**



## In this issue...

Greetings from Greg Davis	.....	3
In Transition: An Interview with Dr. Arlene Prince	.....	4 - 5
Interview with Kenneth Canty, Owner of Freeland Construction	.....	6 - 7
Busy Summer for the Affirmative Action Office	.....	8
2017 Summer Transportation Institute at Benedict College	.....	9
State Dollars - Same Responsibilities	.....	9
One on One with Cyrus Sinor, Owner of IPW Construction Group, LLC	.....	10 - 11
Pricing and Profitability	.....	11
Upcoming Training	.....	12

Greetings,

Thank you for taking time to read the latest edition of *The Business Curve*. We are pleased to provide information designed to inform you of what is going on at SCDOT in the area of Minority and Small Business Affairs and inspire you to use this information to benefit yourself, your business and those you may know.



By now you have probably heard about SCDOT's plan to rebuild South Carolina's highway system. With the passage of the Roads Bill, the agency receives its first sustainable revenue increase in three decades. This new source of revenue, coupled with the current funding for existing programs, will result in a 10-year plan proposed to rebuild decayed and crumbling roads, replace structurally deficient bridges, widen interstate highways and improve the safety of our rural roads in corridors where the highest percentage of fatalities occur. Now is the time to vigorously prepare your company to take advantage of SCDOT contract opportunities.

Several DBE firms that were able to benefit from recent road and bridge projects are being featured in this issue. The cover story highlights the momentous demolition venture completed by Freeland Construction. Its President/CEO, Kenneth Canty, not only demonstrated that an undertaking of this magnitude could be successfully executed by a DBE firm but also exemplified that how one DBE firm can provide subcontract opportunities for other DBE firms. This issue also spotlights Cyrus Sinor, owner of IPW Construction Group. This firm identified gaps in the SCDOT supply chain and benefited by strategically expanding the business into areas of need where his firm could reasonably transition into. We hope these articles encourage you to grow your business with SCDOT and offer you a few insights on how some DBE firms are cashing in on available work.

Lastly, I invite you to read the article in honor of Dr. Arlene Prince, who devoted 34 years of her life to the SCDOT. This issue of *The Business Curve* is dedicated to Dr. Prince in honor of the years she spent developing and advancing programs in civil rights and small business development. We look forward to continuing the work she began.

Greg Davis  
*Director Minority & Small Business Affairs*

# In Transition: An Interview with Dr. Arlene Prince



**Interviewer:** First and foremost, congratulations on your upcoming retirement. I'm sure getting to this moment has been quite a journey with its valleys and its peaks, its rewarding moments and not so rewarding moments. Nevertheless, your hard work and perseverance has paid off. So, when is that big day?

**Dr. Prince:** My TERI ends October 31, 2017

**Interviewer:** You will be saying goodbye to us then?

**Dr. Prince:** Saying goodbye to SCDOT, but not to the workforce. I want to continue to work somewhere—public service, hopefully.

*“Dr. Prince is an incredibly knowledgeable professional who also is one of the kindest individuals I know. I am honored to have been paired with her early in my career where she served as my mentor, helping me understand the power of working together for a greater good and not being afraid to step out of your comfort zone. I will personally be forever grateful to her and I recognize that I would not be the leader that I am today without Dr. Prince’s guidance.”*

— Christy A. Hall  
Secretary of Transportation, SCDOT

**Interviewer:** How does it feel to no longer be considering retirement, but actually be in the process of it?

**Dr. Prince:** Well, I guess there are a lot of things you have to think about in terms of being prepared once you leave one agency and hopefully, go and work somewhere else. I think it's just a matter of being prepared; I hadn't really gotten excited-excited about retiring and I think I probably won't get to that point until I retire completely. I just see myself as transitioning to another job. I guess it doesn't really feel like a retirement yet.

**Interviewer:** When did you start working at SCDOT and what brought you here?

**Dr. Prince:** I started in July 1983 shortly after graduating from undergraduate school. I moved to Columbia looking for a job and my former professor called me and said that SCDOT had an opening as a Transportation Planner. I applied for it, went through the interviewing process, and was offered the job.

