



Your Guide TO DOING BUSINESS WITH West Virginia Department of Transportation



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GOV. JUSTICE ANNOUNCES \$20 MILLION IN PAVING PROJECTS ACROSS WEST VIRGINIA

Today, Gov. Jim Justice joined leaders with the West Virginia Department of Transportation for an event at North Central West Virginia Airport, where he announced that more than \$20 million will be spent on paving projects, all across the state, as part of the Governor's Roads To Prosperity initiative.

"Not only are we going to complete \$20 million-worth of paving projects, but we're aiming to complete them within 45 days," Gov. Justice said. "It's absolutely unbelievable and I'm so proud of our Department of Transportation and all we've been able to accomplish thanks to our groundbreaking Roads To Prosperity program."

An interactive online map of the new paving projects will be available on the WVDOT's website in the coming days.

During today's event at NCWV Airport, Gov. Justice, WVDOT Secretary Byrd White, and Deputy Secretary Jimmy Wriston announced several new paving projects scheduled to take place over the next 45 days in North Central West Virginia. A total of \$2.6 million in paving work will be completed within the West Virginia Division of Highways' District 4 counties of Doddridge, Harrison, Marion, Monongalia, Preston, and Taylor.

In just the past 16 months, more than 300 miles of District 4 roadways have been paved. Additionally, more than 3,000 miles-worth of patching has been completed in District 4 in the same timeframe.

Gov. Justice added that, over the past year, the State has spent tens of millions of dollars on new maintenance vehicles and equipment, housed all across West Virginia, allowing Highways crews to fix more roads, faster than ever.

"We've already done an incredible amount of work. But, you know, as West Virginians, there's an incredible amount we can still do," Gov. Justice said. "No matter where you live, you're going to see orange cones and those orange cones are going to lead to new blacktop and a nicer ride."

The anticipated completion date for the new statewide paving projects is late September 2020.

"Gov. Justice's vision to make our roads better and his leadership in transportation infrastructure has not only allowed us to deliver on our goals for fixing the roads, but has also allowed Secretary White and myself to restructure and get out even more projects," Deputy Secretary Wriston said.

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About The WVDOT

The goal of the DBE Supportive Services Program is to increase the number of DBEs participating on WVDOT contracts and facilitate the opportunity for DBEs to obtain contracts. The services are designed to:

- Assist established construction firms to move them from bidding as a subcontractor to bidding as a Prime Contractor to produce sound bids.
- Provide access to training increases DBE expertise in handling of daily business operations.



About The Program

The Construction Estimating Institute (CEI) works with 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.

HOW TO OVERCOME THE LONELINESS OF LEADERSHIP

Advice for navigating the unspoken obstacle of being in charge

Leadership is lonely. I have the privilege of coaching top leaders in organizations around the world—both in and out of the construction industry—and this loneliness is ubiquitous. In good times, it feels like you are figuring it out and your work stays on an even keel. In difficult times, leaders are stressed out and find it difficult to be fulfilled in anything they do. Sometimes, it feels like you've pushed yourself to the professional edge and stayed there. Whether a leader is frustrated to a breaking point or they are hitting it out of the park, leadership is challenging; leadership is difficult; and leadership can be lonely. It is lonely work to lead others.

What Makes It So Lonely?

I have spent a fair bit of time thinking about this question and trying to find an answer—both for myself and for my clients. Being a modern-day construction leader inherently places you in the role of forging ahead. And by definition, this is an activity you will often do alone.

You may have a team that comes along with you, or you may have a boss who supports you as you walk ahead, but the work of leadership is to contemplate the metaphorical landscape and find your own path. Forging ahead can be exhaustive and taxing. It can sometimes feel impossible.

Often people have a sense of accomplishment as individual contributors. Because they are good at what

they do, those contributors are an obvious choice for promotion, and rightly so. But leaders may have a harder time defining their work, and it may sometimes feel like they shift from company hero to big brother or corporate overlord overnight.

A new leader might have been highly skilled at making their work visible as an independent contributor. Then they find themselves illuminating the work of their team. But there can be a feeling of invisibility as they gain their feet.

This is one of the reasons leadership (especially for new managers) is so difficult. This feeling of invisibility can leave leaders longing for the time when the work seemed so clear. Often, they are left with the compelling question, "Am I providing any real value to the organization?"

What Can You Do to Diminish the Loneliness?

In my conversations with leaders, I find that acknowledging the challenges of leadership helps to reframe what they are feeling. New leaders need to first understand the work itself. Thinking strategically takes time and effort, but it doesn't produce visible artifacts of accomplishment.

Planning to develop direct reports is similar in producing value to the organization, but also doesn't have the feeling of accomplishment and completion.

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Supportive Services Offered:

- Estimating Training
- Building Capacity
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- Bonding Assistance
- Marketing Plan Development
- Creating a Business Plan
- Building a Website
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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.