



West Virginia DOT Secretary Tom Smith Talks About Highway Projects



When it comes to new highway projects in West Virginia, the most visible are those currently taking place on the interstates.

"There is a lot of work happening on I-64, which will

continue over the next several years, but there is also lots of routine maintenance road work that will be happening in Cabell County, as well as all of the counties in District 2," said West Virginia Department of Transportation Secretary Tom Smith.

On Tuesday morning, Smith and other state highways officials met with local and state officials representing West Virginia's Division of Highways District 2, which includes Cabell, Wayne, Lincoln, Logan and Mingo counties.

"Gov. Jim Justice asked us to meet with local officials in every county in the state to discuss the Roads to Prosperity program and share the process of how projects are chosen and how dollars are distributed to each district," Smith said. "The Roads to Prosperity program enables us to get the investment to get to the roads and infrastructure we haven't been able to get to for years."

Smith spoke at the District 2 Headquarters at 801 Madison Ave. in Huntington.

Smith has already met over half of the districts and counties in the state and said most folks want to know how the funds are being distributed and the process of how projects are chosen.

"Every county believes they have the worst roads in the state," Smith said. "We have found at these meetings that people care not only about the large projects, but also care about the road that runs in front of their home."

Smith said the governor has asked the WVDOT to look at doing more with local roads.

"People want to know what's going on with the road in front of their house, so we are looking at ways to boost that over the next two or three months and put an emphasis on that during the first part of next year, too," he said.

Smith said some of the Roads to Prosperity projects listed may have to be adjusted with market conditions due to increased costs of construction materials like steel, asphalt and concrete.

"What we are doing is taking a look at changing market conditions," he explained. "This happens all the time in our line of work ... stuff goes up and stuff goes down, so we have to adjust and adapt our priorities based on what's happening in the marketplace."

Smith says the WVDOT tries to find the very best projects around the state.

To read more, see excerpt: http://www.williamsondailynews.com/news/west-virginia-dot-secretary-tom-smith-talks-about-highway-projects/article_559ce3cd-77ac-55fa-a262-8c99321cb5f4.html



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About The Program

The Construction Estimating Institute (CEI) works with West Virginia Department of Transportation (WVDOT) as the statewide provider of the federally funded Disadvantaged Business Enterprises (DBE) Supportive Services Program.

We want to increase the number of certified DBEs participating in highway and bridge construction, as well as assist DBEs in growing and eventually becoming self-sufficient. Additionally, CEI provides supportive services by assisting prime contractors and consultants with identifying DBEs for subcontracting opportunities on priority projects.

12 Steps for Developing and Driving Stronger Business Strategies

Strategically planning the trajectory of your business



Benjamin Franklin is credited with saying, “If you fail to plan, you are planning to fail.” The purpose of business planning is to set overall goals for your business and to develop a strategy to achieve them.

This includes implementing deducting and balancing approaches, making decisions, setting a destination or direction, and action planning. However, many construction companies have no long-term plan, with some even touting, “We just bid and pray.”

Today, the challenge for leaders at every organizational level is no longer just to outmaneuver and outthrust the competition; it is to outthink them in ways both large and small, developing a distinctive point of view about the future and helping your organization achieve the competitive advantage.

For example, if you would have purchased the computing power found in today’s iPhone in 1991, it would have cost you \$3.5 million. The world is changing quickly. Inevitably, so is the construction industry. Accordingly, running a business requires planning ahead for ever-changing factors in ways such as:

- Planning for succession
- Expanding products and services
- Strategizing for responding to the competition’s advancements
- Developing personnel
- Implementing new technology
- Improving margins and costs
- Leveraging strengths
- Addressing weaknesses

Strategic planning involves stepping back from your day-to-day operations and asking where your business is headed and what its priorities should be. The Balanced Scorecard (BSC) is a

strategy performance management tool used to keep track of staff accomplishments and activities and focus efforts in a laser-sharp manner.

The Balanced Scorecard

The BSC was developed in the early 1990s by Doctors Robert S. Kaplan and David P. Norton. While they named this system the “Balanced Scorecard,” by 2000, it had gained momentum as part of a more comprehensive strategic management system.

This made BSC a management tool, rather than just a measurement system, enabling organizations to explain their vision and strategy and convert them into a series of actions and initiatives. BSC does this by providing feedback around both the internal business processes and external outcomes to continuously improve strategic performance and results. When fully deployed, the BSC transforms strategic planning from a theoretical activity into a series of actions, metrics and control points. Kaplan and Norton describe its innovation as:

“The Balanced Scorecard retains traditional financial measures. But financial measures tell the story of past events, an adequate story for industrial-age companies for which investments in long-term capabilities and customer relationships were not critical for success. These financial measures are inadequate, however, for guiding and evaluating the journey that information-age companies must make to create future value through investment in customers, suppliers, employees, processes, technology and innovation.”

The traditional BSC views the organization from four perspectives, then facilitates development of goals, metrics, data collection and analyses relative to each of these perspectives:

- Learning and growth
- Internal business
- Customer
- Financial

To read more, see excerpt: <https://www.constructionbusinessowner.com/fail-plan-plan-fail>

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CEI is an educational organization providing the highest quality construction training in the industry. Over 100,000 owners, estimators, project managers, field supervisors, office support staff, foremen, laborers, and key management personnel have attended courses that are offered nationwide. The courses provide students with construction skills training and the critical information needed to be effective within their companies and organizations.

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