**Interviewer:** What eventually brought you to the Division of Minority & Small Business Affairs (MSBA)?

**Dr. Prince:** Well, it's been a long career for me. I have worked in several departments and other divisions in the agency. This was one of the areas I had started working with several years ago, and as things expanded, I ended up here.

I started as a Transportation Planner in the Engineering division. Then, I went to Transit as a Transportation Planner II. From there I moved into the position of Transportation Planner III. I became the Grants Coordinator in 1989 and promoted to Grants Administrator in 1992; from there I became the Assistant Deputy Director for Transit; then moved to the Deputy Director for Transit in 1999. In 2002, I was Deputy Director for Executive Support and then around 2007 I started working with the Civil Rights Programs.

**Interviewer:** What were some of the significant changes that occurred?

**Dr. Prince:** Our Agency leadership has changed significantly. Our current Secretary of Transportation is Secretary Hall. She was someone who worked through the ranks of SCDOT to her current position. I had a chance to serve as her mentor through a leadership program—amongst the first leadership programs we had, and Secretary Hall was the first person I had a chance to mentor. It feels good to think I may have assisted, in some part, in the development of her career.

Other areas include the division. When I first moved into this area, there were only six employees, now we are at twenty something so we have really expanded. As the duties expanded we have been able to offer more employment opportunities to others. Coordination between our office and others within the Agency has also greatly improved.

**Interviewer:** What were some of the challenges during your time at SCDOT?

**Dr. Prince:** The thing that stands out the most to me has been dealing with employees who didn't really understand some of the decisions and roles of management, and just getting them to fully understand that it's not personal.

**Interviewer:** The expectations—separating business from personal, that sort of thing?

**Dr. Prince:** Right. I think that was the biggest challenge for me. That's one thing, as I look back, and that was something that caused me to move into another area due to some of the challenges I was dealing with.

**Interviewer:** The saying, “if I knew then what I know now” is that familiar to you?

**Dr. Prince:** Yes, I'm familiar with that saying.

**Interviewer:** What are some of the things you wish you had known prior to working at SCDOT?

**Dr. Prince:** My undergrad is in mathematics and I took a few engineering courses, but if I'd known to what level the agency is so heavily involved in engineering, I would have expanded my background more on the civil engineering side.

**Interviewer:** If you could name one key accomplishment that occurred while you worked for SCDOT, what would it be?

**Dr. Prince:** I'm glad that I had a chance to develop and implement a training curriculum when I served as Deputy Director for Executive Support. I came up with the concept of the SCDOT University

and it's still in effect now. It's changed a little bit in terms of how it's implemented, but the concept is still there so I feel good that I was the one who brought that to the agency and it's still in place.

**Interviewer:** How has SCDOT changed over the years?

**Dr. Prince:** When I first started I was in an area where there were no other females except for the secretary (Admin Assistant) who sat just down the hall. Whereas now, I work in an environment where there are many more females around.

**Interviewer:** What will you miss about MSBA/SCDOT?

**Dr. Prince:** The relationships (that are formed) working with individuals, you get to know people and they become like family, so yes, I will miss those relationships.

**Interviewer:** What won't you miss about MSBA/SCDOT?

**Dr. Prince:** Well, as I'm planning to go to work for another agency somewhere, I will just be dealing with different people, but some of the other things will basically be the same.

**Interviewer:** Do you have anything you would like to say to the present and future employees of SCDOT?

**Dr. Prince:** One thing I firmly believe in is the saying "your attitude determines your aptitude" so I just want to encourage everyone to continue to focus on their attitude in all that they do. Respect the chain of command and try to do everything they can to get along. Just remember that we all work toward a common goal, so do your part, be a good team player and make sure the goal is accomplished.

**Interviewer:** And finally, any big plans for the future?

**Dr. Prince:** Well, I don't know for sure yet. Like I said, I'm going to be seeking other employment opportunities.

**Interviewer:** And that is it. I thank you so much for doing this interview and I wish you all the best in the future!

*"I first came to know Arlene Prince when she came to my office shortly after I was appointed as the SCDOT Executive Director in 1996. She told me she wanted to do all she could to help me in my new position and offered her support. During the next ten years I came to know her as a friend and respected her. Arlene helped me tremendously and served the agency well. She was always calm, smiling and most capable. Dr. Arlene Prince has been a true asset to SCDOT. I commend her on her service and wish her well in her retirement."*

— Elizabeth S. Mabry  
Executive Director, SCDOT (1996-2006)



NOTE: Dr. Prince officially retired from SCDOT on Friday October 13, 2017 and began her new job as Compliance and Civil Rights Officer for Central Midlands Regional Transit Authority on Monday October 16, 2017. Everyone in the Division of Minority & Small Business Affairs sends their very best wishes to Dr. Prince as she transitions into her new position.



## Interview with Kenneth Canty, Owner of Freeland Construction



*Mr. Canty being interviewed by DESA, another DBE firm.*

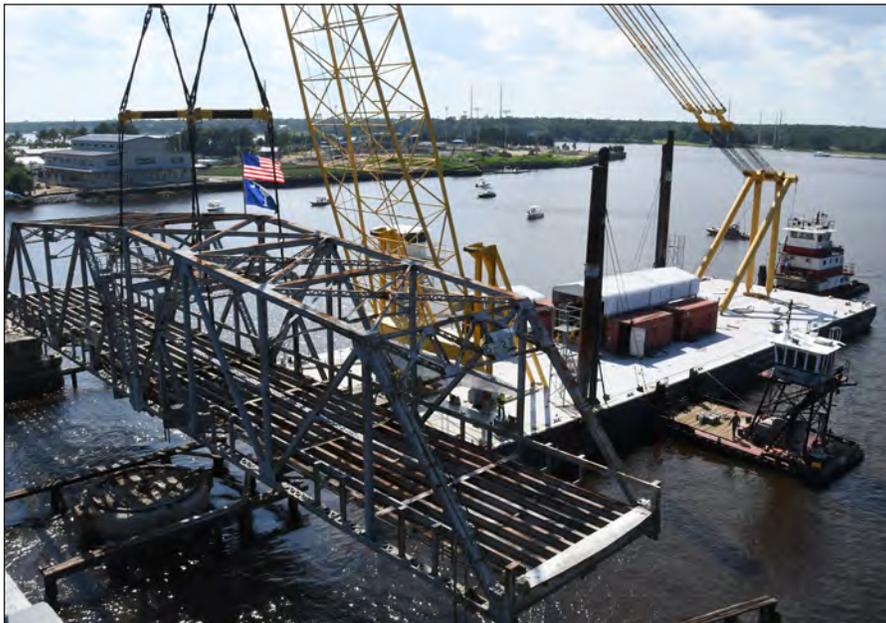
Kenneth Canty, President/CEO of the DBE certified firm Freeland Construction, describes himself simply as a man trying to run his business and employ others along the way. He knew from an early age that he wanted to build bridges and as a child developed a fascination for demolitions. He parlayed this love into getting a degree in engineering which led him to form his own company. Freeland Construction does general construction contracting and construction management, with an emphasis on civil engineering. A transplant from Boston, Massachusetts, with family roots in South Carolina, he started his business in Charleston in 2008 during the recession, after coming to South Carolina to work on the Cooper River Bridge demolition in 2005.

Canty's business resume is quite impressive based on the number of jobs his firm has completed since its inception, and being a

part of the DBE program has helped to further enhance his business. He counts being awarded the contract for the removal of the Wando Bride as his company's greatest accomplishment since being a part of the DBE program. He is proud that Freeland Construction was one of the first minority contracting firms to undertake a bridge demolition of this size in South Carolina, and one of only a handful in the country. Freeland was also the primary firm used in lifting the center truss and blasting the Wando Bridge. He credits collaborating with other DBE owners, such as Jimmy Chao of Chao & Associates, as being instrumental on this project.



*Preparing bridge for removal.*



Lifting the swing bridge.



Explosives used to remove the center pier of the old S.C. 41 bridge over the Wando River on Oct. 6, 2017. This is the first time a DBE firm has undertaken such a project.



Center pier. To watch a video of the whole process, you can visit the [Freeland website](#).

The DBE program has proven to be very beneficial for Freeland Construction. Canty said “(in time) the DBE program will allow my company to execute its exit strategy.” His plan is to use this opportunity over a period of time to finalize his exit plan from the DBE program by using heavy civil work, which SCDOT affords him the opportunity to do. This is a niche area for Freeland Construction. Canty does not envision staying in the program forever. His company’s five year plan includes graduating from the program, improving his economic status, as well as improving the lives of those he employs. He wishes to make way for others to enjoy the same success that he has had in the program.

Canty also credits the outreach events put on by the Business Development Center as very beneficial in meeting other DBE owners as well as prime contractors. Canty has some words of advice for other DBE owners. He said that having an exit plan and developing a niche area of specialty are important in order to compete in the market place. He said it is important that a DBE owner has good management in place to help sustain and grow the business, and to be viable when the company graduates from the program.

Canty believes Freeland Construction is a success story and being part of the DBE program has contributed to this success. He also attributed some of this success to others who have been a part of the DBE program and understands what the spirit of the program is all about. He also credits having the “right people” employed in the “right place,” investing in his workers and leading from the front.

Freeland Construction has garnered a few awards. In 2011, Canty was the Minority and Small Business Person of the Year for the Southeast Region, and in 2012 he took home the award for the Minority Business Development Agency - Business of the Year. Canty is passionate about his business and this clearly comes across when speaking with him.

The future looks bright for Freeland Construction. The next assignment for the company is the Pee Dee River Bridge Replacements Project where Canty is looking forward to implementing some new ideas. Freeland Construction is going places and the SCDOT DBE program is proud to be helping along the way.

# BUSY SUMMER FOR THE AFFIRMATIVE ACTION OFFICE

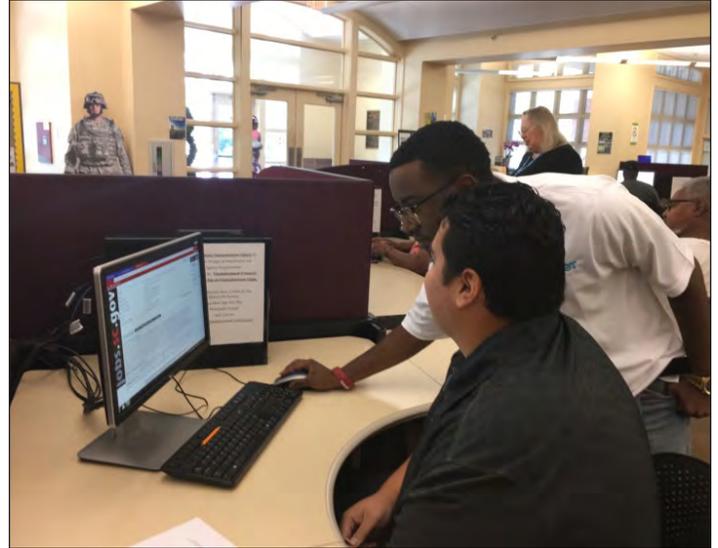
Throughout the summer, the Affirmative Action Office (AAO) has been providing and attending more than 20 training and recruiting events, forums and workshops. At each event, AAO disseminates information about the South Carolina Department of Transportation (SCDOT) as well as AAO. Members of staff have been traveling the state, recruiting qualified minorities and females, where underutilization exists, for positions with SCDOT.

AAO refers qualified applicants to SCDOT and provides assistance with their applications. Additionally, AAO has been successfully establishing new partnerships and revitalizing old relationships with organizations such as the National Society for Black Engineers, Diversity Hiring Expo, Goodwill Job Connection, SC Works Employment Agencies, Midlands Fatherhood Coalition, Partners for Minorities Engineers, New Beginnings Corporation and the Peer Wise Engineering Program. Overall,

AAO staff has been able to meet some very special individuals this summer, providing them with hope and an equal opportunity for employment!



*A member of the Affirmative Action team at Bamberg Job Corps Center with the cement and masonry students.*



*AAO staff assisting potential applicants at an SC Works recruiting event in Beaufort, SC.*



*AAO staff providing information on job openings in Charleston County at the 2017 Diversity Expo.*



*A member of the Affirmative Action team at Bamberg Job Corps Center with the welding students.*

## 2017 Summer Transportation Institute at Benedict College



The 2017 Summer Transportation Institute (STI) was held on the campus of Benedict College in Columbia, South Carolina, from June 5 through June 29, 2017. The program consisted of 30 students, 9th through 11th grade, representing 24 middle and high schools in South Carolina.

STI, a Federal Highway Administration program initiative, was created to expose middle and high school students to career opportunities in the transportation industry. South Carolina is considered the “birth state” of STI because the first program was held on the campus of South

Carolina State University in 1993. Since that time, the STI has expanded from a single university to multiple colleges and universities throughout the country.

STI is comprised of three (3) components: academic, enhancement, and sports/recreation. Each component provides a stimulating introduction to the field of transportation, motivates students toward professions in the industry, as well as enhances leadership and teamwork skills. The academic curriculum emphasizes the importance of safety and provides exposure to all modes of transportation including land, air, water and rail.

During the program, students engaged in activities that assisted them in gaining unique exposure to the transportation industry. Transportation professionals provided presentations about transportation career options in freight logistics, traffic management, port operations, and engineering. Students attended field studies at Palmetto Railways, Honda of South Carolina, Boeing of South Carolina, and the Columbia Metropolitan Airport. Field studies also included construction projects such as the Richland Penny Tax North Main sidewalks; the Riverbanks Zoo pedestrian crosswalk bridge; and the Bluff Road widening project.

The enhancement component engaged students in activities to improve study habits and to develop critical thinking and analytical skills. Enhancement activities included, SAT and ACT preparation, dining and business etiquette, decision-making skills, college readiness, career planning, soft-skills, research, technology and vocabulary development.

The sports and recreation component included supervised team sports and board games, which encouraged and improved team building skills for use in the workplace.

The Culminating Ceremony was held on Thursday, June 29, 2017. Students gave PowerPoint presentations sharing the highlights of lessons learned while participating in the STI. The occasion was celebrated by staff, parents and friends, transportation industry professionals, as well as representatives from SCDOT and FHWA. During the ceremony, participants were awarded certificates of completion in acknowledgement of their accomplishments.

STI continues to serve as a mechanism that prepares our future workforce for rewarding careers in the transportation industry.



### State Dollars - Same Responsibilities

The State of South Carolina passed a “Roads Bill” that will invest millions of dollars into repairing and rebuilding our transportation network to ensure that our citizens and businesses travel on a safe and reliable system. Although this funding may not have a required DBE goal, SCDOT’s intent is to acquire DBE participation on upcoming state funded projects.

It is critical to capture all DBE funds awarded to Prime Contractors and track/monitor contracts awarded to every DBE. In order to capture DBE participation, submission of Quarterly Reports are required for all DBEs working on projects whether there is a DBE goal or not. Efficient mechanisms are essential for monitoring DBE project activities accurately and in a timely manner. The DBE Quarterly Report form tracks payments to DBEs for work performed on all projects. Other forms, such as the Subcontractor Hauler Approval Request and the DBE Tracking Spreadsheet, are also vital to reconciling DBE payments throughout the life of the project.

At SCDOT, the DBE Reporting and Data Management Unit is available to provide training and technical assistance individually, on-site, and/or via telephone. Additional information regarding DBE reporting and forms are located on SCDOT’s website at [http://www.scdot.org/doing/businessDevelop\\_DBE.aspx](http://www.scdot.org/doing/businessDevelop_DBE.aspx).



## One on One with Cyrus Sinor, Owner of IPW Construction Group, LLC

**1. How long have you been in business?**

“International Public Works, LLC was formed as a partnership in 2002, and in 2013 it transitioned into IPW Construction Group, LLC with me as the sole owner.”

**2. How long have you been a DBE?**

“IPW CG has been certified for close to 9 years.”

**3. Why did you choose the DBE program?**

“When we formed IPW, we mainly performed building construction. Although I had extensive personal experience in sitework, paving and utility construction, the company didn’t have any history in those areas so we weren’t able to tap into that market. The DBE program helped us get our “foot in the door.” We started with small sidewalk projects and have graduated to full sitework and road projects.”

**4. What is your greatest accomplishment being a part of the SCDOT DBE program?**

“Being able to diversify our business. Thanks to the help of SCDOT, we have been able to expand our business to include concrete, grading, site work, utility and survey divisions.”

**5. How has SCDOT helped your business grow?**

“Every year, we have been able to take advantage of SCDOT sponsored training classes, everything from Flagger Training to Heavy Equipment Training and more. SCDOT has provided us training which we otherwise would find hard to fund.”

**6. What are some of your most complex contracts since being certified?**



“In 2015, we performed three road projects simultaneously for Berkeley County. Although it was tough, it was very rewarding and it helped our company grow into road builders.”

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

“Being a certified DBE will help open doors, but be prepared before you apply. In most cases, you only have one shot with a prime contractor and you need to be able to show them you are an asset to their team. It takes time and a lot of hard work to build up your reputation.”

**8. What is your long-term goal for IPW Construction Group?**

“On the engineering side, IPW recently opened a surveying department and over the next few years, we would like to expand

into construction testing and inspections on SCDOT projects. On the construction side, we would like to start performing smaller bridge projects.”

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

“The entire staff at the Minority and Small Business Office of SCDOT. As a small business, it is impossible to know all the rules, regulations and paperwork required in government contracting. It is also not practical to have a full-time staff person assigned to this task. SCDOT staff has always been available to help us navigate our way through the paperwork and pitfalls a

small business faces. We could not have made it without their help!”

**10. Is there anything else you would like to add?**

“Through SCDOT, we have been able to meet and partner with so many other small and disadvantaged businesses. These businesses are great partners on all our projects and we would not be successful without them. When we team with other SBE/DBEs we understand each other’s problems and challenges. We work together and share equipment, material and sometimes even employees to make sure the project gets done and we are all successful.”

**PRICING AND PROFITABILITY**

Many company owners have questions relating to “pricing and profitability.” These tips will assist with how to price product and establish profitability looking at the difference between markup and margin.

**PRICING**

Pricing is a difficult task for small businesses. All managers and employees must understand the basic relationship between pricing, profits and sales. Since small companies do not have the expertise or resources to quantify supply and demand functions, the company must be managed in a practical manner to achieve the desired profit.

In a competitive or declining market, it is difficult to maintain volume and profit. The natural tendency is to cut prices (develop “promotions” or distribute coupons) at least on a temporary basis. Unfortunately, however, this is not the answer.

**MARK UP AND MARGIN DIFFERENCE**

Managers must know the difference between mark up and margin. Mark up is the amount or percentage that the owners increase the product’s purchase price in order to cover the costs of operating the business. Gross Profit Margin is the difference between the sales price and the cost of the goods.

By applying a simple formula to the costs, a number which is the same for mark up and margin can be determined. For example: marking up an item which costs \$10 by 50% results in a selling price of \$15. However, this does not result in a 50% profit margin. The true profit margin is 33%. (\$10/\$15 = 66% cost. 100% sale price - 66.6% cost = 33.4% profit margin).

To set a price that will result in the desired profit margin, divide the cost of the item by the reciprocal of the desired profit margin. For example, if you wanted a 25% profit margin, you would have to divide the cost of the item by 75%. (\$10 cost divided by .75 = \$13.33 sales price.) This translates to a 33% mark up. Had you only marked this up by 25%, the actual profit margin would have been 20%. (\$10 x 1.25 = \$12.50. \$10/\$12.50 = 80% cost. 100% sale price - 80% cost = 20% profit margin.)

**CHART OF MARK UPS**

15% mark up = 1.176 multiplier  
 25% mark up = 1.333 multiplier  
 30% mark up = 1.429 multiplier  
 33 1/3% mark up = 1.5 multiplier  
 40% mark up = 1.667 multiplier

To prove the validity of the multiplier take the cost of the goods and multiply by the mark up multiplier. Take the results and multiply by your desired Gross Profit Margin. The result is your Gross

Profit. By dividing this result by the price you charge for the goods you determine effective Gross Profit Margin.

**Example: We paid \$24 for an item and want a 40% GPM.**

**Multiply \$24 by 1.667 = \$40 is the price we charge the customer To Prove it is correct multiply \$40 x .4 (GPM) = \$16 (Gross Profit) \$16 /40 = 0.4 so we prove that you have an effective Gross Profit Margin by using the 1.667 multiplier.**

**SUMMARY**

Determination of price is as much a factor of covering company operating requirements and profit as it is a matter of market determination. Clearly, both need to be addressed when pricing product. The difference between margin and markup must be clearly understood by management when pricing its products. Any additional costs which are not considered a true direct cost and are not included in the overhead costs must be calculated as burden and added to the original cost of the product. Lastly, management must constantly monitor its operating statements to see that operating ratios are remaining consistent which would mean that their pricing is correctly established. If you are interested in more information relating to this topic, email Steve Smith at: [SmithSP@scdot.org](mailto:SmithSP@scdot.org) or call 803-737-6396.

**Gross Margin Table**

Gross Margin % "GPM"	Divide By 1-GPM%	Multiply By 1/(1-GPM%)	Gross Margin % "GPM"	Divide By 1-GPM%	Multiply By 1/(1-GPM%)	Gross Margin % "GPM"	Divide By 1-GPM%	Multiply By 1/(1-GPM%)
1%	0.99	1.0101	34%	0.66	1.5152	67%	0.33	3.0303
2%	0.98	1.0204	35%	0.65	1.5385	68%	0.32	3.1250
3%	0.97	1.0309	36%	0.64	1.5625	69%	0.31	3.2258
4%	0.96	1.0417	37%	0.63	1.5873	70%	0.30	3.3333
5%	0.95	1.0526	38%	0.62	1.6129	71%	0.29	3.4483
6%	0.94	1.0638	39%	0.61	1.6393	72%	0.28	3.5714
7%	0.93	1.0753	40%	0.60	1.6667	73%	0.27	3.7037
8%	0.92	1.0870	41%	0.59	1.6949	74%	0.26	3.8462
9%	0.91	1.0989	42%	0.58	1.7241	75%	0.25	4.0000
10%	0.90	1.1111	43%	0.57	1.7544	76%	0.24	4.1667
11%	0.89	1.1236	44%	0.56	1.7857	77%	0.23	4.3478
12%	0.88	1.1364	45%	0.55	1.8182	78%	0.22	4.5455
13%	0.87	1.1494	46%	0.54	1.8519	79%	0.21	4.7619
14%	0.86	1.1628	47%	0.53	1.8868	80%	0.20	5.0000
15%	0.85	1.1765	48%	0.52	1.9231	81%	0.19	5.2632
16%	0.84	1.1905	49%	0.51	1.9608	82%	0.18	5.5556
17%	0.83	1.2048	50%	0.50	2.0000	83%	0.17	5.8824
18%	0.82	1.2195	51%	0.49	2.0408	84%	0.16	6.2500
19%	0.81	1.2346	52%	0.48	2.0833	85%	0.15	6.6667
20%	0.80	1.2500	53%	0.47	2.1277	86%	0.14	7.1429
21%	0.79	1.2658	54%	0.46	2.1739	87%	0.13	7.6923
22%	0.78	1.2821	55%	0.45	2.2222	88%	0.12	8.3333
23%	0.77	1.2987	56%	0.44	2.2727	89%	0.11	9.0909
24%	0.76	1.3158	57%	0.43	2.3256	90%	0.10	10.0000
25%	0.75	1.3333	58%	0.42	2.3810	91%	0.09	11.1111
26%	0.74	1.3514	59%	0.41	2.4390	92%	0.08	12.5000
27%	0.73	1.3699	60%	0.40	2.5000	93%	0.07	14.2857
28%	0.72	1.3889	61%	0.39	2.5641	94%	0.06	16.6667
29%	0.71	1.4085	62%	0.38	2.6316	95%	0.05	20.0000
30%	0.70	1.4286	63%	0.37	2.7027	96%	0.04	25.0000
31%	0.69	1.4493	64%	0.36	2.7778	97%	0.03	33.3333
32%	0.68	1.4706	65%	0.35	2.8571	98%	0.02	50.0000
33%	0.67	1.4925	66%	0.34	2.9412	99%	0.01	100.0000

**PURPOSE OF THIS TABLE**  
 This table provides the division and multiplication factors to be used to obtain the Company's desired Gross Margin %.

**HOW TO USE THIS TABLE**

- Determine the *Total Cost of the Item* (including freight).
- Select the desired *Gross Margin %*.
- Divide the *Total Cost of the Item* by the related "Divide By" factor.  
 -OR-  
 Multiply the *Total Cost of the Item* by the related "Multiply By" factor.
- Note that you will obtain the same result using either method.

**EXAMPLE**

Item's Description	Item's Cost	Desired Margin %	"Divide" Factor	"Multiply" Factor	Item's Price
Widget	\$ 1.00	10%	0.90	1.1111	\$ 1.11

# DBE HAULERS FORUM

## December 6 & 7, 2017



To register go to:  
[http://www.scdot.org/doing/bd\\_dbe\\_hauler\\_forum.aspx](http://www.scdot.org/doing/bd_dbe_hauler_forum.aspx)

### Upcoming Training...

Courses/classes available through our Business Development Center during the upcoming Fall/Winter 2017- 2018 are:

#### Orientation 101

This one-day session to familiarize DBE and SBE firms with information and guidelines concerning the Unified Certification Program, DBE/SBE Regulations, Fraud preventions, SCDOT Intranet, SCDOT business opportunities and the Business Development Center initiatives.

<b>Date:</b>	November 29, 2017
<b>Time:</b>	9:00 am – 4:00 pm
<b>Location:</b>	SCDOT Headquarters Building Columbia, SC

#### DBE Haulers Forum

The DBE Haulers Forum is a two-day DOT Compliance training for hauling firms certified by the South Carolina Department of Transportation (SCDOT). It is hosted by SCDOT, Federal Highway Administration (FHWA), Federal Motor Carrier Safety Administration (FMCSA) and the South Carolina Department of Public Safety (SCDPS). The Forum is being held to ensure hauling firms adhere to all rules and regulations set by USDOT while traveling intrastate and interstate highways.

<b>Date:</b>	December 6-7, 2017
<b>Time:</b>	9:00 am – 4:00 pm (Day 1) 9:00 am – 2:30 pm (Day 2)
<b>Location:</b>	Brookland Banquet and Conference Center West Columbia, SC

#### Utilities Coordination

This one day course will cover policies established by SCDOT to regulate the location, manner, installation and adjustment of utility facilities on the State Highway System. In addition, it will cover the issuance of permits for such work, in the interest of safety and protection of, utilization and future development of the highways.

<b>Date:</b>	December 11-12, 2017
<b>Time:</b>	TBA
<b>Location:</b>	SCDOT Headquarters Building

#### Create Your Company's Safety Manual

This 32 hour Safety and Health Workshop will give participants the resources needed to create a safety manual unique to their business and become certified as a safety technician. Upon completion of this course, participants will earn their OSHA 10 Hour Safety certification card and will have acquired the knowledge to become their company's 'go to' person for all things safety!

<b>Dates:</b>	February 2, 9, 16 & 23, 2018
<b>Time:</b>	TBA
<b>Location:</b>	SCDOT Headquarters Building Columbia, SC

To read more about these and other training opportunities listed in our DBE/SBE Business Development Training Catalog, please click on the following website: <http://www.scdot.org/doing/businessDevelop.aspx>